



2019-2020 PROPOSED BUDGET

Office of the County Administrator
June 11, 2019

SAN JOAQUIN
—COUNTY—
Greatness grows here.

SAN JOAQUIN COUNTY BOARD OF SUPERVISORS

2019-2020



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PROPOSED BUDGET COUNTY ADMINISTRATOR





June 11, 2019

Board of Supervisors
County Administration Building
Stockton, CA 95202

Fiscal Year 2019-2020 Proposed Budget

Dear Board Members:

Introduction

*“If you are working on something that you really care about,
you don’t have to be pushed. The vision pulls you.”*

- Steve Jobs

The 2019-2020 Proposed Budget for San Joaquin County exemplifies the vision established by the Board of Supervisors in its 2019-2022 Strategic Priorities. The Board Strategic Priorities for 2019-2022 are:

1. Ensure fiscal responsibility
2. Promote good governance and increase organizational capabilities
3. Improve public safety and enhance overall criminal justice system
4. Promote economic development
5. Stay informed and proactive in dealing with water issues

The budget reflects the themes of innovation, fiscal responsibility, quality of life, and public service that are the hallmarks of the vision established by the Board. The recommended budget for each County department has been carefully aligned to support the Board Strategic Priorities.

The County Administrator’s Office (CAO) is pleased to submit the 2019-2020 Proposed Budget. The \$1.8 billion budget demonstrates that San Joaquin County is well governed and fiscally sound. The Board’s thoughtful stewardship of County resources has resulted in a strong government organization with a structurally-balanced budget and increases to reserves. This balanced budget fully funds current departmental staffing levels, and where appropriate, augments staffing to address critical operational needs.

The 2019-2020 Proposed Budget reflects an increase of \$40.8 million when compared to the 2018-2019 adjusted budget. One of the largest increases to the County’s operational cost is the retirement expense.

While the 2019-2020 Proposed Budget is reflective of the growth and strength of the local economy, it is essential that the County maintain its focus on fiscal sustainability and maximize all available resources to

lessen the burden on the General Fund. Because an economic downturn is inevitable, the County must remain focused on a balanced budget. To this end, the County will:

- Negotiate only affordable and sustainable labor agreements;
- Assess the County's retirement rates and funding ratio in the event there is a significant increase in the retirement rates or reduction in the funding ratio;
- Advocate for the County's retention of its allotted share of property tax revenues;
- Limit the issuance of debt;
- Improve the revenue cycle and materials management processes at San Joaquin General Hospital (SJGH). SJGH has struggled with the new revenue cycle and materials management processes implemented in 2018, impacting the Hospital's bottom line;
- Appropriately fund critical capital needs;
- Evaluate the appropriateness of the current 5% Contingency Reserve level; and,
- When possible, make contributions towards the County's Unfunded Pension Liability Reserve.

These practices and projects will provide the foundation necessary for sustaining a structurally-balanced budget, now and in the future.

As part of the 2019-2020 Proposed Budget development process, departments were asked to compare their respective core services and staffing levels against five peer counties. The five peer counties (Contra Costa, Kern, Monterey, Stanislaus, and Ventura) were selected as each of these counties has a variety of similarities to San Joaquin County. For a number of departments, this analysis effort highlighted differences in the core responsibilities of the departments, as well as differences in staffing levels. In some cases, it was determined that the San Joaquin County department had a much higher level of staffing than their cohorts in the five peer counties. This information will be valuable as the County strives to ensure an appropriate balance between departmental operating costs, departmental service delivery, and available funding.

The 2019-2020 Proposed Budget has been carefully designed to advance the public interest, while at the same time remain fiscally sound. Many hours of hard work and collaboration were spent by the County's dedicated employees and executives to develop this spending plan. It is their talent, creative thinking, and commitment to public service that help make San Joaquin County such a thriving community.

Proposed Budget Assumptions – In the initial development of the Proposed Budget, the year-end available fund balance projections were developed utilizing midyear and third-quarter projections. The June 30, 2019 year-end fund balance is estimated at over \$30.5 million. While these funds can assist balancing the budget, it is not an ongoing revenue stream and should not be relied upon to fund ongoing costs. The Proposed Budget does not utilize these one-time funds to provide a structurally-balanced budget. The Proposed Budget adds \$2.1 million to the Reserve for Contingencies in order to achieve the Board's policy of 5% of total appropriations and funds the full 5% contribution toward the unfunded retirement liability at a Net County Cost of \$8.2 million, primarily funded from ongoing funding sources. Thus, the remainder of ongoing revenue streams are used to fund ongoing operational costs.

In prior years, the Proposed Budget was compared to the prior year's Adopted Budget, which does not include any budget adjustments that may have been approved by the Board of Supervisors. To better compare budget-to-budget, the 2019-2020 Proposed Budget is compared to the 2018-2019 adjusted budget,

which includes any changes to appropriations through December 31, 2018. This provides a more accurate comparison to the prior budget.

Labor – Employee salary and benefit costs comprise approximately 51% of County’s Proposed Budget. A recent survey of ten comparable California counties found that San Joaquin County, as a percentage of the total County budget, has the fourth highest rate of salary and benefit costs.

The County has current labor agreements with 86.8% of the County labor force leaving 13.2% expired or near expiration by June 30, 2019. The bargaining units with expired or expiring contracts are the Law Enforcement Management Association (LEMA), Deputy Sheriff’s Association (DSA), Sheriff Deputy Sergeant Association, Physicians (UAPD), and Nurses (CNA). Additionally, Service Employees International Union (SEIU) MOUs covering 69.3% of the County’s workforce will expire on September 5, 2019. SEIU bargaining units include Office & Technical; Para-Professional & Technical; Safety, Investigative & Custodial; Professional; Supervisors; and Trades & Labor. The total number of positions within the bargaining units that are expired or will expire on or before September 5, 2019 is 5,793 or 87.5% of the workforce (includes recommended position changes for 2019-2020). The potential costs resulting from these negotiations are unknown, therefore, are not included in the Proposed Budget. For the agreements, which have expired, or will expire by September 5, 2019, the total cost for a 1% base salary increase is approximately \$6.0 million, with a Net County Cost of \$2.1 million.

Retirement – In 2015-2016, the Board adopted a policy to contribute up to 5% additional funding toward the County’s unfunded retirement liability. It is estimated that the County will have provided an additional \$51.0 million during the period of January 2017 through June 2019.

The 2019-2020 Proposed Budget includes \$23.9 million for contributions toward the unfunded retirement liability with a Net County Cost of \$8.2 million. The balance of the Unfunded Pension Liability Reserve as of March 31, 2019 was \$25.5 million. The Proposed Budget adds an additional \$7.3 million to the Reserve.

While the final actuarial report for 2018 has not been finalized, the annual financial report indicates the investment earnings falling far below the expected earnings rate of 7.25% at (-2.11%). The Proposed Budget assumes retirement rates to increase approximately 4% in calendar year 2020. For every 1% increase in the retirement rate, the total cost to the County is approximately \$4.9 million, with the Net County Cost of \$1.7 million.

Health Insurance – In 2018-2019, the Human Resources Division, along with its consultant, Segal, continued to evaluate the self-funded and Health Maintenance Organization plans. The intent of the evaluation was to offer quality benefits while ensuring cost containment for financially-stable plan offerings. Staff conducted a Request for Proposal and received two bids; the successful bidder was Sutter Health Plus. The County will make this new plan available to non-Medicare retirees and certain employee groups effective July 1, 2019. The new plan option will be made the subject of input with the bargaining groups.

The County’s self-insurance health reserve funds have been depleting at an alarming rate. For several years, increased costs have been absorbed by the reserve, but as of 2018-2019, this practice was no longer possible. Costs for the self-insured health plans have increased 16% and 22.8% in 2018-2019 and 2019-2020, respectively. Due to the long-term and continuing universal trend of escalating health care costs, the County will continue to work with its consultant/actuary to develop additional plan options for employees and their families. This could include a high deductible plan, a different provider network plan, and other creative health care plan alternatives.

Animal Services – Sheriff’s Animal Services Officers have been successful in reuniting animals with their owners. In 2018-2019, a total of 1,868 animals were reunited with their rightful owners, saving the County approximately \$607,100 in costs for shelter services.

Cannabis – On November 6, 2018, the voters failed to approve Measure B (Cannabis Business Tax) by the required 66.7%. On January 8, 2019, County Counsel sought direction from the Board of Supervisors regarding development agreements. The Board directed Counsel to bring back, for its consideration, the necessary modifications to Ordinance No. 4512, Title 4, Division 10, Chapter 1, and to make corresponding changes to Title 9, to allow for commercial cannabis businesses through development agreements, as well as to develop an application and fee for processing such agreements. The changes as directed would allow for a Commercial Cannabis Business to operate in the unincorporated areas of the County only with a Board approved commercial cannabis development agreement, Use Permit or Special Purpose Plan, Commercial Cannabis License, and Annual State license. The types of licenses available under Title 4 include: Cultivator, Distributor, Manufacturer, Retailer, and Testing Laboratory.

On May 21, 2019, staff presented updated versions of Title 4 and Title 9 reflecting the Board’s earlier direction. The Board approved both Title 4 and Title 9 as presented and directed staff to revisit certain aspects of the material presented (storefronts, setbacks, etc.) and return to the Board for further discussion in the August/September 2019 timeframe.

Additionally, the Board authorized the County Administrator or her designee to negotiate commercial cannabis development agreements. Staff has developed a commercial cannabis development agreement application, which will be provided to any party that has submitted a letter of interest and that will be posted on-line. Negotiations with applicants should begin in June 2019. Prior to any development agreement being agendized for approval by the Planning Commission and ultimately the Board of Supervisors, an applicant must apply for and receive a Commercial Cannabis License pursuant to Title 4, and a land use entitlement (Use Permit or Special Purpose Plan) pursuant to Title 9.

Office of the Medical Examiner – The County Administrator has taken the lead, along with County Counsel, to develop an organizational plan for the independent Medical Examiner’s Office. In 2019-2020, the CAO will continue to assist in the establishment of the Office of the Medical Examiner within the Health Care Services Agency. The transition period is expected to be complete by the end of 2019-2020. The Board has interviewed highly qualified candidates for the position of Chief Medical Examiner and it is anticipated that a final hiring decision will be made in June 2019. In the interim, the Office of the Medical Examiner will remain under the Sheriff; however, the authority of determining the cause and manner of death will be assigned to the Medical Examiner, once appointed.

Homelessness – This issue is amongst the most complex and divisive challenges the County faces. Solutions to homelessness are rooted in addressing systemic issues such as inadequate housing, but also require a response to individual concerns including mental health, physical health ,and substance abuse issues. This suggests that successful solutions to homelessness will be realized through a comprehensive strategy involving significant commitments of time and resources from every jurisdiction affected by homelessness. Between 2015 and 2018, the San Joaquin County Homelessness Task Force (HTF) developed strategies for this response, which included feedback and direct participation from dozens of organizations and individuals representing a wide range of disciplines, including social services, health care, and law enforcement. Starting in January 2019, the HTF folded into the San Joaquin Continuum of Care (CoC) to expand and continue this work. In April 2018, a Program Administrator-Homeless Initiatives (PA) position was created within the CAO. The CAO also secured \$379,641 in funding commitments and the PA position has, to date, been fully funded using only State and Federal grant dollars. With assistance from the Housing and Urban Development Technical Assistance Grant secured by the CAO in early 2018, the PA

has served as the focal point and resource for all of the County's efforts to reduce and prevent homelessness, working with all seven incorporated cities in the County as well as hundreds of stakeholders throughout the region.

In addition to the CAO, and as part of a comprehensive response to homelessness, several agencies within the County are engaged in solutions, including Behavioral Health Services (BHS), District Attorney, Human Services Agency, Public Defender, Public Health Services, Sheriff, and others. BHS continues to provide many services that intersect with the County's homeless population. Through partnerships with local community-based organizations like Community Medical Centers (CMC), Central Valley Low-Income Housing Corporation (CVLIHC), and the Housing Authority of the County of San Joaquin (HACSJ), BHS is working to provide housing and services to homeless individuals with issues of behavioral health. Using \$3.5 million in Mental Health Services Act (MHSA) and Proposition 63 funds, the innovative Crossway Project (located at the recently vacated offices of HACSJ) will begin renovation in 2019 to provide 27 units of project-based housing and on-site supportive services for BHS clients, with a planned opening for January 2020. Homeward Bound, a partnership between BHS and CMC, uses \$8.2 million in MHSA Innovation funds and Proposition 47 grant funds over five years to assist the homeless with mental health or substance abuse issues, through services including withdrawal management, housing support, and case management. In 2018, CMC applied for, and received, a grant of \$1.1 million through the Homeless Emergency Aid Program (HEAP) to provide limited emergency shelter through this program. The Whole Person Care program, funded through California's Section 1115 Federal Medicaid Waiver, has a total budget of \$18.3 million over five years and is designed to improve the health of high-risk, high-utilizing patients through the coordinated delivery of physical health, behavioral health, housing support, food stability, and other critical community services. As of May 1, 2019, the program has served 1,081 unique clients with a goal of 1,200 concurrent enrollees by the end of calendar year 2020. This program leverages community partnerships to coordinate service delivery through fifteen different organizations, including CVLIHC.

In 2018, HEAP was the largest single allocation of funds to the County to address homelessness. Ongoing coordination efforts, led by the CAO and involving stakeholders from the four large cities within the County, the non-profit community, law enforcement and others, ensured that local communities met the complex eligibility requirements of HEAP in order to secure these funds for homeless projects throughout San Joaquin County. Ultimately, five organizations were selected to receive funds. The CAO continues to support these efforts to develop or expand permanent supportive housing, emergency shelter, and support services for the homeless.

Victory Gardens, another innovative solution, brings together a partnership between the County and HACSJ to create 50 new units of permanent supportive housing for homeless Veterans and their families by leveraging County-owned land and entitlement funds to secure additional State Veteran housing grant funds.

In 2018-2019, CAO staff provided regional leadership to the Point-in-Time (PIT) count effort; an effort that focused on counting the unsheltered homeless in the community. The 2019 PIT count identified 1,558 unsheltered homeless individuals; double the number identified during the 2017 PIT count. Of the 1,558 individuals identified, 921 were in Stockton, 218 in Manteca, 155 in Tracy, 139 in Lodi, 100 in the unincorporated areas of the County, with the rest scattered around Lathrop, Ripon, and Escalon.

Initiatives and collaborative efforts addressing homelessness will continue to yield results as San Joaquin County takes the lead on this critical issue for our communities.

Child Support Funding – In 2017, at the direction of the Board of Supervisors, the Department of Child Support Services (DCSS) executive managers assembled a coalition of Child Support Directors to collectively request an appropriate amount of State funding. The coalition asked the State to support a \$38.8

million annual increase from the State General Fund. The request was pared down to \$3.0 million and distributed to 19 underfunded counties for 2018-2019.

The County funding efforts continued during the fall of 2018, in collaboration with State DCSS and the Child Support Directors Association. The Governor has included in his 2019-2020 proposed budget \$19.1 million State General Fund dollars. If approved, these funds will be allocated to 21 underfunded county Local Child Support Agencies. The \$19.1 million proposed by the Governor will be matched by Federal dollars to provide a total of \$56.0 million. It is anticipated that the \$19.1 million will remain intact and be included in the Governor's final budget. San Joaquin County's allocation of the \$56.0 million is \$3.1 million and is included in the recommended 2019-2020 Proposed Budget.

SJGH-Phase II Acute Care Patient Wing Expansion Project – Construction of the Phase II Acute Care Patient Wing Expansion Project was completed in 2018-2019. The new facility replaces 45 of the 89 inpatient beds in the seismically non-compliant Towers building. The new patient wing is scheduled to be operational in fall 2019. Project funding was provided by the Hospital Enterprise Fund without incurring additional debt or subsidy from the General Fund.

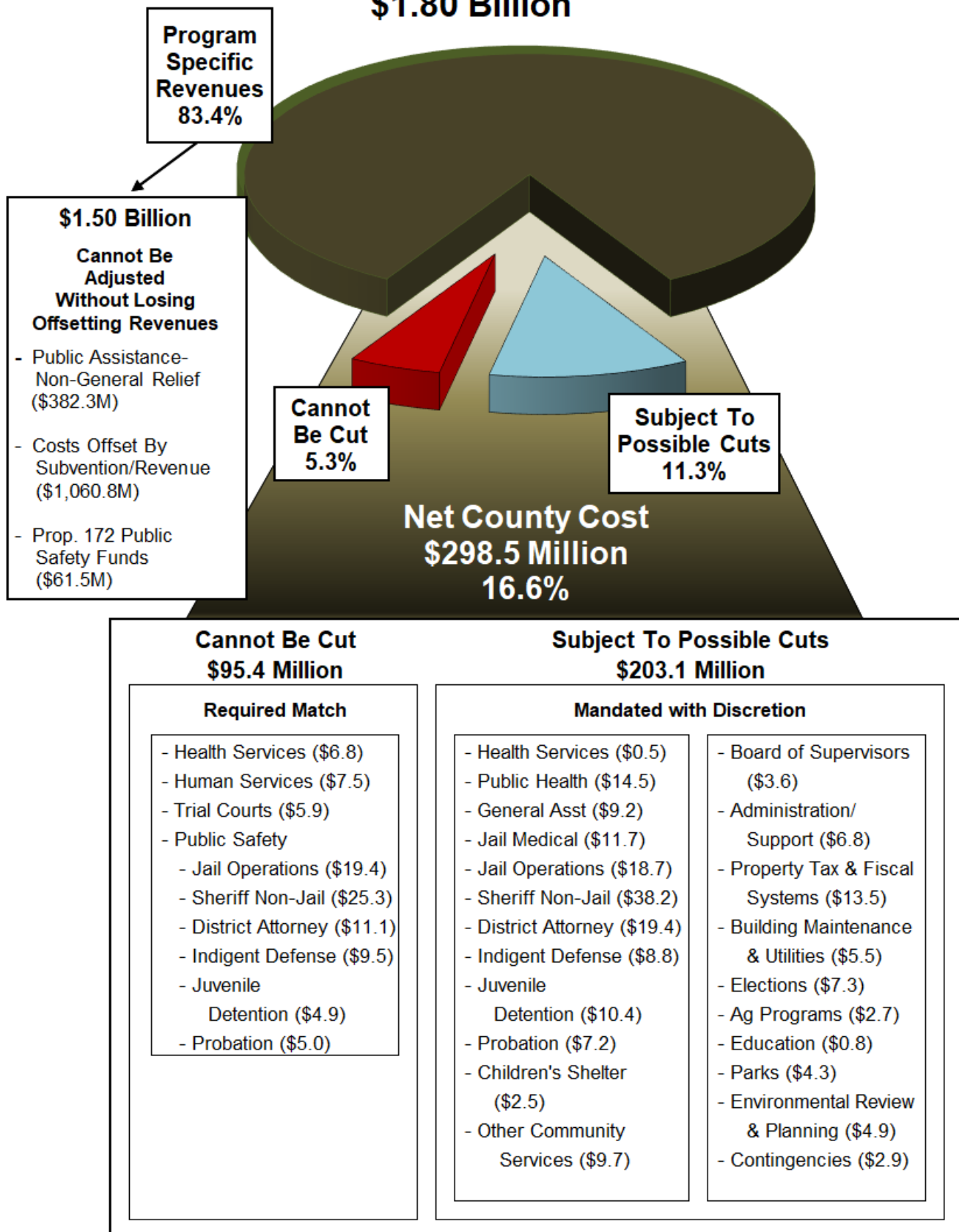
Financial Overview

The appropriation in the 2019-2020 Proposed Budget totals \$1.8 billion. This represents an increase of \$40.8 million from the 2018-2019 adjusted budget. Property tax revenue, the major source of General Purpose Revenue in San Joaquin County, is expected to grow by 5.25%, following increases of 5.1% and 6.74% in 2018-2019 and 2017-2018, respectively.

The budget provides for increases in salary and benefits stipulated in the existing labor agreements, which accounts for approximately 86.8% of our total workforce. In addition, the budget includes significant State and Federal revenues for law and justice activities, transportation projects, and health and human services programs. Overall departmental revenues including State and Federal funding, charges for services, and non-General Fund available year-end fund balances, provide 83.4%, or \$1.50 billion of the budget. The remaining \$298.5 million is funded by General Purpose Revenue.

As a political subdivision of the State, the County's role is to deliver the services mandated by the State and Federal governments. Consequently, the Board of Supervisors does not determine which government functions the County performs. Health, welfare, criminal justice, elections, recording of documents, weights and measures, and agricultural enforcement are some examples of State-prescribed and County-administered functions. Many of the programs mandate performance standards and require County funding participation from the local revenue base. Maintaining the limited discretion the Board of Supervisors has when it comes to General Purpose Revenue is critical to addressing the diverse needs of the community.

2019-2020 Proposed County Budget \$1.80 Billion



The proposed \$1.8 billion budget is illustrated by the pie chart on page 7. The chart highlights several key points:

- Revenue-specific programs account for \$1.50 billion or 83.4%, of the County's budget. These areas cannot be adjusted without losing offsetting revenues.
- Only \$298.5 million, or 16.6%, of the proposed County budget represents Net County Cost, which is funded by General Purpose Revenue. This amount includes a transfer to the Reserve for Contingencies of \$2.1 million, and \$7.3 million to the Unfunded Pension Liability Reserve.
- \$203.1 million, or 11.3%, of the budget is available to absorb any general State/Federal budget cuts and local cost increases. However, even the areas subject to possible cuts are mandated with discretion and controlled by law and State regulations, where the Board of Supervisors has some authority over the level of services.
- Public Safety programs consume \$114.4 million, or 56.3%, of the areas subject to possible cuts. When combined with the maintenance-of-effort requirements, a total of \$189.6 million, or 63.5%, of the General Purpose Revenue is allocated to Public Safety programs.

All Funds

The 2019-2020 Proposed County Budget totals \$1,803,049,348 which is an increase of \$40,804,023 or 2.3% from the 2018-2019 adjusted budget. This includes the General Fund, Special Revenue Funds, Capital Project Funds, and three Enterprise operations. The Appropriations and Sources of Funding are summarized below:

All Funds	2018-2019 Adjusted	2019-2020 Recommended	Increase/ (Decrease)
Appropriations			
Departmental Appropriations	\$1,757,245,325	\$1,798,049,348	\$40,804,023
Appropriation for Contingencies	5,000,000	5,000,000	0
Total Appropriations	\$1,762,245,325	\$1,803,049,348	\$40,804,023
Sources of Funding			
Departmental Revenues	\$1,423,152,549	\$1,476,467,424	\$53,314,875
General Purpose Revenues	284,866,735	298,500,069	13,633,334
Fund Balance			
General Fund	21,626,925	0	(21,626,925)
All Other Funds	32,599,116	28,081,855	(4,517,261)
Total Sources of Funding	\$1,762,245,325	\$1,803,049,348	\$40,804,023

General Fund

The 2019-2020 Proposed General Fund Budget totals \$945,300,495, which includes an allocation of \$5.0 million for Appropriation for Contingencies. The General Funds represent approximately 52.4% of the overall County budget and the Appropriations and Sources of Funding are as follows:

General Funds	2018-2019 Adjusted	2019-2020 Recommended	Increase/ (Decrease)
Appropriations			
Departmental Appropriations	\$890,468,905	\$940,300,495	\$49,831,590
Appropriation for Contingencies	5,000,000	5,000,000	0
Total Appropriations	\$895,468,905	\$945,300,495	\$49,831,590
Departmental Revenues	588,975,245	646,800,426	57,825,181
Net County Cost	\$306,493,660	\$298,500,069	(\$7,993,591)
Sources of Funding			
General Purpose Revenues	\$284,866,735	\$298,500,069	\$13,633,334
Fund Balance			
General Fund	21,626,925	0	(21,626,925)
Total Sources of Funding	\$306,493,660	\$298,500,069	(\$7,993,591)

Financial Analysis

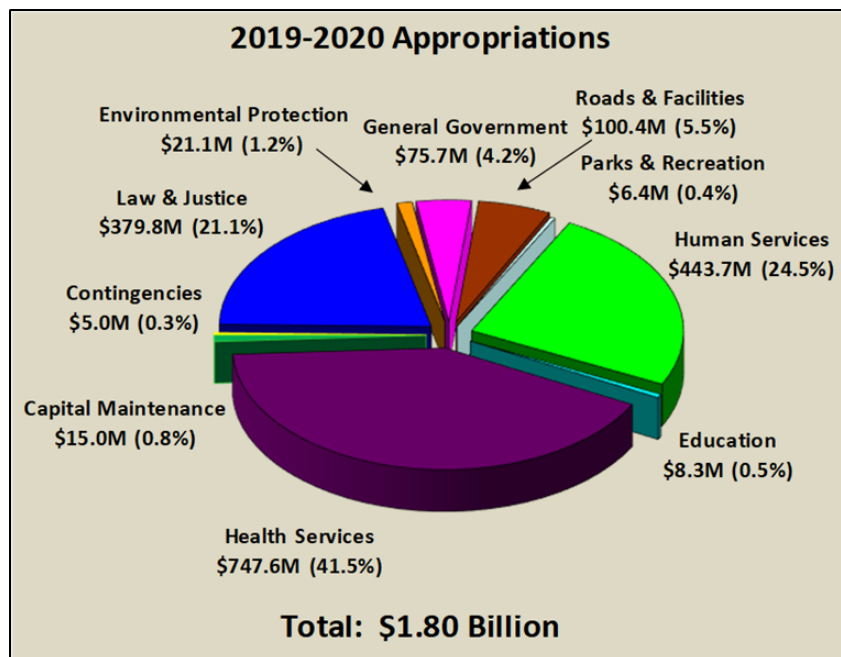
Appropriations

Appropriations are primarily based on the current State/County funding relationship. In the event State funding is less than the anticipated amounts as a result of the final State Budget, a commensurate reduction in local expenditures will be necessary consistent with the County's Grant Funding Policy Guidelines (B-02-106). The guidelines are as follows:

- Funding over-matches for State and Federal grants shall be avoided.
- Grant funding resources should be maximized to meet community needs, and to minimize Net County Cost.
- Program managers experiencing grant funding reductions or elimination will seek other non-County funding sources.
- When outside resources run out, program managers will be directed to eliminate ongoing costs and/or develop plans for short-term program phase out.
- Any exceptions to these guidelines shall be limited to emergencies or to the support of critical Board priorities, and must be reviewed and approved by the Board of Supervisors on a case-by-case basis.

Appropriations for Special Districts governed by the Board of Supervisors have been added to the County budget figures to show the total scope of the Board's responsibility. The grand total of all budget elements, including Special Districts, is \$1.84 billion.

The recommended appropriations by functional area are as follows:



Overall, appropriations increased \$40.8 million, primarily due to salary and benefits adjustments. This change reflects salary increases implemented in 2018-2019 as well as those scheduled for 2019-2020. Notable changes in the 2019-2020 appropriations include the following:

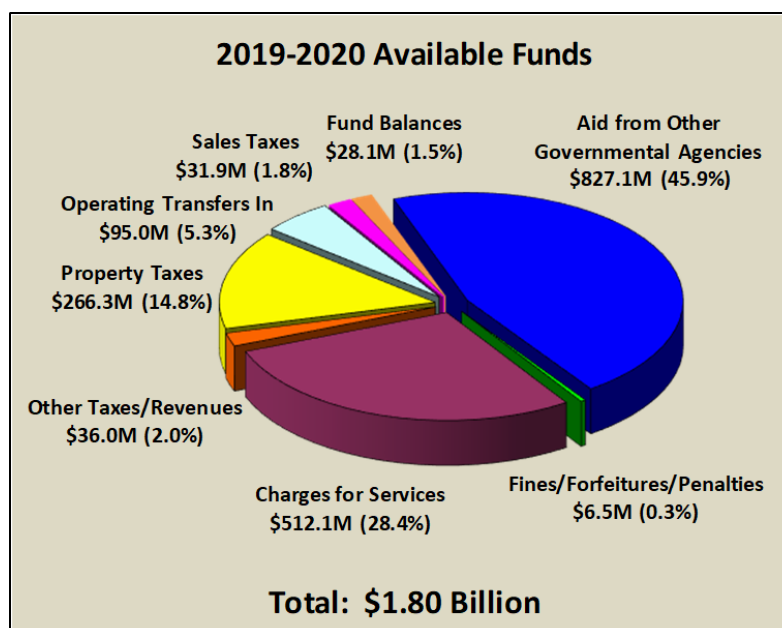
- **General Government decreased by \$18.9 million**, primarily consisting of \$20.7 million in operating transfers to Reserve for Contingencies, Unfunded Pension Liability Reserve, Capital Outlay Fund, and Information Systems Division (ISD); \$1.2 million and \$865,000 for Cost Allocation Plan adjustments for County Counsel and the Board of Supervisors, respectively; and \$6.6 million Equipment Use and Debt Service; partially offset by increases of \$2.4 million for the Assessor-Recorder-County Clerk for Cost Allocation Plan adjustments and the transfer of four positions from ISD; and \$5.0 million for the Registrar of Voters for election costs.
- **Environmental Protection increased by \$3.1 million**, primarily consisting of increases of \$1.3 million in Cost Allocation Plan adjustments; \$1.0 million for the addition of four positions and salary and benefits adjustments; and increases in fixed assets of \$406,000 for heavy equipment and vehicle purchases, \$156,000 in data processing charges, \$150,000 for a parking area fence extension for the Agricultural Commissioner, and \$100,000 for security improvements to the Community Development Department lobby.
- **Law and Justice increased by \$31.6 million**, primarily consisting of \$11.3 million in salary and benefits adjustments; a net staffing cost increase of \$6.6 million; \$600,000 in extra-help and overtime costs; \$9.6 million in Cost Allocation Plan adjustments; \$900,000 additional appropriations funded by the Local Community Corrections AB 109 budget; \$2.0 million in professional and contract services; \$700,000 in various services and supplies expenses; and an increase of \$1.1 million for fixed assets; offset by decreases of \$500,000 in operating transfers out, and \$500,000 in centrally-budgeted charges.
- **Roads and Facilities programs decreased by \$3.2 million**, primarily reflecting a \$4.8 million decrease in Airport capital improvement projects; \$905,000 in administration costs; and \$2.4 million in Community Infrastructure Program costs; partially offset by increases of \$2.8 million in Public

Works construction of public roads, bridges, and related facilities; \$1.9 million in professional services engineering costs; and \$526,000 in salary and benefits adjustments.

- **Health Services increased by \$1.8 million**, primarily consisting of \$6.6 million in salary and benefits adjustments; a net staffing cost increase of \$2.3 million; \$15.0 million in overall service provider, supplies, and operating costs; and \$2.9 million in Vehicle License Fee transfers to the Health Trust Fund; offset by a \$25.1 million decrease in fixed asset expenditures.
- **Human Services programs increased by \$38.3 million**, major changes include an increase in Human Services Agency (HSA) budgets of \$28.8 million, which primarily consists of an increase in HSA Administration of \$16.9 million due to 14 additional positions, salary and benefits adjustments, fixed assets, and service and supplies. HSA Administration costs also include other charges of \$13.0 million from an increase in CalWORKs payments and Foster Care program expenses; both had Cost of Living Adjustments that increased costs. This is offset by a slight decrease in centrally budgeted expenses and operation transfers of \$1.6 million. In addition, Aging and Community Services budget had a slight increase of \$440,000 due to salary and benefits adjustments and additional services in weatherization, and the Mary Graham Children's Shelter had an increase of \$393,000. The Employment and Economic Development Department increase of \$3.2 million was primarily due to increases in State and Federal funding for employment and training services; and an increase in the Neighborhood Preservation budget of \$9.1 million is primarily related to two new State grants to fund housing and homeless assistance programs, and re-budgeted Housing and Urban Development funding for improvement projects.
- **Capital Maintenance and Improvements decreased by \$13.6 million**, primarily consisting of a \$7.0 million increase in Facilities Management expenditure reimbursements; and a \$6.6 million decrease in Public Improvement capital project costs due to a change in appropriation methodology, partially offset by an increase of \$116,000 in Facilities Management professional services costs, including enhanced on-site security screening at the County Administration Building.

Available Funds

The 2019-2020 proposed expenditure plan is financed with the following estimates of available revenue sources:



Overall, available revenues are expected to increase by \$66.9 million, or 6.9% from the 2018-2019 adjusted budget. Notable changes in 2019-2020 available funds are as follows:

- **Aid from Other Governmental Agencies is projected to increase by \$61.8 million**, and is attributable to major increases in the following areas: \$11.4 million in realignment funding previously classified as operating transfers in; \$5.5 million in Mental Health Services Act and other State funding for mental health services; \$2.9 million in Vehicle License Fee realignment revenue; \$2.7 million in State and Federal funding for the Child Support Program; \$2.8 million for Local Community Corrections; \$1.4 million in State and Federal funding for Adult, Pretrial Services, Senate Bill (SB) 678, Administration Juvenile Detention, and JAG budgets; \$4.7 million for Probation in State and Federal programs for Adult, Juvenile, Juvenile Detention, Administration/Support Services, Juvenile Supplemental Law Enforcement, and Local Community Corrections; \$1.0 million for Correctional Health Services for the Jail Based Competency Treatment Program; \$7.0 million in Proposition 172 funds for qualifying Public Safety programs; \$3.2 million for Employment and Economic Development Department primarily due to increases for employment and training; \$9.1 million for Neighborhood Preservation related to two new State grant programs to fund housing and homeless assistance and re-budgeted Housing and Urban Development funding for improvement projects; \$17.2 million in State CalWORKs reimbursement; \$5.1 million in Federal Social Services Administrative reimbursement; and \$3.4 million in State Foster Care reimbursement; partially offset by decreases of \$1.5 million in various State funding for hospital services; \$1.1 million in State funding received in 2018-2019 for the Ready to Work Program and the Family Justice Center; \$500,000 in State and Federal programs for the Juvenile and Juvenile Supplemental Law Enforcement budgets; and \$10.0 million decrease for Public Works Road Fund in State and Federal funding for projects.
- **Charges for Services are projected to increase by \$11.5 million**, and are attributable to major increases in the following areas: increases of \$5.8 million in Medi-Cal, Medi-Cal Administration, and Early and Periodic Screening, Diagnostic, and Treatment funding; \$1.4 million in revenue for a new County Service Area 31 Sewer budget; \$968,000 in Federal reimbursement for Drug Medi-Cal; \$952,000 in revenue for the Public Health laboratory; \$1.0 million for Solid Waste in landfill charges; net increase of \$8.3 million in Hospital revenues; \$1.6 million from Lathrop Police, Mountain House Police, and Administration Support, partially offset by a decrease of \$6.4 million in Airport special revenues and \$2.3 million for the Registrar of Voters election reimbursement.
- **Property Taxes are projected to increase by \$13.8 million**, reflecting a projected 5.25% growth in assessed valuation of the current secured and supplemental tax rolls.
- **Operating Transfers In are projected to decrease by \$31.9 million**, and are inclusive of: decreases of \$15.6 million in funds transferred to the Contingency Reserve, Unfunded Pension Liability Reserve, and the Capital Outlay Fund; \$5.5 million in Public Improvement operating transfers to Capital Outlay Fund; \$587,000 for Stockton Metropolitan Airport capital improvement projects; \$11.4 million in realignment funding due to reclassification of revenues; \$400,000 in Sheriff's budgets from Local Community Corrections for supervision of release offenders; \$140,000 in Child Support recoupment funds; partially offset by increases of \$1.6 million in Sheriff's budgets primarily from trust funds and Local Community Corrections; \$312,000 for First 5 San Joaquin; and \$300,000 for Maddy Emergency Medical Services for facility planning activities.
- **Sales Taxes are projected to increase by \$3.9 million**, reflecting an increase in local sales tax revenue growth, including Measure K funds.

- **Other Taxes/Revenues are projected to increase by \$10.5 million**, reflecting an increase of \$4.4 million in interest earnings; \$2.0 million in funding for Medi-Cal Graduate Medical Education; \$1.9 million use of Mental Health and Whole Person Care fund balances; \$921,000 in various license and permit fees; and \$1.2 million in other taxes.
- **Available year-end Fund Balances for operations are projected to decrease by \$26.1 million**, reflecting a decrease of \$21.6 million in use of General Fund available fund balance for operations and transfers to reserves; \$22.0 million for San Joaquin General Hospital; \$6.3 million for Solid Waste; and \$1.6 million for Public Improvement; offset by increases of \$13.3 million for Public Works; \$8.9 million for a prior year one-time General Reserve transfer to the Unfunded Pension Liability Reserve; and \$6.0 million reflecting the prior year fund balance establishment for the Information Systems Division Internal Service Fund.

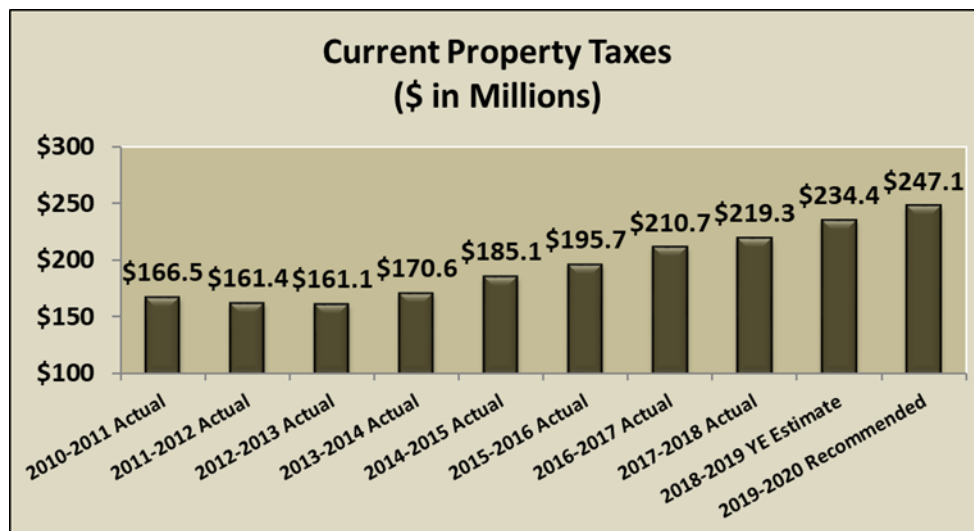
Changes in the General Purpose Revenue sources that support the recommended \$298.5 million Net County Cost include:

General Purpose Revenue (\$ In Millions)				
	2018-2019 Adjusted	2019-2020 Recommended	Increase/(Decrease) Amount Percent	
Current Property Taxes	\$234.4	\$247.1	\$12.7	5.4%
Sales Taxes	20.8	23.5	2.7	13.0%
Tobacco Settlement	7.3	0.0	(7.3)	-100.0%
Redevelopment Pass Thru	4.5	4.6	0.1	2.2%
Penalties on Delinquent Property Taxes	2.7	2.9	0.2	6.4%
Property Transfer Taxes	4.2	5.4	1.2	28.7%
Franchise Fees	2.7	2.8	0.1	4.1%
Homeowner Exemption	1.2	1.2	(0.0)	-0.7%
Other Taxes	2.4	3.5	1.1	46.2%
Other Revenues	1.5	1.7	0.2	13.7%
Interest Income	3.0	5.5	2.5	86.4%
Vehicle License Fees	0.2	0.3	0.1	27.8%
Total GPR	\$284.9	\$298.5	\$13.6	4.8%

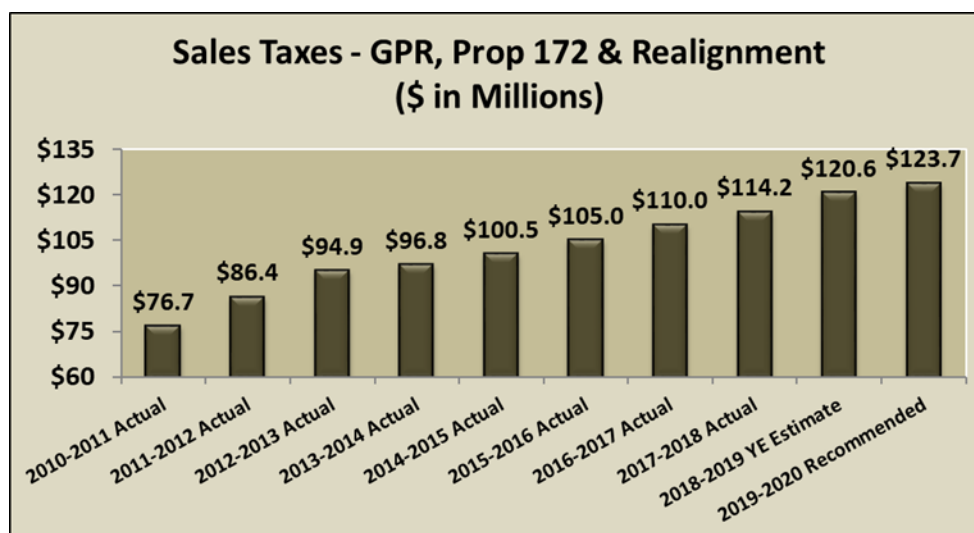
As shown in the table above, Current Property Taxes and Sales Taxes are the two main sources of the County's General Purpose Revenue. Combined, they provide \$270.6 million in support of the County budget and represent 90.7% of the ongoing General Purpose Revenue. These revenue sources are extremely sensitive to the economic upswings and downturns.

The percent increase of County property tax revenue reached a peak in 2014-2015 at 9.5% from 2013-2014 levels. The County is projecting an increase in property tax revenue for 2019-2020 of 5.25% from the current roll value, or 5.4% from the 2018-2019 adjusted budget. The 2019-2020 property tax revenue is projected at \$247.1 million, which is an increase of \$12.7 million from the 2018-2019 adjusted budget.

The following chart depicts the Current Property Taxes for 2010-2011 to 2019-2020:



The year-end estimates for Sales Taxes in 2018-2019 total \$120.6 million. The 2019-2020 Proposed Budget assumes \$123.7 million, an increase of 2.6%. The following chart depicts the Sales Taxes, including the County's General Purpose Revenue, Proposition 172, and Realignment-Social Services, for 2010-2011 to 2019-2020.



Staffing Analysis

The County workforce is comprised of employees who hold permanently allocated positions and those who work in temporary, extra-help, and contract capacities. The following table illustrates the recommended changes in overall staffing for 2019-2020:

Staffing				
	2018-2019 Adjusted*	2019-2020 Recommended	Increase/(Decrease)	
			Amount	Percent
General Government	474.8	482.4	7.6	1.6%
Capital Maintenance	50.8	50.8	0.0	0.0%
Environmental Protection	144.7	143.5	(1.2)	-0.8%
Law & Justice	1,822.2	1,889.3	67.1	3.7%
Roads & Facilities	239.6	244.3	4.7	2.0%
Health Services	3,094.0	3,181.8	87.8	2.8%
Human Services	1,376.5	1,394.6	18.1	1.3%
Education	4.0	4.0	0.0	0.0%
Parks & Recreation	45.5	45.1	(0.4)	-0.9%
Total Staffing	7,252.1	7,435.8	183.7	2.5%
<i>*Totals include midyear adjustments approved by the Board of Supervisors.</i>				

- There is an overall increase of 183.7 full-time equivalent (FTE) positions. The 183.7 FTEs are comprised of the net addition of 42.7 FTE part-time positions, and the net addition of 141 full-time allocations, which is comprised of 167 added positions and 26 deleted positions.
- 167 full-time allocated positions are recommended for addition. Below are some of the major additions by department:
 - San Joaquin General Hospital - 31
 - Child Support Services - 28
 - Mental Health Services - 27
 - Sheriff - 19
 - Human Services Agency - 15
 - District Attorney - 10
 - Solid Waste - 10
- 26 full-time allocated positions are recommended for deletion. Below are some of the major deletions by department:
 - San Joaquin General Hospital - 10
 - Public Health Services - 3
 - Sheriff – 3

State Budget Status

On May 9, 2019, the Governor released the May Revision to his Proposed 2019-2020 State Budget. The May Revision proposes a \$213.5 billion General Fund budget, which reflects the increase in revenues compared to the Governor's January budget proposal. The May Revision also increases the Rainy Day Fund by \$3.0 billion, which brings the total reserve to \$19.5 billion in 2019-2020. This includes the Budget Stabilization Account (also known as the Rainy Day Fund) and the reserves for CalWORKs and schools.

California collected more tax revenue during the month of April than in any previous month of the 2018-2019 fiscal year to date. Total April revenues were higher than estimates in the Governor's 2019-2020 proposed budget by \$3.2 billion. According to the Legislative Analyst's Office (LAO), the Governor has \$800 million in additional resources to allocate in May. This increase is the net result of a variety of factors including somewhat higher revenues and slightly lower baseline spending. While the Governor's revenue estimates have increased substantially since January, a large portion of these revenue increases are offset by formula-driven constitutional spending requirements and other increases resulting from caseload changes and Federal requirements. The Governor also uses available discretionary resources for spending on largely one-time purposes.

The following are highlights of the Proposed State Budget:

In-Home Supportive Services (IHSS) – The May Revision retains the January budget proposal to increase State General Fund costs for IHSS, starting at \$241.7 million in 2019-2020 and growing to \$547.3 million in 2022-2023 to offset county costs. The May Revision includes an additional \$55.0 million in 2019-2020 in order to reflect revised 1991 Realignment revenue projections.

The specific IHSS Maintenance of Effort (MOE) revisions in the Governor's Budget include:

- Re-base the IHSS MOE downward starting in 2019-2020 to \$1.56 billion.
- Apply a 4% inflation factor to the MOE beginning in 2020-2021, reduced from the 7% inflation factor in 2019-2020.
- Eliminate the State General Fund mitigation beginning in 2019-2020.
- The re-based IHSS MOE in 2019-2020 will be for IHSS services, with a State General Fund Allocation provided for IHSS administrative costs.
- Stop the redirection of 1991 Realignment VLF Growth from the Health and Mental Health subaccounts to the Social Services subaccounts beginning in 2019-2020.
- Eliminate accelerated caseload growth for IHSS and return to the original method for calculating IHSS caseload.

The Governor's May Revision provides an increase of \$15.3 million General Fund to reflect the updated costs to continue the restoration of the 7% reduction in IHSS service hours. This is a temporary restoration which would sunset on December 31, 2021.

Child Support – The Governor's January budget proposal included an increase of \$56.0 million (\$19.1 million General Fund and \$36.9 million Federal funds) for local child support agencies. The additional funding is proposed to be allocated to 21 counties that have relatively lower funding levels. This follows up on a \$3.0 million increase in the 2018-2019 budget and direction in Assembly Bill 1811 (Chapter 35, Statutes

of 2018) that requires the Director of the Department of Child Support Services to work with the Child Support Directors Association to identify refinements to the child support budgeting methodology and to identify programmatic operational efficiencies. The May Revision did not make any changes to this proposal.

Housing and Homelessness

- Homeless Emergency Aid Program (HEAP): The Governor's May Revision increases the Homeless Emergency Aid Program from \$500.0 million as proposed in January to \$650.0 million. In addition, the May Revision proposes that funding be allocated to the top 13 cities (\$275.0 million), to counties (\$275.0 million), and to Continuums of Care (\$100.0 million) based on the 2019 Federal Point-in-Time count. The January budget did not include counties in the allocation of these funds. In addition, the Governor's May Revision expands the use of these funds to include hotel/motel conversions, rapid rehousing, and job programs.
- Whole Person Care Pilot Program: The Governor's January budget proposed \$100.0 million in one-time General Fund for Whole Person Care pilots. The May Revision includes a \$20.0 million one-time augmentation from the Mental Health Services Fund (State Administration funds) for counties that do not operate Whole Person Care pilots.
- Short-Term Housing Planning and Infrastructure Grants: The Governor's January budget provided \$750.0 million in one-time General Fund for technical assistance to local governments (\$250.0 million) to develop plans to reach higher Statewide housing goals, and after reaching set milestones. After meeting the set milestones, \$500.0 million would be provided to cities and counties for general purposes.

The May Revision adds school districts and county Offices of Education as jurisdictions eligible for a portion of the \$250.0 million in planning and technical assistance support. In addition, the May Revision repurposes the \$500.0 million from the \$750.0 million previously dedicated to general purpose incentive payments to instead fund the Infill Infrastructure Grant (IIG) Program administered by the Department of Housing and Community Development (HCD). The IIG Program provides gap funding for infrastructure that supports higher-density affordable and mixed-income housing in locations designated as infill. Under the IIG Program, developers and local governments can partner to apply for infrastructure funding.

- Housing Production Strategy: The Governor's May Revision would align housing production targets with forthcoming Regional Housing Needs Assessment (RHNA) goals in the short-term. In the long-term, HCD will continue to develop long-term regional housing production targets through a new RHNA process by no later than 2022. The Governor's May Revision also continues to link the allocation of SB 1 funds to compliance with housing element law.

Cannabis – The Governor's May Revision proposes \$89.0 million in administrative costs and a remaining \$198.8 million from the Cannabis Tax Fund for research, equity, youth education, public health, environmental clean-up, and public safety programs. This includes:

- \$15.0 million in grants to local governments to create and administer local equity programs.
- \$26.0 million to the Board of State and Community Corrections for a competitive grant program for local governments that have not banned cannabis to fund public health and safety programs, including but not limited to, local partnerships focused on prevention and intervention programs for youth, and efforts to support collaborative enforcement efforts against illegal cannabis cultivation and sale.

CalWORKs

- CalWORKs Single Allocation: The Governor's January budget proposal included a one-time augmentation of \$93.6 million for the CalWORKs single allocation, which is what the State provides to counties to administer the CalWORKs program. The May Revision proposes an ongoing increase of \$41.4 million in 2019-2020 and reflects the adoption of a revised methodology.
- CalWORKs Outcomes and Accountability Review: The Governor's May Revision provides an increase of \$13.2 million General Fund and Federal Temporary Assistance for Needy Families (TANF) block grant funds related to the CalWORKs Outcomes and Accountability Review.
- CalWORKs Home Visiting: The Governor's May Revision includes an increase of \$10.7 million in funding for home visiting services for parents in the CalWORKs program with children under the age of two. This brings the total amount of funding in this program to \$89.6 million for 2019-2020.

Continuum of Care Reform – The Continuum of Care Reform (CCR) enacted significant changes in the child welfare program that are intended to reduce the use of group homes, increase the availability of trauma-informed services, and improve outcomes for foster youth. The January budget proposal included \$416.9 million (\$301.7 million General Fund) to continue implementation of CCR. The funding reflects ongoing support for child and family teams, approval of resource families, and family care placements with supportive services.

The Governor's May Revision proposes the following changes to the CCR providing a one-time increase of:

- \$14.4 million General Fund to assist counties with Resource Family Approval;
- \$21.6 million for Foster Parent Recruitment, Retention, and Support; and,
- \$21.7 million for emergency assistance payments to caregivers who are awaiting approval as a resource family. This funding will extend the timeframe to allow up to four months, an increase of one month, for these emergency assistance payments.

Medi-Cal – The Governor's May Revision projects General Fund expenditures of \$23.0 billion for the Medi-Cal program in 2019-2020, an increase of \$3.3 billion compared to 2018-2019. Approximately one-third of this increase is due to the expiration of the managed care organization tax. Another one-third is due to a higher average cost per eligible participants.

- Medi-Cal County Administration: The May Revision includes \$2.1 billion in 2019-2020 for county eligibility determination activities, an increase of \$15.3 million compared to the Governor's January budget.
- Full-Scope Medi-Cal Expansion for Undocumented Young Adults: The May Revision provides \$98.0 million to expand full-scope Medi-Cal coverage to eligible young adults ages 19 through 25 regardless of immigration status, starting no sooner than January 1, 2020.
- Prescription Drug Reform: The May Revision continues to propose the transition of all Medi-Cal pharmacy services from a managed care benefit (meaning provided by the managed care plans) to a standardized fee-for-service benefit. This transition would allow the State to bargain directly with pharmaceutical manufacturers on behalf of all Medi-Cal enrollees and would streamline any drug rebate savings. The May Revision notes that the savings from this transition are estimated to reach \$393.0 million General Fund by 2022-2023. While the transition is scheduled for January 1, 2021, savings will not be realized immediately due to timing of drug rebates and managed care rate settings.

This proposal could result in an estimated \$240.0 million annual loss for public health care systems that participate in the 340B Drug Discount Program, a Federal program that helps ensure that safety net systems can provide essential drugs and services for the most vulnerable populations.

Mental Health – The Governor’s May Revision allocates \$3.6 million Mental Health Services Fund (State Administration) annually for three years to the Department of Health Care Services to provide support for a Statewide peer-run mental health crisis line.

Post Release Community Supervision – The Governor’s May Revision includes \$14.8 million General Fund for county Probation departments to supervise offenders on Post Release Community Supervision as a result of Proposition 57. This is an increase of \$3.0 million from the January budget.

Public Health – The Governor’s May Revision provides \$40.0 million to support local health departments to prevent, investigate, and reduce dangerous and deadly infectious diseases.

Sales Tax Exemptions – The Governor’s May Revision proposes tax exemptions for menstrual products and children’s diapers beginning on January 1, 2020 and ending December 31, 2021. The exemption will cost the General Fund about \$17.5 million in the budget year and \$35.0 million the following year. Local losses for these exemptions are slightly higher (\$21.5 million in the first year and \$41.0 million in the second year) and will reduce funding to 1991 Realignment, 2011 Realignment, Proposition 172, local Bradley-Burns, local self-help, and any local transactions and use taxes.

Supplemental Security Income/State Supplementary Payment (SSI/SSP) – The Governor’s May Revision provides a one-time increase of \$15.0 million General Fund in 2019-2020 for county administrative costs associated with processing the new CalFresh applications associated with ending the SSI Cash-Out policy in the 2018-2019 budget.

Voting Systems – The 2018-2019 State budget provided \$134.0 million in one-time General Funds to counties to replace voting systems and strengthen the security of California’s election technology. That funding provided reimbursement to counties by matching funds spent by counties on voting system upgrades. The May Revision includes an additional one-time General Fund investment of \$87.3 million as follows:

- An additional 25% of needed costs to fund vote center models for counties with over 50 precincts;
- \$3.6 million to fully fund polling place model costs for counties with 50 or fewer precincts; and,
- \$18.0 million for county election management system replacements.

Water – The Governor’s January budget proposed an additional \$168.0 million in Proposition 68 funds to support capital water projects across the State. It also included \$4.9 million General Fund to support initial steps toward implementation of the Safe and Affordable Drinking Water Program to establish ongoing sustainable funding to assist disadvantaged communities in paying the costs of obtaining access to safe and affordable drinking water. The Governor’s May Revision notes that they are committed to working in collaboration with the Legislature and stakeholders on a comprehensive package that includes a sustainable and reliable source of funding to support safe and affordable drinking water.

Wildfire and Emergency Response

- Disaster Contingency Planning and Preparedness: The May Revision proposes \$39.9 million for various departments to enhance the State government during disasters. This includes \$1.0 million to the State Water Resources Control Board to improve emergency response capability regarding water quality and supply.

- Public Safety Power Shutdown: The Governor's May Revision includes a one-time investment of \$75.0 million to improve resiliency for the State's critical infrastructure in response to investor-owned utilities-led Public Safety Power Shutdown (PSPS) actions and to provide assistance to communities as specific urgent needs are identified. Investor-Owned Utilities have signaled their intent to increase the use of PSPS on their energized power lines to prevent wildfires during high wind or other severe weather events. This could result in affected-areas being without power for several days.

The May Revision proposal would provide a flexible source of funding to facilitate immediate response to these shutdown actions. In addition, planning grants to improve local preparedness would be available to counties.

Federal Budget Status

Federal Budget Landscape: The 35-day partial Federal government shutdown ended in March 2019 with the enactment of the Fiscal Year 2019 (FY19) government funding bills, almost six full months into the new fiscal year. The FY18 and FY19 appropriations bills benefitted from higher discretionary spending caps, \$300.0 billion over two years. These additional funds were the result of a 2018 budget agreement that broke a similar impasse. Now, with FY19 ending September 30, 2019, Congress and the Administration will need to agree on what comes next and how to deal with the FY20 budget caps. The 'snap-back' budget caps and sequestration provisions from the original 2011 budget agreement are set to go back into effect on October 1, 2019, absent a new agreement.

Staff-level talks among congressional leadership and top White House aides are in the works. House Democrats are looking to raise top-line non-defense funding by 5.7% above FY19 levels, to \$631.0 billion, thus linking increases in defense spending to increases in non-defense programs. The House Appropriations Committee began the mark-up process of some of the FY20 appropriations bills relying on a top number that is higher than current law. The Senate has yet to announce a discretionary budget cap. While the Senate leaders will call for an orderly process and consideration for the FY20 funding bills ("regular order"), Senate rules can make that difficult.

Meanwhile, the Administration is signaling no interest in increasing non-defense spending, but it does want to increase defense spending. The President has said he would not sign another massive increase in government spending and that he should have opposed the \$300.0 billion increase he signed into law last year.

Against this backdrop, Congress must also address the \$22.0 trillion statutory debt ceiling before an anticipated September or October deadline. This timing coincides with the fiscal year deadline mentioned above. These converging deadlines create a moment of leverage – which leads many to believe the two issues will be linked as part of a broader budget agreement.

Infrastructure: On April 30, 2019, the President held a meeting at the White House with the House Speaker and Senate Minority Leader to discuss a potential infrastructure package. This issue is routinely identified as having enough bipartisan appeal to warrant more legislative effort and resources. The meeting was attended by Democratic leadership, including House and Senate committee leaders who have jurisdiction over infrastructure programs and policy.

Notably, the Democratic leaders and the President agreed on a top-line funding level of \$2.0 trillion. The Speaker also indicated that a potential package would take a broad definition of 'infrastructure' to include not only traditional transportation infrastructure, but also water infrastructure and broadband.

Congressional reaction has been cautious. The challenge to major legislative achievement is the total cost of an infrastructure package and the scope of what is included. Meanwhile, previous efforts to identify ‘pay-fors’ to offset the costs have failed. Congressional Republicans are publicly skeptical that offsets can be identified, while they have also said that increases to the gas tax or revisiting the 2017 tax bill’s provisions will be non-starters. In this environment, White House leadership will be needed to encourage agreements. The leaders and President agreed to meet again to discuss potential ideas on how to pay for the package.

Budget Highlights

Employee Relations

San Joaquin County has 17 represented bargaining units, which comprise approximately 96% of the County’s workforce. Contracts for five of the County’s represented bargaining units either expired or are set to expire on June 30, 2019. Additionally, contracts covering the six SEIU bargaining units will expire September 5, 2019. The County is in active negotiations with some of these units for successor contracts. Impacts from these negotiations are unknown at this time, therefore, no funds have been included in the recommended departmental budgets.

Vacant Positions

As of April 30, 2019, the County had 6,481 allocated full-time positions, of which 656, or 10.1%, were vacant positions. This compares to 11.1% from the same period last year. Of the 656 positions, 406 were actively under recruitment.

As previously noted, the 2019-2020 budget proposes to add 167 and delete 26 allocated positions. If these changes are approved, this will bring the full-time allocated positions to 6,622 and the number of vacant positions to 797. Approximately 86% of the vacancies are in the following County departments (included is the vacancy percentage of the departments):

➤ Sheriff-Coroner	108	–	12.8%
➤ Human Services Agency	107	–	8.5%
➤ Behavioral Health	99	–	19.6%
➤ San Joaquin General Hospital	91	–	6.7%
➤ Probation	53	–	16.3%
➤ Public Works	42	–	13.7%
➤ Public Health	38	–	17.5%
➤ District Attorney	27	–	10.3%

With the exception of the District Attorney, Public Health Services, Sheriff-Coroner, and Probation, the departments listed above are primarily funded by State, Federal, or service charges.

Public Improvements

The proposed 2019-2020 Public Improvement program totals \$13.1 million, and is primarily funded by Tobacco Settlement allocations for capital related facilities projects, transfers from departments with specific projects, and Capital Outlay Fund balance. The following are the planned and funded capital improvement and deferred maintenance projects for 2019-2020:

- **New Construction & Facility Planning** – Six multiyear, complex projects are carried forward and re-budgeted: County Detention (SB 1022 Facility); County Facilities Master Planning; District Attorney’s Office Program Development and Space Planning; Emergency Medical Services Facility Replacement; the new Morgue and Office Space; and Public Health Services Facility Replacement.
- **Existing Facilities** – Courthouse (222 E. Weber Avenue) building repairs; Americans with Disabilities Act building upgrades; Administration Building (floors three and five) reconfiguration for the District Attorney’s Office; Canlis Building Day Reporting Center remodel; County-owned facilities flooring replacement, exterior paint, parking lot repairs, and security improvements; repairs and renovations at the Honor Farm; repairs to the Mary Graham Children’s Shelter playground; improvement to the landscaping at the Juvenile Probation Camp Peterson; and repairs and improvements at Micke Grove Regional Park.
- **County Facilities Master Plan** – Funding is included in the recommended budget to continue with County Facilities Master Planning for County departments and facilities. Early in 2019-2020, General Services Department (GSD) Capital Projects Division will issue a request for proposals, secure proposals, and award an agreement. Once the County Facilities Master Plan is completed, GSD will present the plan and recommendations to the Board of Supervisors.
- **County Detention (SB 1022 Facility)** – The proposed SB 1022 Project includes the construction of a new facility consisting of four medium-security housing units with 256 dormitory-style inmate beds and includes programming and treatment spaces to replace the existing Honor Farm barracks-style inmate housing located at French Camp. The proposed site layout and building are designed to be operationally and energy efficient, cost effective, durable, and low maintenance while still maintaining safety and security.

SB 1022 project team accomplishments to-date include completion of the Schematic Design and Design Development phases. Project efforts continue related to the next phases of engineering as well as regulatory and Board of State Community Corrections (BSCC) approvals. The SB 1022 project is proceeding as scheduled, however, much of the SB 1022 project delivery schedule is not under the County’s control and is subject to the BSCC’s SB 1022 funding processes, as well as State Fire Marshal review. Based upon the current schedule, a construction contract will be presented to the Board of Supervisors for consideration in January 2020. Construction is estimated to be complete in May 2021.

The total estimated Project cost is \$37.0 million and SB 1022 funding in the amount of \$32.3 million will be used primarily for construction costs. The 2019-2020 Public Improvement budget includes approximately \$1.5 million for continued project development.

Public Works

Single Tunnel Project – Water resources and the Sacramento-San Joaquin Delta are among the Board of Supervisors’ top Strategic Priorities. The Department of Water Resources is taking formal steps to withdraw proposed permits for the WaterFix project and begin a renewed environmental review and planning process for a smaller, single tunnel project. The Board has engaged with a variety of interests to defend the Delta in the following areas: 1) Improving and maintaining the system of levees that protect life and property for both agricultural and urban areas, which also supports the current system of through-Delta exports; 2) Advocating for continued access to Delta water supplies of sufficient quantity and quality for farmers, urban users, and the environment; 3) Supporting efforts to have a healthy and viable Bay-Delta Estuary; 4) Enhancing Delta maritime commerce and recreation; and 5) Recognition of the Delta as a place. The Board has also advocated

for additional water supply development such as recycled water, desalinization, above and below ground storage, and conservation as well as investments in watershed and forestry management.

The County's continuing efforts include legal action, advocating for positions, responding to proposed legislation, building and participating in coalitions, communicating positions through media and other outreach avenues, and coordinating with various County water and Delta interests. For 2019-2020, \$730,000 is recommended for these types of activities.

Law and Justice

Collectively, the recommended budget for Law and Justice totals \$379.8 million, which is an increase of \$31.6 million from the 2018-2019 adjusted budget. Overall, the budget includes a net increase of 63 positions for all Law and Justice budgets: 26 in the Child Support budget, 16 positions in the Sheriff's budgets, 10 in the District Attorney's budgets, 5 in the Probation budgets, 2 positions in the Public Defender's budget, and 4 positions in Correctional Health Services.

SB 1437 – In January 2019, SB 1437 went into effect, redefining first- and second-degree murder liability and providing for previously-convicted inmates or parolees to petition for relief and re-sentencing. The retroactive statutory mechanism allows previously convicted inmates or parolees to petition for relief and resentencing on the grounds that he/she could not have been convicted under the revised versions of malice and felony-murder statutes. To assess how many clients may qualify, it is necessary to review every homicide file to determine eligibility and to prioritize the petition filings. In 2018-2019, 81 petitions have been filed with the Court and eligible applicants could exceed 500 clients who have been incarcerated for decades. The recommended budget for the Public Defender's Office includes the addition of one Deputy Public Defender position and one Social Worker position to process the increased workload primarily resulting from SB 1437 impacts. The recommended budget also includes positions in the District Attorney's Office, through the Post-Conviction Review Unit, to address impacts from new laws such as SB 1437. The CAO is working with State lobbyists to obtain future funding for State-mandated functions such as SB 1437.

DA Post-Conviction Review Unit (PCRU) – Beginning in 2015, several laws, including SB 1437, and Supreme Court cases have greatly impacted post-conviction relief available to California defendants. Accordingly, on January 1, 2019, the District Attorney's Office created the PCRU that will have responsibility over various post-conviction relief petitions, which includes habeas petitions, appellate court remands, and alike. Two new laws allow inmates to directly petition either the District Attorney or the courts without need to use the normal appeals process. The Department is in the process of staffing the PCRU with experienced attorneys, paralegals, investigators, and victim advocates. The 2019-2020 recommended budget includes funding for eight additional positions for the PCRU.

Sheriff and District Attorney Cold Cases Homicides, Missing Persons, and Sexual Assault Cases – Many of these cases are several years old, and require many hours reviewing hundreds of pages of reports, photographs, interviews, and evidence items. Significant changes have taken place since 2012, and there has been a large increase of incoming information relative to Cold Case Homicide cases, Missing Persons cases, and unsolved Sexual Assault cases.

The recommended budget includes:

- **Sheriff** - two Deputy Sheriffs to be added with one existing Sergeant to establish a Cold Case Unit in the Sheriff's Department.
- **District Attorney** - one Deputy District Attorney to be added with one existing full-time Investigator and one part-time Investigator to form a Cold Case Task Force in the District Attorney's Office.

Having staff dedicated to investigate Cold Cases will increase the opportunity of timely follow-up in solving cases, identifying and arresting potential suspects, and prosecuting crimes that have the highest potential for a successful prosecution.

Probation Transitional Age Youth (TAY) Unit – In 2019-2020, the TAY Unit is being created to address the needs of clients ages 18 to 25 years-old that are deemed to be at high-risk for re-offending. The Department is forming a cross-divisional unit to provide a vast array of services to meet the needs of this population. The unit is designed to provide added support and supervision for at-risk young adults including, but not limited to, mental health, education, job training and assistance, and cognitive behavioral programming. The 2019-2020 recommended budget includes funding for a Probation Unit Supervisor position and three Probation Officer positions to be funded by the AB 109, SB 678, and Juvenile Supplemental Law Enforcement Act budgets. Additional Probation Officer positions are anticipated to be transferred to the TAY Unit once program services are fully developed.

Child Support Relocation – The Department of Child Support Services (DCSS) will be relocating to 405 E. Main Street in downtown Stockton by the end of June 2019. The DCSS will lease 46,405 square feet of space for a 10-year term. The move will alleviate staff safety concerns, provide greater work area, and will be in closer proximity to the Superior Court and other County departments, improving overall efficiencies.

San Joaquin General Hospital

The 2019-2020 recommended budget for San Joaquin General Hospital (SJGH) totals \$413.4 million, including a net increase of 27 new full-time positions and 55.0 full-time equivalent extra-help staff. Capital expenditures totaling \$10.7 million are also included in the budget. Beginning Hospital Enterprise Fund balance is projected at \$169.3 million, of which \$78.1 million is available for operations and the remaining balance is reserved for specific uses. Net income for SJGH in 2019-2020 is projected at approximately \$10.7 million, which offsets planned capital expenditures without requiring the use of fund balance. General Fund support for SJGH remains at the minimum Maintenance of Effort level of approximately \$2.1 million.

SJGH-Clinic Operations – The San Joaquin County Clinics (SJCC) are operated by SJGH and are an integral part of the health care services provided to the community. In addition, the work performed by SJCC is a significant component in determining the amount of supplemental funding received by the Hospital. In 2019-2020, SJGH will evaluate the services offered by the clinics and opportunities for greater efficiency as part of an overall strategic assessment to improve ongoing sustainability. Some actions have already been initiated, such as working to improve provider productivity, reviewing options to control pharmacy costs, and evaluating billing and collections options. Other potential actions that may be considered include adjustments to services provided by SJCC, reorganization of existing clinic locations, and revising reimbursement rates to maximize cost recovery. Significant changes in clinic operations will be reported through the Board's Health Care Services Review Committee and/or updates to the full Board via quarterly SJGH financial reports.

Human Services Agency

The Human Services Agency's (HSA) Administration Budget totals \$190.3 million, which is an increase of \$15.3 million from 2018-2019. This increase is primarily due to salary and benefits adjustments, the addition of 14 positions, and an increase in CalWORKs payments. While caseloads continue to decrease in CalWORKs, this is offset by the increased costs per case on two Cost of Living Adjustments that are being implemented statewide. The additional positions will enhance the ability of HSA to respond to child abuse and neglect as well as address the continued changes from the Continuum of Care Reform (CCR) passed by the State in 2015. The CCR goal is to move away from the use of long-term group home care by increasing

youth placement in family settings. Due to the continued implementation of this major policy change and due to Cost of Living Adjustments there are increased costs to both Adoptions Assistance and Foster Care programs.

In-Home Supportive Services (IHSS) – The 2019-2020 projected IHSS program cost decreases from \$23.9 million to \$23.0 million compared to the 2018-2019 adjusted budget. The funding structure for IHSS changed effective July 1, 2018, due to the adoption of the revised Maintenance of Effort (MOE) proposal by the State. Under the revised funding structure, Public Authority Administration and IHSS Administration receive a capped State allocation of funds. Beginning in 2019-2020, the MOE for the State will be re-based to the 2017-2018 level due to the Governor’s proposal to provide an additional \$241.1 million of the State General Fund to cover the increased county costs that were anticipated in 2019-2020. Due to this re-basing, the recommended County budget includes a decrease of \$936,712 due to this revised MOE. Moving forward, these costs are projected to significantly increase as the State minimum wage moves from the current rate of \$12 per hour to \$15 per hour in January 2022.

Reserves & Contingencies

The General Reserve is a cash resource for financing during the dry period between the beginning of the fiscal year and the receipt of property taxes in December and April. Additionally, it acts as a contingency for the County in extreme emergencies. For 2019-2020, it is recommended that the General Reserve be maintained at the current level of \$10.0 million.

The Reserve for Contingencies covers day-to-day unforeseen budgetary needs and has been used by the Board sparingly in the past. In conformation with the Board’s reserve policy (R-10-525), including a goal of setting the Reserve at 5.0% of the County budget by 2020-2021, the Reserve for Contingencies is recommended to be set at \$90.2 million in 2019-2020, which represents approximately 5.0% of the proposed budget. This is an increase of \$2.1 million from the 2018-2019 projected year-end balance and provides a hedge against adverse State and Federal budget impacts, and can be used as interim funding to address local emergencies/disasters and unforeseen expenses.

In 2015-2016, an Unfunded Pension Liability Reserve was established to start addressing the County’s unfunded retirement contribution liabilities (B-15-135). The most recent audited financial statements prepared by the San Joaquin County Employees’ Retirement Association identified an Unfunded Actuarial Liability totaling \$1.9 billion and San Joaquin County’s share is approximately \$1.7 billion. The balance of the Unfunded Pension Liability Reserve as of April 30, 2019 is \$25.5 million. For 2019-2020, the budget sets aside an additional \$7.3 million for the reserve. Additionally, the recommended budget includes funding for the full 5.0% contribution toward the unfunded retirement liability.

In 2015-2016, a reserve for Economic Development was established to support the County’s promotional/marketing efforts and economic development activities/programs, including incentives for businesses to relocate and/or expand in San Joaquin County. The projected year-end balance is \$885,135. For 2019-2020, the budget directs \$385,777 of the Transient Occupancy Tax (Hotel/Motel Tax or TOT) to this reserve. This represents the amount of the projected TOT that has not been programmed in the proposed budget for economic development-related activities and programs.

Supplemental Requests

Initial requests for supplemental funding from County departments and non-County organizations totaled \$9.1 million. Department Heads initially submitted requests for supplemental funding totaling \$8.1 million. Subsequent to the County Administrator/Department Head budget meetings, Department Heads withdrew a total of \$3.3 million of their initial requests. As a result, the supplemental funding requests were reduced to \$4.8 million, all of which are included in the recommended budget. Additionally, 12 Non-County Organizations (NCOs) submitted requests for County funding totaling \$1.0 million. Based on the Board-directed zero-based budgeting approach in funding the NCOs, the recommended budget includes \$693,890 for these organizations, leaving an unfunded amount of \$325,941.

Of the \$5.5 million in recommended supplemental requests, \$4.2 million are requested by Law and Justice departments. The Sheriff is requesting \$2,206,866, which includes adding 9 positions and \$335,430 in one-time funding requests; the District Attorney is requesting \$1,479,939, which includes adding 10 positions and \$124,900 in one-time funding requests; the Public Defender is requesting 2 positions and professional services costs for a total of \$301,066; and Probation is requesting \$261,319 for Proposition 57 and SB 1391 impacts.

In an effort to adhere to the Board-established Strategic Priorities, some departmental wants and needs are not addressed. As a result of the funding recommendations which comprise the 2019-2020 Proposed County Budget, the Board may hear requests by departments, special interest groups, NCOs, and the general public to add funding during the budget hearing. In providing policy guidance on desired budget adjustments, the Board will provide direction as to which areas of the County budget should be reduced to offset any added costs. Supplemental requests, both funded and unfunded, are outlined in Attachment A and detailed in individual budget narratives.

Final Budget Hearing

The CAO has identified several significant individual budget unit recommendations for Board review during the Final Budget Hearing. When particular functional areas are scheduled for discussion, the Board may wish to examine other areas as well. Department Heads and members of the public will have an opportunity to comment. Additionally, some NCOs may desire to make presentations.

The impacts of State Budget and Federal Budget actions are unknown at this time. It may be necessary to return to the Board to re-open budget considerations after the 2019-2020 Final Budget is adopted, should additional funding become available or should major funding/program reductions be imposed based upon the adopted State and Federal Budgets.

Appreciation

The CAO has received excellent cooperation and is appreciative of the support and assistance from Department Heads and their staff. The annual Budget meetings with Department Heads and their budget teams were invaluable to the development of this budget document. Appreciation is particularly extended to Human Resources and Information Systems Division for their analysis, insight, and peer review support in the preparation of this document.

The County successfully implemented a new budget system for the development of the 2019-2020 budget process. The CAO greatly appreciates the expertise of the Graviton Consulting team. Graviton was instrumental in the success of the project.

The County Administrator's staff are incredible at what they do to get the job done. The CAO team should be commended for the hard work and long hours contributed to the preparation of this document. The team's professional and thorough evaluation of the budget material, willingness to continuously raise the bar in the outcomes, and embracement of the new budget system technology have all been greatly appreciated.

Recommendations

It is recommended that your Board:

1. Approve the proposed County and Special Districts budgets for 2019-2020. This action does not constitute final approval of any of the proposals prior to the Final Budget Hearing. It does, however, provide the document that will be presented to your Board for the Final Budget Hearing.
2. Set Tuesday, June 25, 2019, at 9:00 a.m. as the time to begin the Final Budget Hearing on the adoption of the County and Special Districts budgets and authorize the Clerk of the Board of Supervisors to publish the required hearing notice.

Sincerely,

Monica Nino
County Administrator

Attachment A

Supplemental Budget Requests

Department	Amount Requested	Amount Funded	Supplemental Items	Page No.
➤ Assessor-Recorder-County Clerk	\$0	\$0	Assessor has requested the addition of five positions, offset by the deletion of five positions from the Information Systems Division (ISD) budget to the Assessor budget, which is cost neutral. The CAO is not in agreement and is recommending the transfer of one Departmental Information Systems Analyst (DISA) IV, two DISA III, and one DISA II positions from the ISD budget, which is cost neutral.	A-26
Total Assessor-Recorder-County Clerk	\$0	\$0		
➤ Auditor-Controller	\$114,188	\$114,118	Add one Business Analyst to assist with PeopleSoft enhancements.	A-13
Total Auditor-Controller	\$114,188	\$114,118		
➤ County Administrator's Office	\$142,807	\$142,807	Add one Management Analyst position.	A-7
Total County Administrator's Office	\$142,807	\$142,807		
➤ District Attorney	\$1,148,721	\$1,148,721	Add eight positions and fund related costs for new Post-Conviction Review Unit.	D-8
	\$165,609	\$165,609	Add one Deputy District Attorney to staff the collaborative courts.	
	\$165,609	\$165,609	Add one Deputy District Attorney to staff cold cases.	
Total District Attorney	\$1,479,939	\$1,479,939		
➤ Information Systems Division (ISF)	\$157,611	\$157,611	Add one Information Systems Analyst IV to implement PeopleSoft payroll upgrades.	A-66
Total Information Systems Division (ISF)	\$157,611	\$157,611		
➤ Probation	\$261,319	\$261,319	Fund increased juvenile detention costs resulting from Proposition 57 impacts.	D-137
Total Probation	\$261,319	\$261,319		

Attachment A

Supplemental Budget Requests

Department	Amount Requested	Amount Funded	Supplemental Items	Page No.
➤ Public Defender	\$161,848	\$161,848	Add one Deputy Public Defender I to address increased workload.	D-41
	\$84,218	\$84,218	Add one Social Worker to address increased workload.	
	\$55,000	\$55,000	Fund increased professional services costs.	
Total Public Defender	\$301,066	\$301,066		
➤ Sheriff – <i>Patrol, Detectives, and Boating Safety</i>	\$602,786	\$602,786	Fund department-wide Body Worn Camera, Taser, and evidence.com system.	D-63 D-70 D-57
<i>Patrol</i>	\$229,560	\$229,560	Add two Crime Analysts for Crime Analysis Unit.	D-63
<i>Custody</i>	\$140,644	\$140,644	Add one Correctional Sergeant for Compliance Unit.	D-89
<i>Records</i>	\$142,646	\$142,646	Add two Office Assistants to support Control 5 staffing requirements.	D-74
<i>Detectives</i>	\$443,030	\$443,030	Add two Deputy Sheriffs to staff new Cold Case Unit.	D-70
<i>Administration</i>	\$105,000	\$105,000	Fund consultant costs for review and audit of evidence room.	D-81
<i>Administration</i>	\$103,333	\$103,333	Fund part-time hours for Deputy Sheriff assigned to evidence room.	D-81
<i>Administration</i>	\$212,223	\$212,223	Add two Department Information Systems Specialist III positions to provide technical services.	D-81
<i>Communications</i>	\$75,000	\$75,000	Fund upgrade of dispatch consoles.	D-67
<i>Administration</i>	\$55,050	\$55,050	Fund purchase of electronic background investigation software.	D-81
<i>Detectives</i>	\$25,834	\$25,834	Fund part-time Deputy Sheriff hours for disposition of evidence associated with narcotics crimes.	D-70
<i>Administration</i>	\$71,760	\$71,760	Fund part-time Deputy Sheriff hours to provide increased security in the County Administration Building.	D-81
Total Sheriff	\$2,206,866	\$2,206,866		

Attachment A

Supplemental Budget Requests

Department	Amount Requested	Amount Funded	Supplemental Items	Page No.
➤ Treasurer-Tax Collector	\$142,807	\$142,807	Add one Management Analyst position.	A-20
Total Treasurer-Tax Collector	\$142,807	\$142,807		
➤ UC Cooperative Extension	\$34,502	\$34,502	Fund to correct outstanding accounting issue.	H-9
Total UC Cooperative Extension	\$34,502	\$34,502		
Total Departmental Supplemental Requests	\$4,841,105	\$4,841,105		

Attachment A

Supplemental Budget Requests

Non-County Organizations (NCOs)	Amount Requested	Amount Funded	Supplemental Items	Page No.
➤ Bread of Life	\$55,000	\$55,000	Funding to support Bread of Life's grocery program.	G-19
➤ Child Abuse Prevention Council (CAPC)	85,138	85,138	Funding to support CAPC's Family Finding Program.	G-19
➤ Children's Home of Stockton (CHS)	173,316	114,389	Funding to support the Substance Abuse program.	G-19
➤ Community Partnership for Families (CPFSJ)	145,758	145,758	Funding to support CPFSJ's program to reduce recidivism.	G-19
➤ Economic Development Association (EDA)	82,500	50,000	Funding to support EDA programs and operations.	A-78
➤ Micke Grove Zoological Society (MGZS)	100,000	100,000	Funding to support Zoo educational program.	I-10
➤ San Joaquin Children's Alliance	101,050	0	Funding to support design phase of Children and Youth Dashboard.	G-19
➤ San Joaquin County Historical Society & Museum (SJCHSM)	79,089	16,750	Funding to support SJCHSM collection inventory and master plan projects.	I-10
➤ San Joaquin Innovation Hub (iHub)	20,000	10,000	Funding to support iHub San Joaquin programs and operations.	A-78
➤ San Joaquin (SJ) Partnership	50,000	50,000	Funding to support SJ Partnership programs and operations.	A-78

Attachment A

Supplemental Budget Requests

Non-County Organizations (NCOs)	Amount Requested	Amount Funded	Supplemental Items	Page No.
➤ Veteran's Court	67,980	24,455	Funding to support Alcohol Monitoring System and random drug testing.	G-19
➤ Women's Center – Youth & Family Services (WCYFS)	176,000	158,400	Funding to support WCYFS programs and services.	G-19
<i>Less Trust Fund Contribution</i>	<i>(116,000)</i>	<i>(116,000)</i>	<i>Funding from Domestic Violence Trust Fund</i>	
Total Supplemental Requests from NCOs	1,019,831	693,890		
Grand Total	\$5,860,936	\$5,534,995	Unfunded Requests = \$325,941	



PROPOSED BUDGET BUDGET OUTLOOK & STATISTICS



Multiyear Budget Outlook

2019-2020 to 2023-2024

GENERAL FUND (\$ in Millions)					
	Proposed	Projected			
	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
FUNDING SOURCES					
General Purpose Revenue (GPR)					
Current Property Taxes	\$247.1	\$259.5	\$271.8	\$284.0	\$296.8
Sales Taxes	23.5	24.7	25.9	27.2	28.6
Redevel Pass Thru/Homeowner Relief	6.1	6.1	6.2	6.3	6.3
Tobacco Settlement Fund	0.0	0.0	0.0	0.0	0.0
Property Transfer Taxes	5.4	5.4	5.4	5.4	5.4
Interest Income	5.5	5.5	5.5	5.5	5.5
Franchise Fees/Fines/Penalties	10.9	11.1	11.3	11.4	11.6
Total General Purpose Revenue	\$298.5	\$312.3	\$326.1	\$339.8	\$354.2
Other Sources					
Departmental Revenues	\$646.8	\$652.6	\$659.8	\$665.1	\$670.4
General Fund Balance	0.0	0.0	0.0	0.0	2.1
Contingency/Reserve Funds	0.0	0.0	0.0	0.0	0.0
Unfunded Pension Reserve	0.0	3.9	4.6	7.9	9.0
Total Other Sources	\$646.8	\$656.5	\$664.4	\$673.1	\$681.6
Total Funding Sources	\$945.3	\$968.8	\$990.5	\$1,012.9	\$1,035.8
Total Labor Cost					
Salary	\$474.1	\$484.8	\$495.7	\$506.8	\$518.2
Retirement	211.1	235.2	260.4	286.5	313.7
- Unfunded Pension Liability Paydown	23.9	24.4	24.9	25.5	26.1
Extra-Help/Contract	40.0	40.2	40.4	40.6	40.8
Overtime/Holiday Pay	4.8	5.0	5.0	5.0	5.0
Health/Dental/Vision	97.3	103.2	109.3	115.9	122.9
Payroll Taxes/Other Benefits	67.2	68.7	70.3	71.9	73.5
Total Labor Cost	\$918.5	\$961.4	\$1,005.9	\$1,052.2	\$1,099.9
General Fund-Labor Cost (34.4%)	\$316.0	\$330.7	\$346.0	\$361.9	\$378.4
Other Costs	619.6	635.1	641.4	647.7	654.1
Contributions to Economic Prom. Reserve	0.4	0.3	0.3	0.3	0.3
Contributions to Unfund. Pension Res.	7.3	0.0	0.0	0.0	0.0
Contributions to Reserve for Conting.	2.1	2.7	2.8	2.9	3.0
Total General Fund Cost	\$945.3	\$968.8	\$990.6	\$1,012.9	\$1,035.7
BUDGET SURPLUS/(DEFICIT)	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
RESERVES					
CONTINGENCIES	\$90.2	\$92.9	\$95.6	\$98.5	\$101.5
GENERAL	\$10.0	\$10.0	\$10.0	\$10.0	\$10.0
UNFUNDED PENSION LIABILITIES	\$32.8	\$28.9	\$24.3	\$16.4	\$7.3
ECONOMIC DEVELOPMENT	\$1.3	\$1.6	\$1.9	\$2.2	\$2.5
EXCESS TAX LOSS	\$19.3	\$20.3	\$21.2	\$22.2	\$23.2

Multiyear Budget Outlook 2019-2020 to 2023-2024

The Multiyear Budget Outlook is intended to provide the Board of Supervisors a preliminary overview of the County's finances beyond the budget year. Due to the dynamics of Federal and State budgets and their highly unpredictable impacts on the County, the outlook focuses primarily on the County's General Purpose Revenue and General Fund, the components that are more controllable by the Board. The Multiyear Budget Outlook includes the 2019-2020 Proposed Budget, and revenue and expenditure projections for 2020-2021 through 2023-2024.

Using the assumptions outlined below, structurally-balanced budgets, where ongoing revenues are sufficient to fund ongoing expenses, are anticipated during the forecast period 2019-2020. While 2020-2021 through 2023-2024 require the Unfunded Pension Liability Reserve to be drawn down to fully cover the General Fund portion of the additional 5% towards the County's unfunded retirement liability. Additionally, the use of General Fund available fund balance is required in 2023-2024. It should be cautioned that no salary adjustments are assumed beyond those specified in the existing labor agreements. Four bargaining units' agreements have expired and one unit's agreement is set to expire June 30, 2019. Six agreements are set to expire in September 2019. As of September 2019, 87.5% of the County's workforce will have expired agreements. Major services expansion is not affordable without creating an operating deficit.

Major Assumptions

General Purpose Revenue

The following growth assumptions are made for the General Purpose Revenue forecast:

- **Current Property Taxes** are projected to increase by 5.25% for 2019-2020, 5.00% for 2020-2021, 4.75% for 2021-2022, and 4.50% for 2022-2023 and 2023-2024.
- **Sales Taxes** are projected to increase by 5% from the current projections for 2019-2020 and 5% annually for 2020-2021 through 2023-2024.
- **Redevelopment Pass Through/Homeowners Relief** consists primarily of Homeowner Exemption and Redevelopment Pass Through. Homeowner Exemption is projected to increase similar to Current Property Taxes. Redevelopment Pass Through is projected to remain flat reflecting the dissolution of redevelopment agencies in February 2012.
- **Tobacco Settlement Fund**, which the Board has designated for capital uses (B-10-964), is projected at \$7.3 million in 2019-2020. In accordance with Board-established funding guidelines, this fund will continue to be allocated for capital, technology, and water-related projects and activities for 2019-2020 through 2023-2024.
- **Property Transfer Taxes** are projected to remain flat for 2019-2020 through 2023-2024.
- **Franchise Fees/Fines/Penalties** include Utility Franchise Fees, Penalties on Delinquent Property Taxes, and Supplemental Property Tax Assessment Fees and are projected to increase approximately 1% annually for 2019-2020 through 2023-2024.

- **Departmental Revenue** includes funding sources other than General Purpose Revenue, which can include charges for services, aid from governmental agencies, other income, and fund balance.
- **One-Time Sources** consist of General Fund balance, Reserve for Contingencies fund balance, and Unfunded Pension Liability Reserve fund balance. The General Fund year-end balance is projected at \$30.5 million by June 30, 2019; no funds have been programmed for operations. General Fund balances for 2020-2021 through 2022-2023 are also projected not to be used, representing a true structurally-balanced budget relying only on ongoing General Purpose Revenue. In 2023-2024, it is projected that \$2.1 million in General Fund available fund balance will be utilized. The recommended budget does not include redirection of previously funded capital projects nor transfer from the Reserve for Contingencies for ongoing operations. However, from 2020-2021 through 2022-2023, it is projected that funds from the Unfunded Pension Liability Reserve would be drawn down to pay a portion of the 5% unfunded retirement liability contribution.

Labor Costs

Labor costs represent the single, most costly expense of the County and consumes approximately 51% of the County budget. The 2019-2020 Proposed Budget includes 6,622 full-time allocated and 813.8 part-time positions at a total cost of \$918.5 million. The Multiyear Budget Outlook primarily focuses on the salary and benefits costs for full-time positions and accounts for minimal cost increases for part-time position costs over the next five years. Key assumptions include:

- **Salary** projections are based on existing labor contracts, which include wage increases for all but five bargaining units including Registered Nurses, Physicians, Sheriff's Management, Sheriff's Non-Management, and Sheriff's Sergeants. However, SEIU's agreements end September 2019. These bargaining units represent 87.5% of the County workforce and represent contracts that have either expired, or will expire on September 30, 2019. The following is a summary chart of the labor contracts with the 17 bargaining units:

<i>Representation Unit Name</i>	<i>Organization</i>	<i>Contract Expires</i>
<i>Attorney</i>	SJCAA	06/30/20
<i>Correctional Officers</i>	SJCCOA	03/31/22
<i>In-Home Supportive Services</i>	SEIU-2015	Expired
<i>Middle Management</i>	SJCMa	03/31/21
<i>Office & Office Technical</i>	SEIU	09/05/19
<i>ParaProfessional & Technical</i>	SEIU	09/05/19
<i>Peace Officers Miscellaneous</i>	SJDAIA	03/21/21
<i>Physicians</i>	UAPD	06/30/19
<i>Probation Officers</i>	SJCPOA	12/31/21
<i>Professional</i>	SEIU	09/05/19
<i>Registered Nurses</i>	CNA	Expired
<i>Safety, Investigative, & Custodial</i>	SEIU	09/05/19
<i>Sheriff's Management</i>	LEMA	Expired
<i>Sheriff's Non-Management</i>	DSA	Expired
<i>Sheriff's Sergeants</i>	SDSA	Expired
<i>Supervisors</i>	SEIU	09/05/19
<i>Trades, Labor, & Institutional</i>	SEIU	09/05/19

- **Retirement** contribution is projected to increase by approximately 3.0% for General Members and 4.0% for Safety Members in 2019-2020, and is projected to increase by 4% annually from 2020-2021 through 2023-2024. This projected rate is an increase from the prior year's annual increase of 2.5% reflecting the likelihood that the assumed investment rate will incrementally decrease from the current rate of 7.25% down to 7.00% in the next four to five years. It incorporates the implementation of the Public Employees' Pension Reform Act provisions including: 1) lower benefits for new employees hired on or after January 1, 2013, and 2) employee share of 50% normal cost that was negotiated with approximately 95% of the County's workforce.

Based on the latest annual financial report, the funded ratio of the retirement plan was at 60.4% as of January 1, 2019, with a growing unfunded liability of \$1.9 billion; San Joaquin County's share is estimated at \$1.7 billion. In March 2016, the Board approved a policy to fund an additional retirement contribution from 0% to 5% of payroll for the next ten years beginning January 2017 to pay down the unfunded pension liability in an accelerated time frame. The amount would be evaluated each year during the budget process after the budget is structurally-balanced and the Reserve for Contingencies contribution has been met. As of March 31, 2019, the Board has set aside \$25.5 million for the Unfunded Pension Liability Reserve. The 2019-2020 projection includes the full 5% at a General Fund contribution of \$8.2 million. The General Fund portion of the additional contribution for 2020-2021 through 2023-2024 is calculated at the 5% rate.

- **Health** premiums are projected at a 6.0% growth per year through 2023-2024. These rates reflect the elimination of the draw down of excess fund balance from the County's self-funded health plan reserve, and reflects the 22.8% increase for the self-insured plans and the 6% increase for the fully-insured plan for 2019-2020. At this time, it is difficult to assess the full impact changes to the Affordable Care Act will have on the County's self-funded health insurance plans; therefore, no assumptions are made.

Approximately 65.6% of the labor costs are funded by State/Federal programs and service charges/fees. The remaining 34.4% is provided by the County's General Purpose Revenue.

Others

In addition to labor costs, the County is required to fund, from its General Purpose Revenue, MOE contributions or required matches in order to receive certain Federal and State funds; long-term debt payments for County facilities financed with Certificates of Participation (COPs); and mandated programs, such as General Assistance and elections. Generally, costs for these programs are projected to remain flat. Several changes are made reflecting the following:

- Continue the minimum MOE level support to San Joaquin General Hospital at \$2.1 million through 2023-2024.
- Increase Reserve for Contingencies by approximately \$2.8 million in 2020-2021 through 2023-2024 with fund transfers from the General Fund in an effort to maintain the Board-established goal of 5% of the County budget by 2020-2021.
- Set aside \$385,777 in the Reserve for Economic Development in 2019-2020 and allocate \$300,000 per year to the Reserve through 2023-2024.

Issues Identified by Departments

As part of the budget submittal, departments were asked to identify major issues concerning their operations/programs over the next three to five years. Following is a summary of these issues which have not been incorporated in the Multiyear Budget Outlook projections:

Special Districts Funding

A number of County-administered Special Districts are facing funding shortfalls and/or have negative fund balances. It is anticipated that approximately 10% of the County's Special Districts will require rate adjustments over the next several years. Under the Right to Vote on Taxes Act of 1996 (Proposition 218), any increase in charges is subject to approval by the residents of the affected District. During 2018-2019, 15 rate increase proposals were presented for approval, with 12 of them approved as of May 2019. During 2019-2020, the County anticipates initiating rate increase processes for seven additional Districts. Significant public outreach will be needed in support of these processes to educate customers about the options to keep their Districts financially healthy.

In addition to increasing revenues where needed, the County continuously searches for cost-saving opportunities through various projects and initiatives. For the street lighting districts and selected water districts, energy conservation measures are being pursued, several of which will result in notable cost savings. One proposed measure involves retrofitting lighting fixtures with LED lamps coupled with acquisition of PG&E-owned fixtures. After repayment of initial capital costs, this measure will reduce costs immediately, and is anticipated to reduce street lighting expenses by more than 50%.

Assessor-Recorder-County Clerk

A Split tax roll proposal is being discussed and projected to be a ballot measure in 2020. If passed, implementation is expected by 2022. This proposal would strip Proposition 13 protection for some commercial and industrial properties.

If the Split Roll is implemented, the Assessor's Office would need to hire 10-30 additional commercial appraisers, depending on the frequency of the valuation periods (annually or every three years). Significant software updates/changes would also be necessary.

In-Home Supportive Services (IHSS)

Beginning in 2019-2020, the total MOE for the State will be re-based to the 2017-2018 level reflecting the addition of \$241.1 million of State General Fund. The annual inflation factor will begin in 2020-2021, and has been reduced from 5% to 4%. Additionally, the newly re-based MOE is applicable only to services. The State's annual budget will contain General Fund that is intended to fully fund the non-Federal share of cost for County IHSS and Public Authority administration. The State is indicating that no additional County share of cost is to be required for administration. The projected cost for San Joaquin County is decreasing from \$18,005,609 to \$17,068,897. The County will utilize 1991 Realignment to cover \$8,657,595 of this cost.

The overall cost of the IHSS program will continue to grow over the next five years, due to State minimum wage increases and caseload projections. The State minimum wage moves incrementally from the current rate of \$12 per hour to \$15 per hour in January 2022. As IHSS is a mandated program, it is anticipated that the program's financial structure and County obligation will continue to evolve over the next five years.

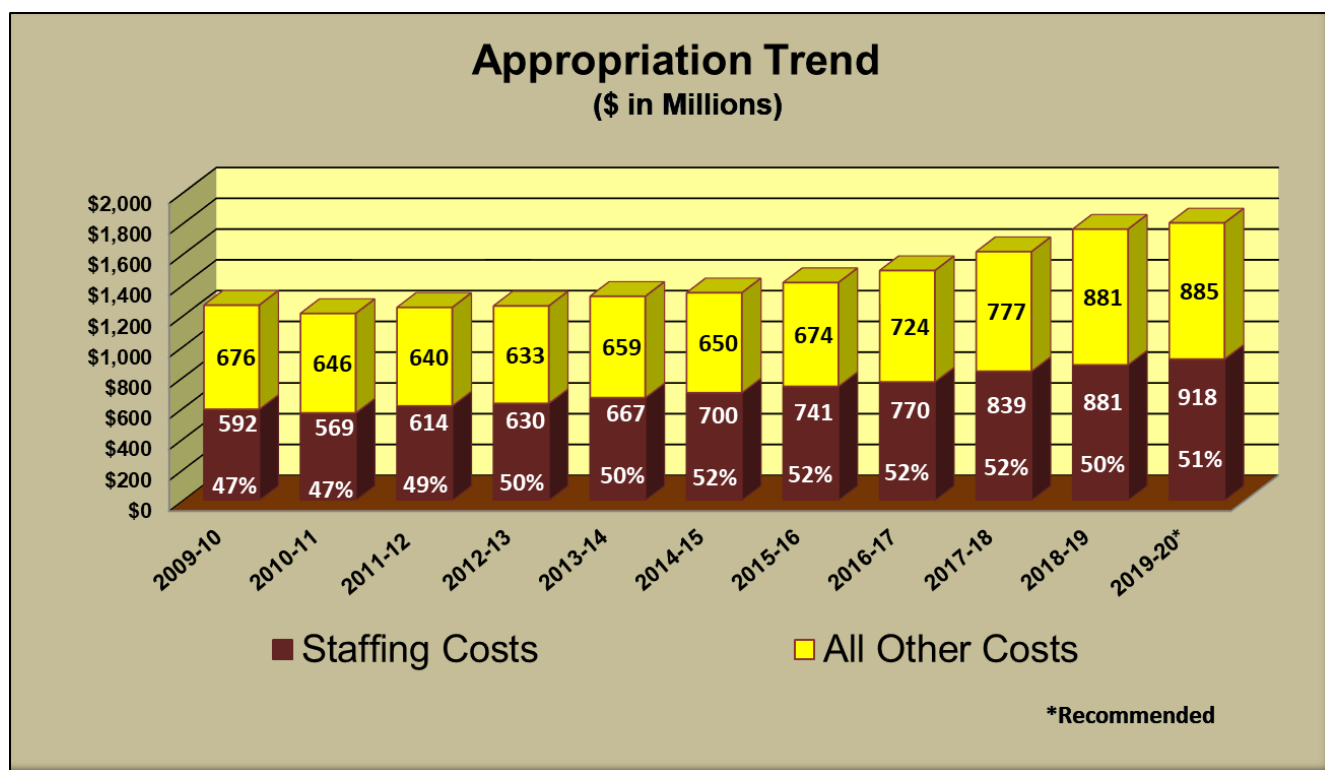
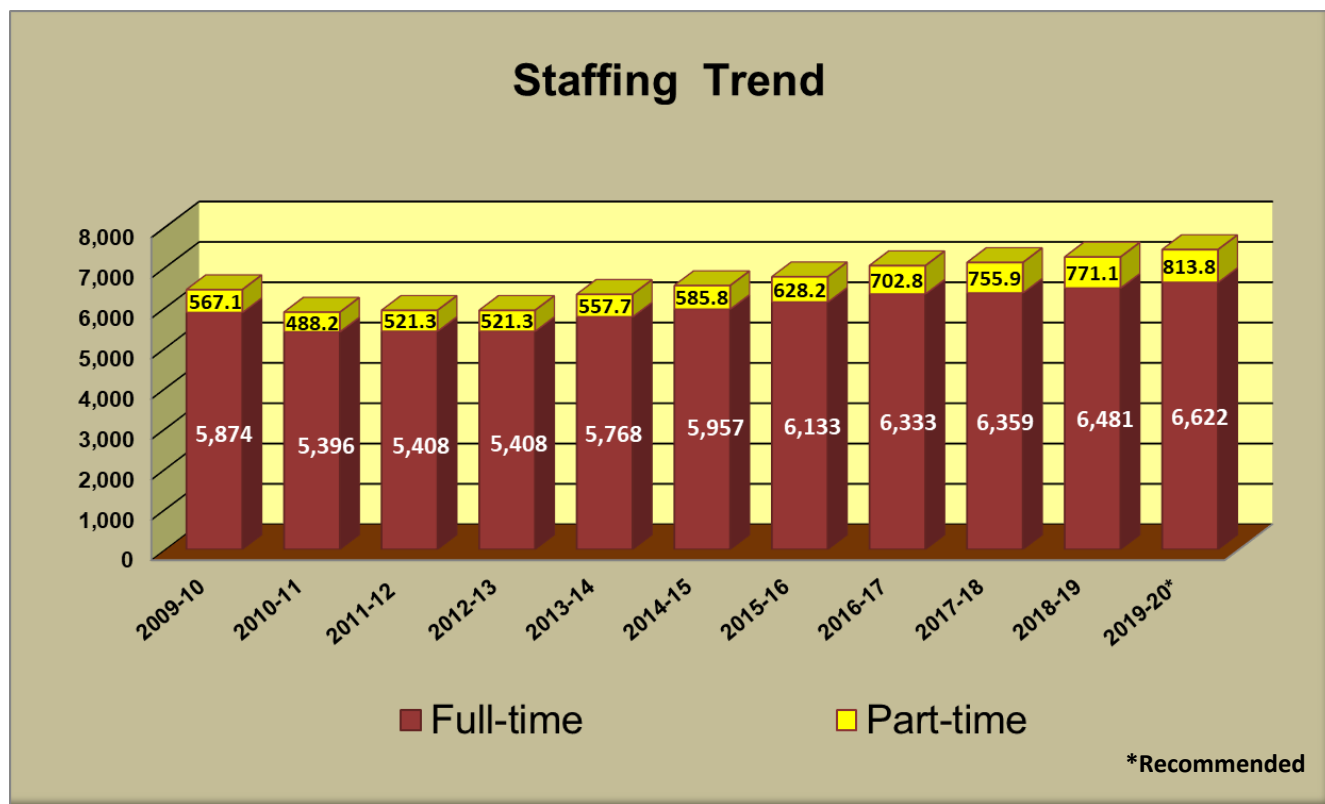
Flood Channel Maintenance

The Flood Channel Maintenance budget provides funding for personnel and equipment needed to maintain over 300 miles of projected and non-projected levees and flood control in San Joaquin County Flood Control Districts in Zone 9, 10, and 96-1 (San Joaquin County Area Flood Control Agency-SJAFCA). These levees and flood control channels have been subject to increasingly stringent operation and maintenance standards. An enhanced maintenance program has been necessary to maintain full accreditation of County-maintained levees that provide critical urban flood protection.

To ensure services continue and levee accreditation is maintained, staff continues to work with the Flood Management Division on a Proposition 218 effort to raise the fee for Zone No 9, which has been flat-funded for over two decades. Zone No.10's funding is through a small assessment and is used for emergency purposes within Zone No. 10 area. The purpose of Assessment District 96-1 (SJAFCA) is to provide maintenance of constructed improvements to various levees within 96-1. The allocation from SJAFCA is negotiated each year. Given each source of revenue is limited in its use, the success of the Proposition 218 efforts is critical to retaining accreditation of the County-maintained levee system in Zone No. 9.

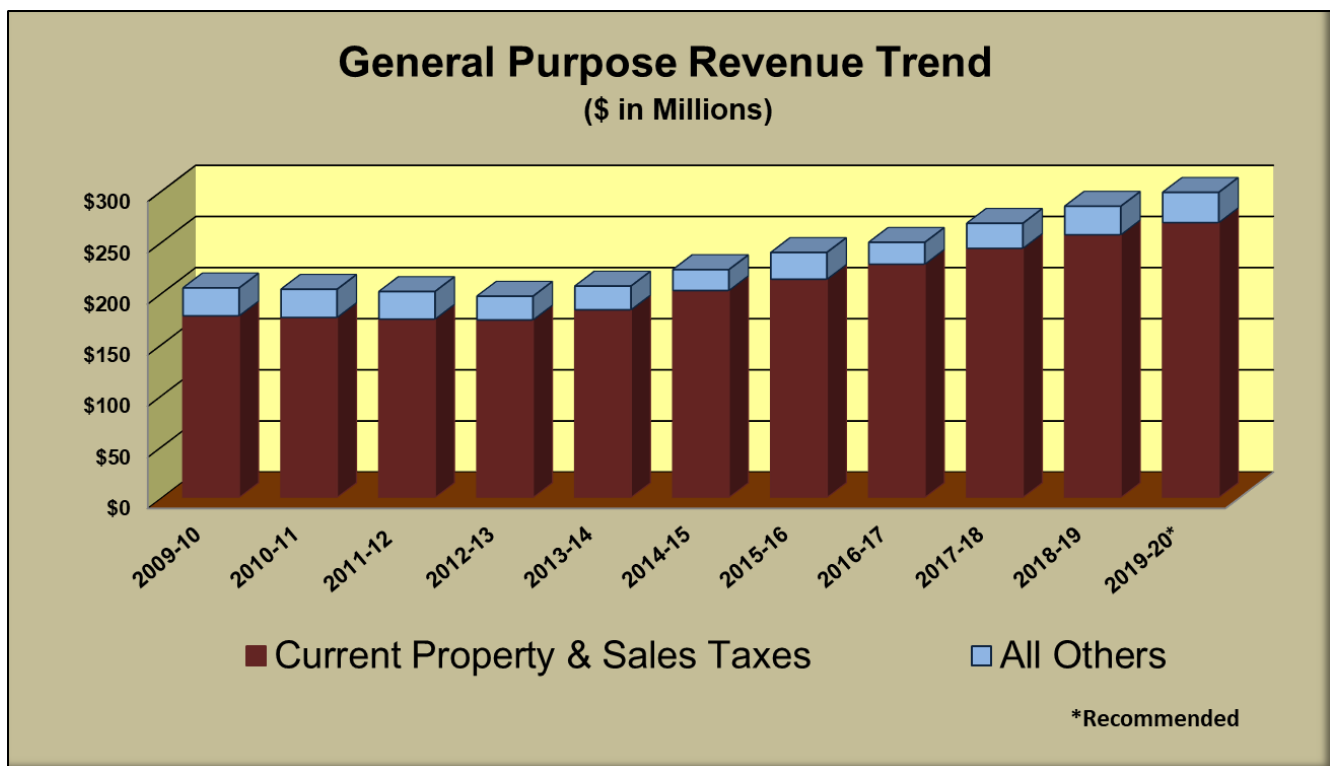
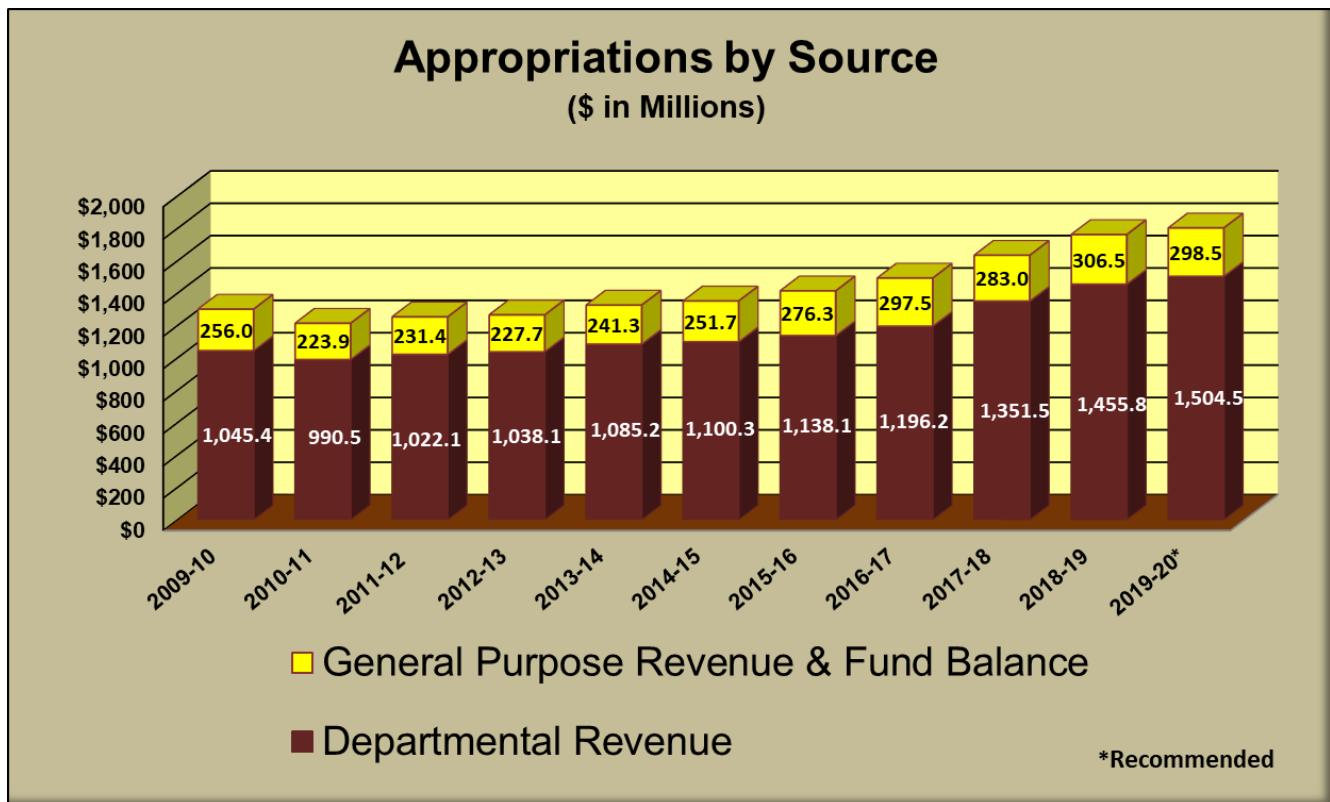
Statistical Summary

10-Year Trend: 2009-2010 to 2019-2020



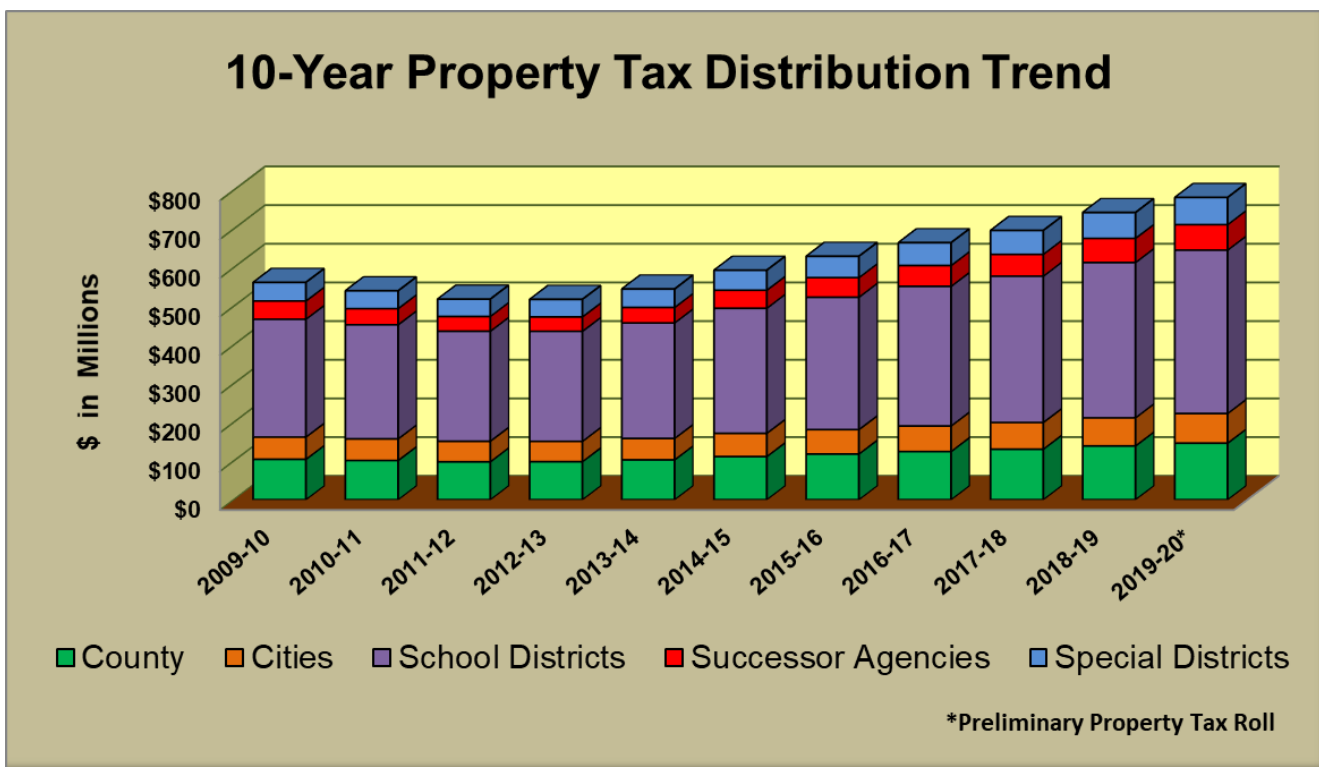
Statistical Summary

10-Year Trend: 2009-2010 to 2019-2020



Distribution of Countywide Property Taxes

10-Year Trend: 2009-2010 to 2019-2020



San Joaquin County Profile

County Profile		
	County	California
Population, 2018 estimate	752,660	39,557,045
Population, 2017 estimate	745,424	39,536,653
Population, 2010	685,308	37,254,503
Population, 2000	563,598	33,871,648
Population, percent change, 2017 to July 1, 2018	1.0%	0.1%
Population, percent change, 2010 to July 1, 2018	9.8%	6.2%
Population, percent change, 2000 to July 1, 2018	33.5%	16.8%
Persons under 5 years, percent, 2018	7.1%	6.3%
Persons under 18 years, percent, 2018	27.3%	22.9%
Persons 65 years and over, percent, 2018	12.4%	13.9%
Female persons, percent, 2018	50.2%	50.3%
High school graduates, percent of persons age 25+, 2013-2017	78.4%	82.5%
Bachelor's degree or higher, pct of persons age 25+, 2013-2017	18.1%	32.6%
Mean travel time to work (minutes), workers age 16+, 2013-2017	32.0	28.8
Housing units, July 2017	242,814	14,176,670
Homeownership rate, 2013-2017	55.7%	54.5%
Median value of owner-occupied housing units, 2013-2017	\$281,100	\$443,400
Median monthly owner costs with mortgage, 2013-2017	\$1,766	\$2,206
Median monthly gross rent, 2013-2017	\$1,100	\$1,358
Households, 2013-2017	223,808	12,888,128
Persons per household, 2013-2017	3.17	2.96
Per capita annual income (2017 dollars) 2013-2017	\$24,694	\$33,128
Median household income (2017 dollars) 2013-2017	\$57,813	\$67,169
Persons below poverty level, percent, 2013-2017	15.5%	13.3%
Persons with a disability, under 65, percent, 2013-2017	8.7%	6.9%
Persons without health insurance, percent, 2017	7.6%	8.1%
Merchant wholesaler sales, 2012 (\$1,000)	\$ 11,713,538	\$666,652,186
Retail sales, 2012 (\$1,000)	\$7,059,491	\$481,800,461
Retail sales per capita, 2012	\$10,047	\$12,665
Accommodation and food services sales, 2012 (\$1,000)	\$808,606	\$90,830,372

Information provided by the U.S. Census Bureau



PROPOSED BUDGET **GENERAL GOVERNMENT**



General Government

Appropriations

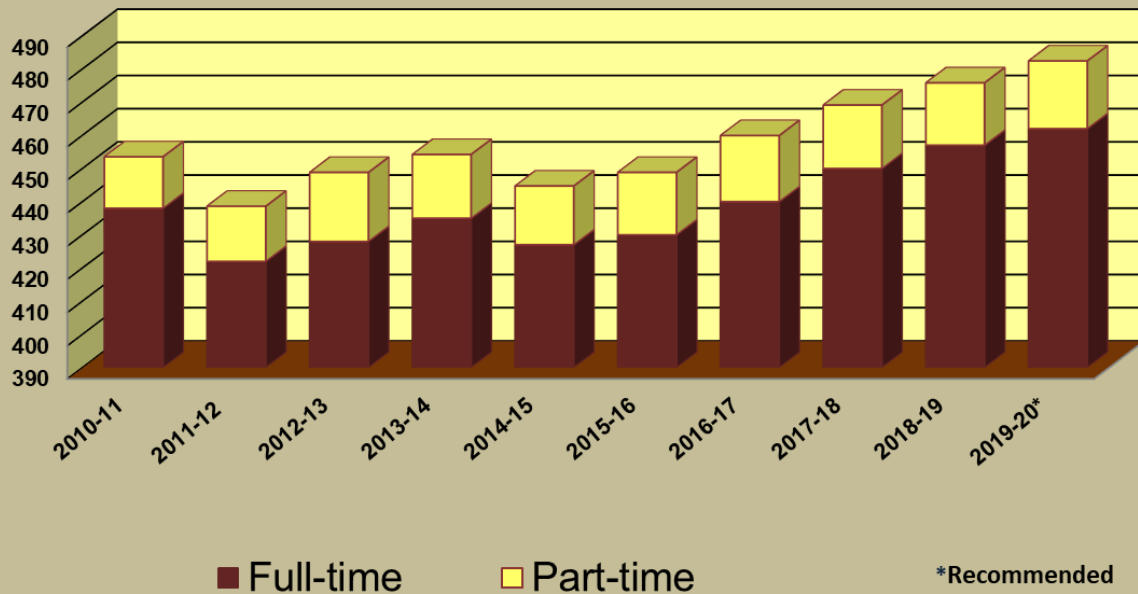
	Page Number	2018-2019 Adjusted	2019-2020 Requested	2019-2020 Recommended	Increase/ (Decrease)
1010100000 Board of Supervisors	A-4	\$2,729,216	\$3,594,560	\$3,594,560	\$865,344
1010200000 County Administrator	A-7	3,655,914	3,897,536	3,897,536	241,622
1010800000 Auditor-Controller	A-13	3,913,296	3,874,158	3,874,158	(39,138)
1010804000 Operating Transfers	A-17	31,388,486	10,668,774	10,668,774	(20,719,712)
1010805000 Tobacco Settlement	A-18	7,300,000	7,300,000	7,300,000	0
1011000000 Treasurer-Tax Collector	A-20	5,390,705	6,024,657	6,024,657	633,952
Summary — All Assessor-Recorder Budgets	A-24				
1011100000 Assessor-Recorder- County Clerk	A-26	13,277,390	15,673,476	15,673,476	2,396,086
2025901000 Recorder-Equipment/ Automation	A-30	2,262,300	2,317,300	2,317,300	55,000
1011200000 Purchasing & Support Services	A-32	890,334	1,302,911	1,302,911	412,577
8400112200 Purchasing ISF*	A-37	7,323,593	7,577,985	7,577,985	254,392
1011800000 County Counsel	A-39	2,078,191	858,807	858,807	(1,219,384)
1012400000 Human Resources	A-42	1,326,272	1,471,211	1,471,211	144,939
8592500000 Self-Insurance ISF-Health*	A-48	49,795,979	46,413,960	46,413,960	(3,382,019)
8592600000 Self-Insurance ISF-Dental*	A-51	6,332,558	6,287,624	6,287,624	(44,934)
8594800000 Self-Insurance ISF-Medical Malpractice*	A-53	2,964,484	2,436,712	2,436,712	(527,772)
8594900000 Self-Insurance ISF-Casualty*	A-55	8,386,025	9,402,154	9,402,154	1,016,129
8595000000 Self-Insurance ISF-Workers' Comp. *	A-57	12,300,347	12,126,053	12,126,053	(174,294)
8595100000 Self-Insurance ISF-Unemployment*	A-59	1,250,479	1,255,842	1,255,842	5,363
Summary — All Information Systems Budgets	A-60				
1013000000 Registrar of Voters	A-62	5,332,933	10,304,709	10,304,709	4,971,776
8240000000 Information Systems Division Internal Service Fund (ISF) *	A-66	6,168,091	23,353,067	23,353,067	17,184,976
8250000000 Office Automation ISF*	A-71	2,452,075	2,609,763	2,609,763	157,688
8260000000 Telephone ISF*	A-73	6,365,844	6,318,471	6,318,471	(47,373)
8270000000 Radio ISF*	A-76	3,171,513	3,449,504	3,449,504	277,991
1015400000 Economic Promotion	A-78	317,842	336,723	294,223	(23,619)
1016000000 Surveyor	A-81	502,532	503,147	503,147	615
1016500000 Rebates/Refunds & Judgments/Damages	A-83	10,000	11,000	11,000	1,000
1018000000 Equipment Use Allowance & Debt Service	A-84	14,189,104	7,593,892	7,593,892	(6,595,212)
8190000000 Fleet Services ISF*	A-87	16,142,250	15,584,216	15,584,216	(558,034)
Less: ISF Appropriations*		(122,653,238)	(136,815,351)	(136,815,351)	(14,162,113)
Total - General Government		\$94,564,515	\$75,732,861	\$75,690,361	(\$18,874,154)

*Internal Service Fund (ISF) appropriations are included in departmental budgets.

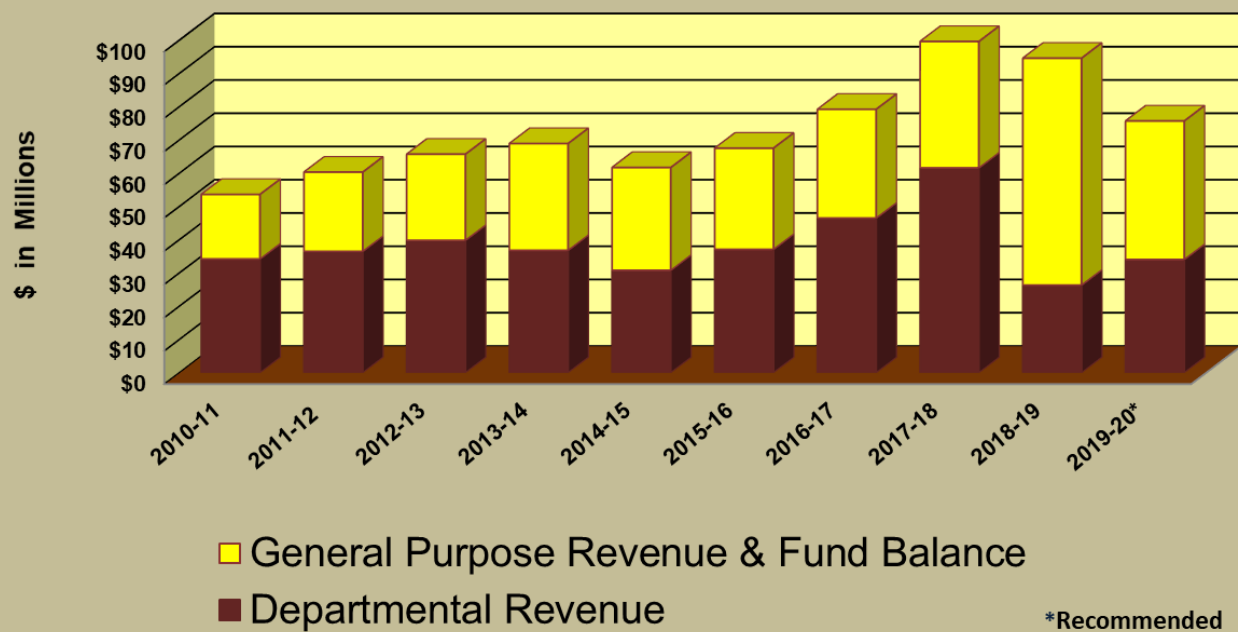
General Government

Appropriations

Staffing Trend

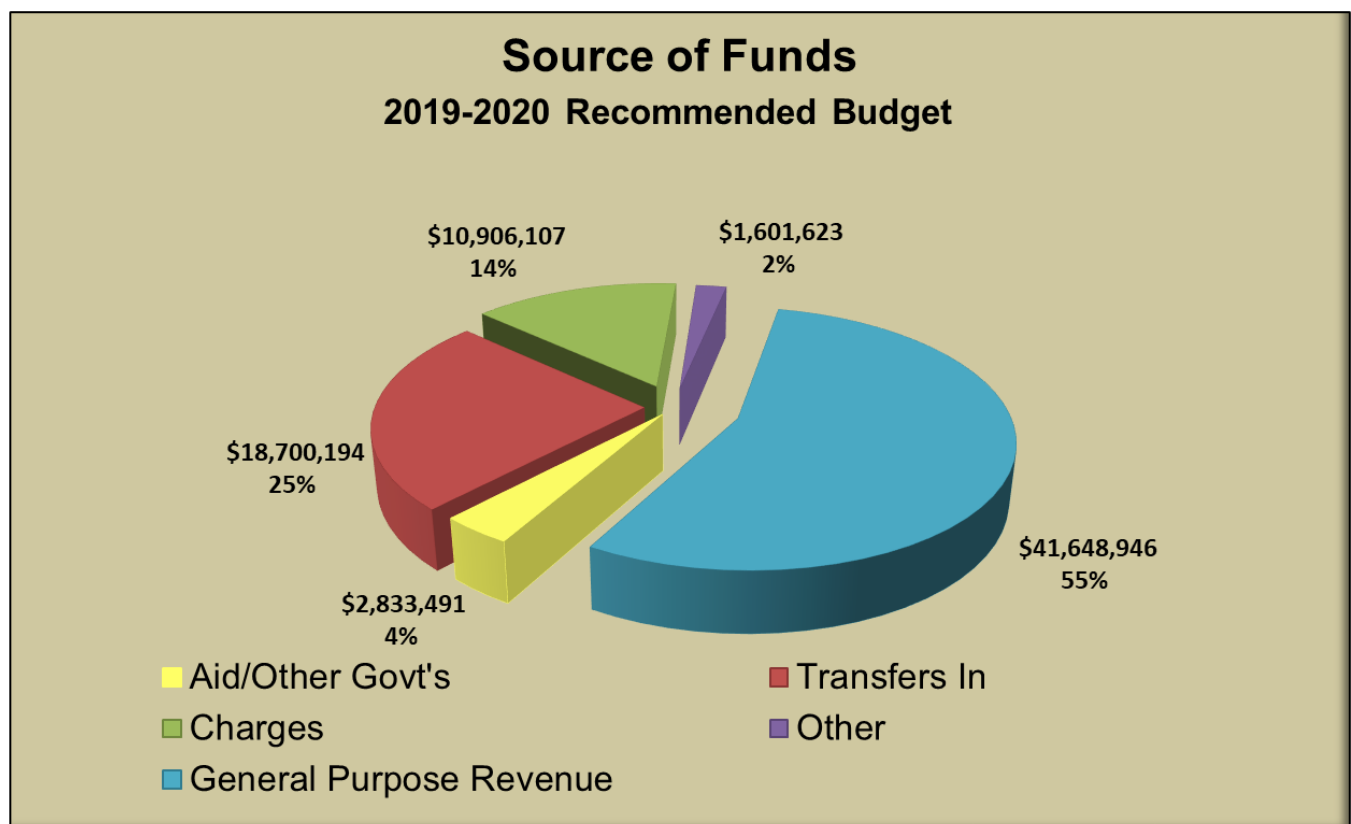
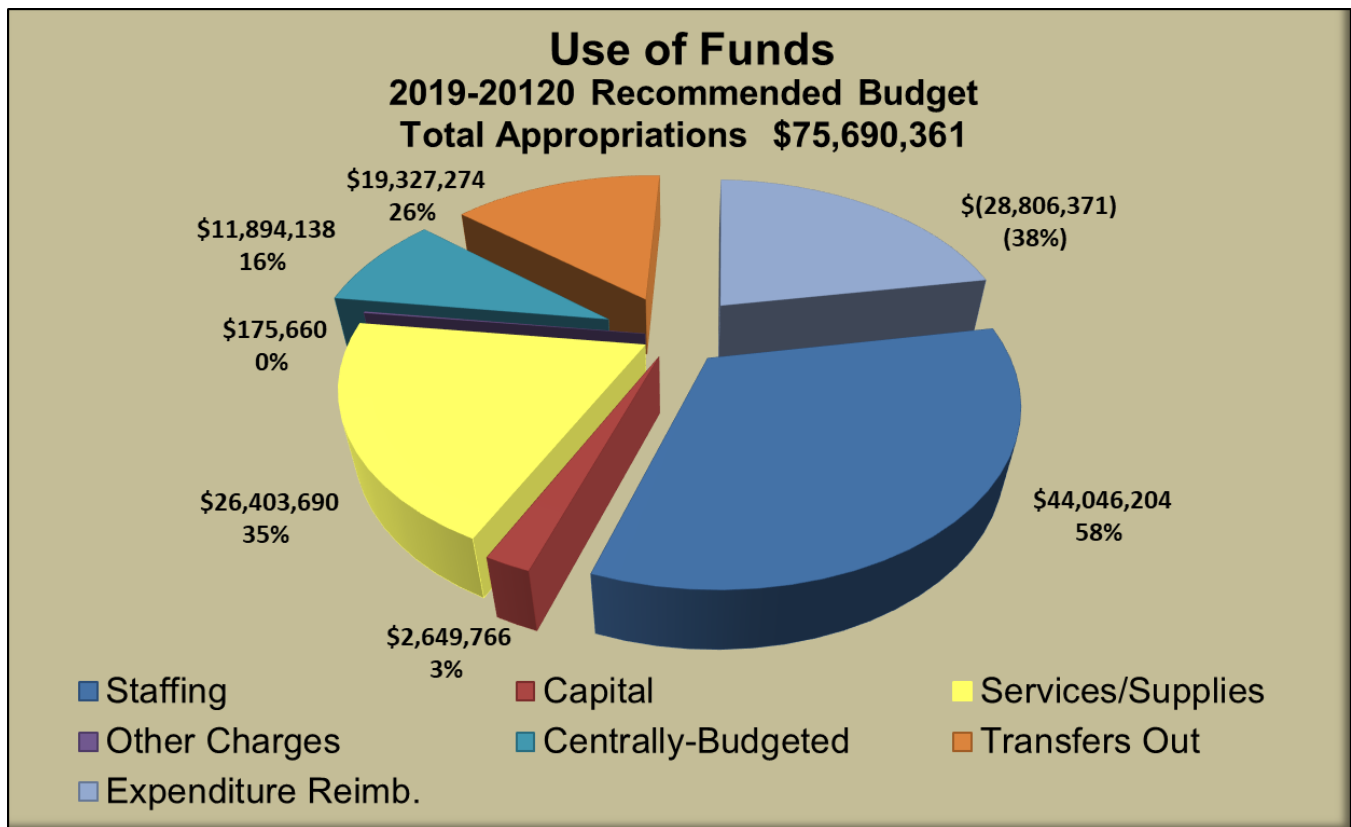


Appropriations by Source



General Government

Appropriations



1010100000—Board of Supervisors/Clerk of the Board

General Government

Miguel Villapudua, *Chairman*

General Fund	2017-2018 Actual	2018-2019 Adjusted	2019-2020 Requested	2019-2020 Recommended	Increase/ (Decrease)
Expenditures					
Salaries & Benefits	\$2,172,184	\$2,308,866	\$2,363,508	\$2,363,508	\$54,642
Services & Supplies	107,432	182,475	182,475	182,475	0
Centrally-Budgeted Expenses	199,928	238,005	1,048,707	1,048,707	810,702
Total Expenditures	\$2,479,544	\$2,729,346	\$3,594,690	\$3,594,690	\$865,344
Expenditure Reimbursements	(168)	(130)	(130)	(130)	0
Total Appropriations	\$2,479,376	\$2,729,216	\$3,594,560	\$3,594,560	\$865,344
Earned Revenues By Source					
Charges For Services	\$8,870	\$8,100	\$8,100	\$8,100	\$0
Total Revenues	\$8,870	\$8,100	\$8,100	\$8,100	\$0
Net County Cost	\$2,470,506	\$2,721,116	\$3,586,460	\$3,586,460	\$865,344
Allocated Positions	16.0	16.0	16.0	16.0	0.0

Purpose

The Board of Supervisors (Board) is mandated by law and responsible to ensure the public trust through representative government. As the governing body of the County, the Board:

- Sets County and public policy.
- Adopts ordinances/resolutions.
- Appropriates funds and levies necessary fees.
- Represents the citizens of San Joaquin County in matters involving the State/Federal governments.
- Plans land use and determines zoning for the unincorporated area.
- Represents the public on several County commissions, special district boards, and local committees.
- Works with constituents to resolve problems and issues.

The Clerk of the Board (COB) attends all meetings of the Board and Assessment Appeals Board; processes and retains all resultant documents; prepares and posts meeting agendas;

prepares meeting minutes; maintains Local Appointments - List of County's Boards, Commissions and Committees; and provides support to all County departments.

Board Strategic Priorities 2019-2020 through 2021-2022

On April 9 2019, the Board adopted an update to the three-year Strategic Priorities, covering fiscal years 2019-2020 through 2021-2022. These principles guide the development of the annual County budget and the allocation of County resources amongst competing interests that reflect the Board's priorities.

The Strategic Priorities are:

1. Ensure fiscal responsibility.
2. Promote good governance and increase organizational capabilities.
3. Improve public safety and enhance overall criminal justice system.
4. Promote economic development.
5. Stay informed and proactive in dealing with water issues.

1010100000—Board of Supervisors/Clerk of the Board

General Government

Major Budget Changes

Salaries & Employee Benefits

- \$54,642 Salary and benefits adjustments.

Services & Supplies

- \$4,000 Increase in telephone expenses.
- \$2,000 Increase in copier lease costs.
- \$1,500 Increase in publications and legal notices.
- (\$5,900) Decrease in professional services.
- (\$2,475) Decrease in office expenses.

Centrally-Budgeted Expenses

- \$12,174 Increase in Workers' Compensation and Casualty insurance costs.
- (\$91,548) Decrease in data processing charges.
- \$890,583 Addition of Cost Allocation Plan charges.

Program Discussion

The 2019-2020 recommended budget for the Board of Supervisors/Clerk of the Board totals \$3,594,690, which is an increase of \$865,344 from the 2018-2019 adjusted budget. This change primarily reflects an increase in salary and benefits adjustments, telephone expense, Workers' Compensation and Casualty insurance costs, and the addition of Countywide Cost Allocation Plan charges, which is partially offset by a decrease in data processing charges.

Board of Supervisors

Consistent with the Board Strategic Priority to ensure fiscal responsibility, for the past four years, the budget was structurally-balanced, where ongoing revenues were sufficient to fund ongoing expenses. The Board has also adopted a policy directing a portion of the year-end projected budget savings to be set aside for the Unfunded Pension Liability Reserve, after the Reserve for Contingencies contribution has been met. In 2009-2010, the Board adopted a reserve policy including the goal of setting the Reserve for Contingencies at 5.0% of the County budget by 2020-2021. This goal was achieved in 2018-2019. As of March 31, 2019, the balance of the Reserve totals \$88.1 million, and the balance of the Unfunded Pension Liability Reserve totals \$25.5 million.

In July 2018, the Board directed staff to develop an ordinance and programs to regulate unauthorized camps in order to address property damage, health and safety issues, and the proliferation of abandoned shopping carts within San Joaquin County. Staff presented the draft ordinance to the Board in April 2019, and the final version is expected to be in place by the end 2018-2019.

At the direction of the Board, staff conducted an assessment of the Emergency Medical Services Agency (EMS). In October 2018, the Board accepted the Emergency Medical Services System Assessment Report prepared by Fitch and Associates, LLC, which compared the system's performance across eight commonly recognized EMS process areas and also identified improvement opportunities. Staff continues to implement the recommendations as outlined in the report.

On October 24 – 26, 2018, the Board hosted the San Joaquin Valley Regional Association of California Counties 2018 conference. Topics focused on current issues facing the nine-member counties, and showcased the success of county programs and initiatives. The conference was an opportunity to collaborate and define areas where a collective approach to top issues can be achieved in the future.

In November 2018, the Board established the San Joaquin County Veterans Advisory Commission, as a consultative commission to the Board. The Commission will work in conjunction with the Veterans Services Office to provide a forum for various representatives who work and advocate on behalf of San Joaquin County's Veterans.

In December 2018, the Board adopted the 2019 and 2020 State and Federal Legislative Platforms. Over the course of the 2017-2018 Legislative Session, the Board and affected Department Heads worked closely with the County's elected representatives and appropriate governmental agencies in pursuing the County's legislative goals. San Joaquin County took positions on specific legislation, directing the County advocates' work related to several key pieces of legislation. In total, the County and legislative advocates monitored and reported on several hundred pieces of legislation as they moved through the process.

New to the State Platform is the inclusion of language to address changes in health care reform; the issue of homelessness; pension reform; funding for the 2020 Census; the State's proposed elimination of the Maintenance of Effort and discretion at the local level for In-Home Supportive Services to counties; access to emergency services in rural counties; emergency relief on State and local highways and roads; and resources for public health-related issues such as opioids, cannabis, and increases to public safety to fund additional requirements due to State initiatives for justice reform. New to the Federal Platform is the inclusion of language to address any changes by the Federal

1010100000—Board of Supervisors/Clerk of the Board

General Government

Administration to reduce funding to programs important to local governments; support funding to combat human trafficking; and support response efforts for critical incidents and homelessness. Overall, the Board-adopted platforms focus on priorities that are critical to the health and well-being of San Joaquin County residents.

On December 4, 2018, the Board enacted the first Adopt-A-Road Program in San Joaquin County, as part of the Clean San Joaquin program. The program goals include ways to reduce roadside cleanup costs, allow for cleanup of litter, and increase public pride. The program launched on March 29, 2019, with the first volunteer organization in place to begin cleanup on a mile-stretch of County roadway. Outreach campaigns will continue to highlight the program and increase public awareness of existing options for proper disposal for reporting of illegal dumping activity.

In December 2018, the Board approved labor agreements with the Probation Officers Association, effective through December 31, 2021.

In March 2019, the Board approved an Option to Lease agreement between the County and the Housing Authority of the County of San Joaquin for a 4.57-acre portion of a parcel located on Mathews Road near San Joaquin General Hospital, a first step towards a 49-unit structure intended for housing and services for homeless veterans. This action will maximize the likelihood of a successful project to alleviate veteran homelessness in the near future.

The Board will continue to focus on its strategic goals and pursue long-term solutions for optimal organizational structure and infrastructure needs that best serve the residents of San Joaquin County.

Clerk of the Board

The COB sets priorities reflective of the needs of the Board and the needs of the public and continues to seek ways to engage with departments and the public to provide efficient services.

During 2018-2019, the COB processed 473 new Assessment Appeals applications, compared to 422 in 2017-2018. A combined total of 916 appeals are in various stages of resolution. Staff continues efforts to provide exceptional customer service to the taxpayers who file appeals, and to bring their applications to a timely resolution by working effectively with the Assessor's Office.

The COB recommends the addition of an Office Supervisor in 2020-2021 to provide oversight of the increasing administrative functions of the office. This position would also be responsible for creating and maintaining standardized procedures, analytical reports, and efficient office management systems. During 2019-2020, this recommendation will be evaluated to ensure the appropriate position is requested in 2020-2021.

1010200000—County Administrator

General Government

Monica Nino, County Administrator

General Fund	2017-2018 Actual	2018-2019 Adjusted	2019-2020 Requested	2019-2020 Recommended	Increase/ (Decrease)
Expenditures					
Salaries & Benefits	\$2,444,861	\$3,076,624	\$3,478,187	\$3,478,187	\$401,563
Services & Supplies	452,618	1,033,601	1,084,425	1,084,425	50,824
Centrally-Budgeted Expenses	105,330	232,634	242,085	242,085	9,451
Total Expenditures	\$3,002,809	\$4,342,859	\$4,804,697	\$4,804,697	\$461,838
Expenditure Reimbursements	(515,071)	(686,945)	(907,161)	(907,161)	(220,216)
Total Appropriations	\$2,487,738	\$3,655,914	\$3,897,536	\$3,897,536	\$241,622
Earned Revenues By Source					
Aid From Other Governments	\$0	\$47,886	\$153,113	\$153,113	\$105,227
Miscellaneous Revenues	87	0	0	0	0
Operating Transfers In	10,000	127,979	34,500	34,500	(93,479)
Total Revenues	\$10,087	\$175,865	\$187,613	\$187,613	\$11,748
Net County Cost	\$2,477,651	\$3,480,049	\$3,709,923	\$3,709,923	\$229,874
Allocated Positions	14.0	14.0	14.0	14.0	0.0

Purpose

The County Administrator leads the administrative functions of County government. Specifically, the position oversees five departments, directs and coordinates all other County departments and agencies; acts to enforce ordinances, policies, rules, and regulations as adopted by the Board of Supervisors; advises and makes recommendations to the Board on a vast number of issues; supervises the preparation of the annual County budget; monitors departmental and agency revenues and expenditures throughout the fiscal year; prepares the County's legislative platform and monitors legislation that can significantly affect County programs; coordinates and leads efforts/activities related to County Economic Development; and leads efficiencies in customer service delivery, innovation, and labor negotiations.

Board Strategic Priorities 2019-2020 through 2021-2022

The 2019-2020 recommended budget for the County Administrator's Office (CAO) focuses on the implementation of the Board Strategic Priorities as adopted by the Board on April 9, 2019. The Board Strategic Priorities for fiscal years 2019-2020 through 2021-2022 are a continuation of the

Board's original five key priorities established in 2015. The Board has updated and augmented the goals associated with these strategic priorities to reflect the Board's direction related to water issues, health, collaboration, and homelessness.

The following highlights provide an overview of several projects, programs, and activities administered by the CAO that directly align and support the Board's strategic priorities.

Ensure Fiscal Responsibility

Maintain a Structurally-Balanced Budget

The Board continues to strongly advocate for the County to maintain a structurally-balanced budget. By definition, according to the Government Finance Officers Association, a structurally-balanced budget is achieved when "recurring revenues equal or exceed recurring expenditures." Additionally, "a true structurally-balanced budget is one that supports financial sustainability for multiple years into the future."

To achieve a long-term, structurally-balanced budget requires fiscal and budgetary discipline. The Board has wisely limited major expansion of services only to those areas that have ongoing revenue from outside the General Fund. The County

1010200000—County Administrator

General Government

Administrator has been upholding the County's reserve policies, negotiating labor agreements the County can afford in its entirety, limiting the issuance of debt, and taking steps to address the County's unfunded retirement liability. Continuation of these practices will provide the necessary foundation for a structurally-balanced and sustainable budget, ensuring expenditures remain contained within available revenues in future years.

To further support the Board's priority of ensuring fiscal responsibility, in 2018-2019 the County Administrator focused on efforts necessary for retention of the County's positive credit rating. In June 2017, the CAO and KNN Public Finance, LLC met with two credit rating agencies in San Francisco, S&P Global Ratings and Moody's Investor Services. Subsequently, S&P Global Ratings raised its underlying credit rating from A to A+ for the County's Series 2017 Certificates of Participation Administration Building Project and from A- to A for the County's Solid Waste Enterprise Fund COPs. The raised rating was based on the County's stronger economic environment with growing tax base and falling unemployment rates as well as its maintenance of very strong financial flexibility and strong performance scores. Moody's Investor Services affirmed the County's existing COPs rating of Aa3. During 2018-2019, the County continued to successfully maintain its positive credit rating.

Responsibly Consider Resources to Address the County's Pension Obligations and Labor Related Costs

The County participates in the San Joaquin County Employees' Retirement Association (SJCERA). As of January 1, 2019, net pension liability was \$1.86 billion with San Joaquin County's portion totaling \$1.74 billion. Since January 2017, in conjunction with the 2017 calendar year rate set by the SJCERA Board, the County has been contributing an additional 5% towards the County's unfunded retirement liability. Through June 30, 2019, the total value of this 5% contribution is approximately \$51.0 million. The Board has also established a reserve for the unfunded liability, which can be used in those years when the County is unable to achieve the 5% contribution within a structurally-balanced budget. The reserve for the unfunded liability currently has a balance of \$25.5 million.

Acknowledging a short-term pay down of this liability in its entirety is not feasible nor fiscally affordable. The County Administrator maintains the Board approved policy (B-16-194), and in preparation of the recommended budget, continues to focus on the pay down of the unfunded retirement liability in a fiscally prudent and accelerated time frame. It is this disciplined effort that continues to incrementally move the County towards long-term sustainability.

In 2018-2019, the CAO in partnership with Human Resources conducted a competitive procurement process to secure an additional employee health care plan option that is comprehensive, affordable, and financially sustainable. This new option will be discussed in detail with the various collective bargaining units in 2019-2020. The CAO and the Human Resources team are evaluating the County's existing health plans to determine if plan adjustments are necessary to ensure the ongoing availability of affordable health plan options for County employees.

Additionally, the CAO will continue to advocate for the County's retention of its share of property taxes when negotiating master property tax sharing agreements with cities in San Joaquin County. The majority of the County's current property tax sharing agreements stipulate that the County receives 80% of the property tax revenue and the cities receive 20%. Because property tax is the single largest source of General Purpose Revenue for the County, any change in this formula could have a significant negative fiscal impact to the County and jeopardize its ability to maintain a structurally-balanced budget.

Promote Good Governance and Increase Organizational Capabilities

The County Administrator actively participated in several successful projects during 2018-2019 that directly contributed to the Board's priority of promoting good governance and increasing the County's operational capabilities. The CAO, in partnership with Information Systems Division (ISD), successfully implemented several innovative projects, including:

- **Implementation of a New County Budget System** – San Joaquin County was one of the first counties in California to implement the new cloud-based budgeting system available from Oracle Corporation. The new budget system was used by the CAO staff and all County departments during the development of the 2019-2020 Proposed Budget.
- **Data Analytics** – The County has begun utilization of another cloud-based product to analyze large amounts of data related to employee salary and benefits costs; employee use of sick leave; costs associated with labor negotiations; key characteristics related to certain portions of the homeless population; and data related to health care delivered at San Joaquin General Hospital.
- **Biennial Update of the County Administrative Manual** – The CAO, in partnership with County departments, completed a comprehensive review of the County Administrative Manual (Manual). On March 26, 2019, the Board of Supervisors approved revisions to 30 sections of the Manual. Biennial reviews of the

1010200000—County Administrator

General Government

Manual will be conducted at the end of every even numbered year in order to ensure that the policies and procedures remain up-to-date, providing a relevant and essential resource for County departments and employees.

- **Expansion of On-Line Services to Employees** – In May 2019, the County began providing employees access to benefit, paycheck, and other employee-related information via the employee's personal mobile device. Employees can both review and update relevant information any time of the day or night from a smartphone, tablet, or personal computer.

During 2018-2019, staff also developed and presented for Board consideration and approval, the County's biennial State and Federal Legislative/Regulatory Platforms and Policy Guidelines for 2019 and 2020. The Platforms provide a means of communicating the County's legislative/regulatory agendas; the Board Strategic Priorities and interests; and guide the County's legislative advocacy efforts, allowing the County to take positions on pending legislation/regulations in a timely manner. Legislative issues not identified in the Platforms will be presented to the Board for consideration as they emerge.

Encourage Collaboration Internally Among County Departments and Externally with Other Governmental and/or Community Organizations that Provide Opportunities for Residents

In 2018-2019, CAO staff provided regional leadership to the Point-in-Time (PIT) count; an effort that focused on counting the unsheltered homeless in the community. Federal, County, and city staff, along with over 400 volunteers, conducted the count. The 2019 PIT count identified over 1,500 unsheltered homeless individuals; double the number identified during the 2017 PIT count.

CAO staff engaged in a number of initiatives focused on homelessness during 2018-2019, including:

- Led the San Joaquin Continuum of Care (CoC), an Advisory Board comprised of volunteers and local stakeholders tasked with coordinating services and funding to make homelessness rare, brief, and non-recurring.
- Successfully applied for and received additional planning grant funding (\$138,000) for the coordination of homelessness efforts.
- Strengthened and expanded participation and governance of the CoC.
- Partnered with the Housing Authority of San Joaquin County to develop a permanent supportive housing project on 4.57 acres exclusively for homeless Veterans;

a first in the region and the only housing of its kind in San Joaquin County.

Improve Public Safety and Enhance Overall Criminal Justice System

On May 15, 2018, the Board approved the separation of the Coroner function from the Sheriff, and approved the creation of an independent Medical Examiner's Office. The County Administrator has taken the lead, along with County Counsel, to develop an organizational plan for the independent Medical Examiner's Office. The Board has interviewed highly qualified candidates for the position of Chief Medical Examiner and it is anticipated that the Board of Supervisors will make a final hiring decision in June 2019.

The transition period is expected to be complete by the end of 2019-2020. In the interim, the Office of the Medical Examiner will remain under the Sheriff; however, the authority of determining the cause and manner of death will be assigned to the Medical Examiner, once appointed.

Promote Economic Development

During 2018-2019, the CAO continued to support the efforts of County departments and community agencies to advance economic development opportunity throughout the County. The CAO remains committed to being responsive and supportive to local jurisdictions and business partners when development opportunities arise. The following highlights provide an overview of efforts administered by the CAO:

- **Airpark 599 Project** – During 2018-2019, staff continued discussions with the Federal Aviation Administration (FAA) to obtain a release from restrictions related to a portion of the Airpark 599 property. Staff anticipates issuance of the FAA release in 2019-2020. Staff has also continued to work with the County's development partner on revisions of the current Master Development Agreement and on an amendment of the County's adopted Stockton Metropolitan Airport Special Purpose Plan. The Airpark 599 development is projected to generate new jobs and promote economic activity, which will benefit the County well into the future.
- **iHub San Joaquin (iHub)** – During 2018-2019, staff continued to participate as a member of the iHub San Joaquin Board of Directors. The goal of iHub is to stimulate partnerships, economic development, and job creation by leveraging assets to provide an innovation platform for startup businesses, economic development organizations, business groups, and financial institutions. Targeted industry sectors include agribusiness, healthcare, and sustainable construction technology. In 2018-2019, iHub awarded a total of \$20,700 in contract funding to two local organizations,

1010200000—County Administrator

General Government

Café Coop and HealthForce Partners, intended to help iHub accomplish its goal by providing innovative programs for early stage startups from San Joaquin County and by promoting workforce development in the healthcare sector. iHub also held its 4th annual H2O Hackathon event, which challenges local high school students to develop applications to solve water issues affecting California.

- **California Governor's Office of Business and Economic Development (GO-Biz)** – During 2018-2019, staff continued to collaborate with the San Joaquin Partnership to respond to a number of State and national site searches facilitated by GO-Biz. This collaboration is focused on connecting new and expanding businesses to available development sites within the County resulting in additional living-wage jobs and improved economic activity. In addition, staff submitted letters of support to GO-Biz recommending approval of applications for California Competes Tax Credit for businesses considering a move to San Joaquin County.
- **Local Incentives** – In 2018-2019, the CAO met with local jurisdictions to discuss opportunities to incentivize commercial and manufacturing development. The CAO has been responsive in the consideration of property and sales tax incentives as our economic development partners, including the cities, GO-Biz, and the San Joaquin Partnership have packaged competitive proposals for both global, regional, and national business inquiries. The CAO continues to lead negotiations with cities on property tax agreement extensions as a result of commercial and residential annexations proposals.

Stay Informed and Proactive in Dealing with Water Issues

The County continues to invest significant resources to support the Delta Counties Coalition, and the County's legislative efforts related to water. A Deputy County Administrator is anticipated to dedicate approximately 10% of her time to Delta-related activities.

Major Budget Changes

Salaries & Employee Benefits

- \$330,471 Salary and benefits adjustments.
- \$142,807 Add a Management Analyst position.
- (\$71,715) Delete a vacant Senior Office Assistant position.

Services & Supplies

- \$46,319 Increase in professional services for data analytics consulting support.
- \$16,000 Increase in consulting fees for annual sales tax audit.
- (\$14,695) Decrease in recruiting services.

Centrally-Budgeted Expenses

- \$9,719 Increase in data processing charges.

Expenditure Reimbursements

- \$220,216 Cost Allocation Plan adjustment.

Revenues

- \$105,227 Increase in State and Federal grant funding for Program Administrator-Homelessness Initiatives.
- (\$93,479) Decrease in funding from the Community Corrections Partnership for Program Administrator-Homelessness Initiatives.

Program Discussion

The 2019-2020 recommended budget for the County Administrator's Office totals \$4,804,697, which is an increase of \$461,838 from the 2018-2019 adjusted budget. This change primarily reflects salary and benefits adjustments, the addition of a Management Analyst III, and an increase in professional services, offset by the deletion of a vacant Senior Office Assistant position. The cost of the Program Administrator-Homelessness Initiatives position is fully-funded by grants applied for by the CAO.

During 2019-2020, the CAO will continue to provide for media support, financial analysis and funding for specialty studies and reviews as required, and will also provide administrative support and leadership for several major projects that will have long-term implications for the County. Many of these projects will continue into 2020-2021:

- **Labor Negotiations** – The County has current labor agreements with 86.8% of the County labor force. However, as of September 2019, 87.5% of the labor agreements will have expired. The bargaining units currently without contracts are Law Enforcement Management Association (LEMA), Deputy Sheriff's Association (DSA), Sheriff Deputy Sergeant

1010200000—County Administrator

General Government

Association (SDSA), In-Home Supportive Services, and Nurses (CNA). The Physicians (UAPD) unit is set to expire June 30, 2019. The Service Employees International Union (SEIU) units are set to expire September 5, 2019.

- **Financial Tools** – In partnership with the Auditor-Controller, ISD, and Human Resources, the County Administrator will expand the number of financial and management tools available to departments. The County Administrator will continue to be an active participant on the PeopleSoft Governance Committee.
- **Annual Report – A Year In Review** – This report highlights County efforts and accomplishments during 2017-2018 related to the Board-adopted Strategic Priorities. The report was released in a hard-copy form and posted on the County's webpage. The 2018-2019 Annual Report is currently being developed and delivery of the finished report to the Board is scheduled for August 2019.
- **New Budget System – Phase II** – In collaboration with the ISD, the County Administrator will expand the capabilities of the newly implemented County budget system in 2019-2020 to include position cost estimation functionality and broader County salary/benefit projection capabilities for use during the 2020-2021 budget preparation.
- **Homelessness Activities** – Assistance and support will continue to be provided to the Program Administrator in the transition to an effective CoC, providing leadership to coordinate more accurate data of the County's homelessness population, and focus on permanent housing projects and available grant funds. CAO staff will actively pursue newly developed State grants focused on supporting homelessness efforts that will deliver solutions across the County.
- **Data Analytics** – In 2019-2020, the CAO will hire a consultant to leverage the County's vast array of information to support data driven decision making. The data analytics effort will focus on several key areas including salary/benefit analysis for collective bargaining, financial analysis of Countywide spending for potential cost savings, and the aggregation of performance data that will outline how County services are delivered to the community.
- **Clean San Joaquin** – CAO will convene a meeting with County departments who perform or address services in regards to community cleanup. Staff will also support the development of a "Love San Joaquin County" brand that is associated with Clean San Joaquin. In 2019-2020, CAO staff will encourage departmental collaboration with cities in San Joaquin

County that are actively involved with the "Love our Cities" program.

- **Office of the Medical Examiner** – In 2019-2020, the CAO will continue to lead efforts surrounding the creation of the Office of the Medical Examiner. The establishment of this new Office within the Health Care Services Agency is expected to be complete by the end of 2019-2020.
- **Department Head Recruitments** – In collaboration with Human Resources, the County Administrator will conduct recruitments to fill three Board-appointed department head positions (Human Services Director, Community Development Director, Clerk of the Board).
- **San Joaquin General Hospital (SJGH)** – The County Administrator provides strategic guidance to SJGH on both fiscal and policy issues. In 2019-2020, participation will continue in the monthly meetings of the Health Care Services Review Committee at which major topics of significance for SJGH are discussed, including financial performance, capital projects, and various operational issues. One of the main ongoing focus areas is ensuring future viability of the Hospital and its clinics. Although SJGH has effectively utilized non-recurring revenue and fund balances to reinvest in infrastructure improvements and other one-time capital needs, Hospital cash flows need to be managed carefully to ensure that ongoing costs and commitments are supported by sustainable revenues. In this regard, the County Administrator and Auditor-Controller monitor monthly financial inflows and outflows, cash balances, and revenue collection data utilizing information from the SJGH financial system. The recent integration of the Hospital's system with the County's PeopleSoft system is expected to yield more accurate and timely financial reporting for use by SJGH management going forward. In addition, staff from the County Administrator's Office, Purchasing and Support Services Division, ISD, and Auditor-Controller's Office are actively working with SJGH fiscal staff to ensure that the appropriate control and approval mechanisms are in place for contract management and procurement activities.

Continued emphasis on primary care as a way to reduce costly emergency room visits and inpatient hospital care is evidenced by the expansion of services provided through the San Joaquin Community Clinics (SJCC), the SJGH-affiliated Federally Qualified Health Center-Look Alike. The CAO will work closely with SJGH executives to ensure that the services delivered by the clinics are cost effective and that the clinics are financially sustainable. The County Administrator

1010200000—County Administrator

General Government

routinely attends the SJCC Finance Committee meetings.

County Debt Reduction

In 2019-2020, the County will pay off two of the three Certificates of Participation (COPs) that were issued in the last 30 years to finance the County's major capital improvement projects. The County will make final debt payment for the General Hospital Project COP in September 2019 and the final payment for the Capital Facilities Project COP in November 2019. These actions will reduce the County's overall debt service costs.

The CAO will focus on cash flowing replacement facilities or new construction on behalf of those departments with the

greatest need. The County currently does not have the funding capacity to take on new long-term debt.

Supplemental Request

The CAO is requesting supplemental funding of \$71,092 for the addition of a Management Analyst III position. The CAO anticipates a marked growth in workload associated with several ongoing Countywide projects such as the expansion of automated financial management tools for departments, increased use of data analytics technologies, and an increase in economic development efforts.

The recommended budget has been augmented by \$71,092 in order to address this request.

1010800000—Auditor-Controller

General Government

Jerome C. Wilverding, Auditor-Controller

General Fund	2017-2018 Actual	2018-2019 Adjusted	2019-2020 Requested	2019-2020 Recommended	Increase/ (Decrease)
Expenditures					
Salaries & Benefits	\$3,597,514	\$3,845,880	\$4,215,828	\$4,215,828	\$369,948
Services & Supplies	342,129	368,150	387,563	387,563	19,413
Centrally-Budgeted Expenses	1,891,117	2,371,266	2,345,306	2,345,306	(25,960)
Total Expenditures	\$5,830,760	\$6,585,296	\$6,948,697	\$6,948,697	\$363,401
Expenditure Reimbursements	(1,643,702)	(2,672,000)	(3,074,539)	(3,074,539)	(402,539)
Total Appropriations	\$4,187,058	\$3,913,296	\$3,874,158	\$3,874,158	(\$39,138)
Earned Revenues By Source					
Interest/Rents	\$50	\$0	\$0	\$0	\$0
Aid From Other Governments	17,898	10,000	10,000	10,000	0
Charges For Services	1,077,160	1,027,439	1,046,176	1,046,176	18,737
Miscellaneous Revenues	171,516	190,050	190,050	190,050	0
Total Revenues	\$1,266,624	\$1,227,489	\$1,246,226	\$1,246,226	\$18,737
Net County Cost	\$2,920,434	\$2,685,807	\$2,627,932	\$2,627,932	(\$57,875)
Allocated Positions	31.0	31.0	32.0	32.0	1.0
Temporary (Full-Time Equivalent)	0.0	1.0	1.0	1.0	0.0
Total Staffing	31.0	32.0	33.0	33.0	1.0

Purpose

The Auditor-Controller's Office (ACO) provides accounting and auditing services for departments, districts, and agencies throughout the County. The ACO has four major functions: 1) property tax calculations and allocations; 2) employee payroll and benefits maintenance; 3) fund and budget reporting, accounts payable, and claim processing; and 4) internal audits and cost allocation.

Functions of the Auditor-Controller are mandated while service levels are discretionary. Duties include maintenance of accounting records, preparation of financial reports, auditing, processing payments and payrolls, and a wide variety of accounting support to County operations.

Board Strategic Priorities 2019-2020 through 2021-2022

The 2019-2020 recommended budget for the Auditor-Controller focuses on the implementation of the Board Strategic Priorities as adopted by the Board on April 9, 2019.

The Board Strategic Priorities for fiscal years 2019-2020 through 2021-2022 are a continuation of the Board's original five key priorities established in 2015. The Board has updated and augmented the goals associated with these strategic priorities to reflect the Board's direction related to water issues, health, collaboration, and homelessness.

Ensure Fiscal Responsibility

As the County's central accounting department, the ACO handles and controls disbursements related to payroll and vendor payables; accounts for cash received from taxpayers and other agencies; allocates costs between governmental entities; and reports on the financial condition of County operations. Policies and procedures are established and followed to ensure assets are properly safeguarded; fiscal compliance is maintained regarding laws and sound business practices; reporting information is proper and accurate; and activities that flow through the ACO are efficient and effective.

As the County's internal auditor, the ACO is responsible for ensuring that County entities meet the same standards of fiscal

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General Government

responsibility as the ACO. This happens through various mandated and discretionary audits and reviews performed by the Internal Audit Division. The results of these projects are reported to management and the Board of Supervisors.

Promote Good Governance and Increase Organizational Capabilities

Good internal controls provide the cornerstone for good governance, and the ACO is the central nervous system within the County for good internal controls. Fiscal operations should be consistent with the goals and objectives of County management. This means financial activities should be properly authorized, accurate and complete, and correctly and promptly reported. As County leaders are provided timely and accurate information, departments can carry out duties more effectively. This provides better governance and organizational opportunities. As an added control, internal auditing assesses the levels of governance and effectiveness of County entities by directly measuring their activities against established standards and best practices.

Improve Public Safety and Enhance Overall Criminal Justice System

The most effective role the ACO can play regarding this priority is to provide support to departments that are directly responsible for public safety and criminal justice. This would include insuring that law enforcement and attorneys operating on the frontlines have the economic resources and related support services needed to effectively perform their jobs. This also includes basic functions such as timely disbursements for critical supply and equipment purchases, as well as facilitating grant-related submissions and receipt of funds to support specific programs. The ACO has the responsibility and authority to ascertain and investigate instances of fraud. Within the past five years, the ACO has worked on three issues related to internal management fraud at entities within the County, and will continue to be vigilant for any potentially fraudulent activity.

Promote Economic Development

As noted with public safety, the most effective role the ACO can play regarding this priority is to provide support to departments directly responsible for economic development. In addition, the ACO will conduct performance audits of programs related to economic development, to assess their effectiveness and efficiency. This activity has included a Countywide audit of fees that the County charges for specific services, which was completed in 2018-2019.

Major Budget Changes

Salaries & Employee Benefits

- \$257,294 Salary and benefits adjustments.
- \$117,654 Add a Business Analyst position.
- (\$5,000) Decrease in overtime costs.

Services & Supplies

- \$17,750 Increase in professional services and contracted independent auditors.

Centrally-Budgeted Expenses

- (\$17,972) Decrease in data processing and automation charges.
- (\$7,988) Decrease in Workers' Compensation and Casualty insurance costs.

Expenditure Reimbursements

- (\$402,539) Cost Allocation Plan adjustment.

Revenues

- \$25,000 Increase in property tax assessment processing fees.
- (\$5,000) Decrease in auditing fees and charges to outside agencies.

Program Discussion

The 2019-2020 recommended budget for the ACO totals \$6,948,697, which is an increase of \$363,401 from the 2018-2019 adjusted budget. This increase primarily reflects salary and benefits adjustments and the addition of a Business Analyst position.

The Auditor-Controller performs key operational business functions for the County and operates as the County's financial hub. These functions include general accounting, payroll, property tax, internal auditing, grants, and cost allocations. In 2018-2019, the ACO calculated and allocated over \$762.0 million in property tax revenue to the County, its 7 cities, 17 school districts, 132 Special Districts, and 4 redevelopment successor agencies. The gross annual salary and benefits processed for County and Special Districts exceeded \$800.0 million and covered over 8,000 employees. Over 150,000 checks to vendors are processed each year. The

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General Government

ACO also tracks and accounts for grant money from Federal and State sources, which is allocated for schools, human services, public safety, and realignment.

The Auditor-Controller is responsible for the County's financial reporting and controls. This includes the annual financial audit, audits of Special Districts (Board-governed and locally-governed), single audits of grant programs, and the 2 CFR Part 200 - Cost Allocation Plan. The County is currently under contract with an independent audit firm, Vavrinek, Trine, Day & Co., LLP to provide single audit services through 2019-2020.

In 2015-2016, the Auditor-Controller engaged MGT of America (MGT) to generate the County's Cost Allocation Plan and submission to the State Controller's Office. The purpose of the engagement was to leverage MGT's knowledge and experience as a premier provider of cost plan services for local governments. MGT is also contracted for services through the 2019-2020 submission. The Auditor-Controller expects to continue to leverage MGT's knowledge and experience in 2019-2020 to further improve the Cost Allocation Plan accounting and reporting.

Audit Division

As the financial oversight function for the County, the Auditor-Controller maintains an Internal Audit Division, which performs mandated and discretionary audits. In 2018-2019, the Division completed the series of departmental audits related to the Countywide Fee Audit project, as requested by the Board. In addition, it performed mandatory projects, such as the triennial audit of the Property Tax Redemption Fund and the 2019-2020 Countywide Cost Allocation Plan.

Among the audits planned for 2019-2020 are mandatory audits of Juvenile Probation and the First 5/Public Health Breastfeeding Initiative Program, along with discretionary audits of Countywide supply inventories, surplus property disposal, departmental trust funds, and take-home vehicles. The Division will also prepare the 2020-2021 Countywide Cost Allocation Plan.

Redevelopment Dissolution

Effective February 1, 2012, the Auditor-Controller is charged with the accounting functions related to redevelopment dissolutions. Accounting for redevelopment tax revenue, associated pass through payments, and allocation of residual monies to affected taxing entities is accounted for and controlled by the Auditor-Controller. Senate Bill 107, approved by Governor Brown in September 2015, further expanded the role of the Auditor-Controller regarding

redevelopment, requiring the establishment of a new Countywide oversight board to be staffed by the Auditor-Controller commencing July 1, 2018. The ACO, working in conjunction with the Clerk of the Board, has established the Countywide Oversight Board as of the statutory deadline. This Oversight Board held its initial meeting in November 2018, and held its first regular meeting January 2019.

County Accounting and Personnel System

The ACO is a major participant in upgrading and maintaining the County Accounting and Personnel System (CAPS), the core automated administrative system. The System, originally implemented in 2003-2004, was upgraded in 2016-2017, and new functional modules were introduced in 2017-2018. In partnership with Information Systems Division (ISD), further evaluation of additional CAPS functionalities/modules to enhance internal controls, productivity, and efficiencies in all County departments will continue in 2019-2020. The San Joaquin General Hospital (SJGH) went 'live' with its Cerner system implementation in March 2018. The ACO will continue to work with ISD and SJGH staff to smooth the transition into 2019-2020.

Property Tax System

Since 2002, Megabyte has been the County's automated property tax system. Megabyte server migration began in 2014-2015, and was completed in 2018-2019. System updates and new programs continue to be tested and released when available from Megabyte. The Assessor implemented the Megabyte system in January 2018, bringing all three property tax-related County departments onto the same system. During 2019-2020, the Auditor-Controller, Treasurer-Tax Collector, and ISD will continue to work closely to monitor system performance.

Supplemental Request

The Auditor-Controller is requesting additional funding of \$117,654 for a Business Analyst position to provide support for functional PeopleSoft upgrades of the finance and payroll applications. Time, effort, and resources are required by the ACO to ensure the system enhancements achieve the desired results on a timely basis. The position will focus on the implementation and testing of the new upgrade functionalities in finance and payroll including: data analytics, spreadsheet import capabilities, project costing, absence management, Human Resources enhancements affecting payroll, and development of customized PeopleSoft queries.

The recommended budget has been augmented for this request.

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General Government

	Workload Data				
	-----Actual-----			Est./Act.	Projected
	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020
Treasury Deposit Receipts	13,297	12,999	13,480	14,200	14,300
Disbursements					
<i>Checks Handled</i>	149,853	151,948	144,000	155,000	156,000
<i>Direct Deposits</i>	177,761	186,333	185,767	186,000	187,000
<i>Purchase Orders & Claims</i>	129,277	133,057	140,749	142,900	143,000
<i>1099s Issued</i>	1,410	1,362	1,357	1,450	1,500
Journal Entries	14,556	14,250	16,755	22,000	22,500
Property Taxes					
<i>Changes to Tax Roll</i>	11,932	9,953	8,687	18,000	11,000
<i>Auditor's Tax Refunds</i>	3,384	3,561	3,311	3,800	3,500
<i>Tax Redemptions</i>	461	649	254	400	400
<i>Supplemental Billings</i>	24,260	25,466	16,500	20,000	20,000
Internal Audit Engagements/Projects	15	12	17	23	18

1010804000—Operating Transfers

General Government

Monica Nino, County Administrator

General Fund	2017-2018 Actual	2018-2019 Adjusted	2019-2020 Requested	2019-2020 Recommended	Increase/ (Decrease)
Expenditures					
Services & Supplies	\$99,999	\$150,000	\$150,000	\$150,000	\$0
Operating Transfers Out	31,382,278	31,238,486	10,518,774	10,518,774	(20,719,712)
Total Appropriations	\$31,482,277	\$31,388,486	\$10,668,774	\$10,668,774	(\$20,719,712)
Earned Revenues By Source					
Operating Transfers In	\$794,415	\$100,000	\$0	\$0	(\$100,000)
Total Revenues	\$794,415	\$100,000	\$0	\$0	(\$100,000)
Net County Cost	\$30,687,862	\$31,288,486	\$10,668,774	\$10,668,774	(\$20,619,712)

Purpose

This appropriation provides General Fund monies to be transferred to other funds and received as revenue transfers from other funds to the General Fund.

Major Budget Changes

Operating Transfers Out

- (\$9,536,706) Decrease in operating transfers out reflecting elimination of a one-time transfer to the Information Systems Division Internal Service Fund.
- (\$1,629,594) Decrease in operating transfers out to the Unfunded Pension Liability Reserve.
- (\$4,919,083) Decrease in operating transfers out to the Reserve for Contingencies.
- (\$4,265,192) Decrease in operating transfers out to the Capital Outlay Fund.
- (269,037) Decrease in operating transfers out to the Economic Promotion Reserve.

Revenues

- (\$100,000) Decrease in operating transfers in reflecting one-time transfer to Road Fund.

Program Discussion

The State Controller requires that transfers between funds of end-of-the-year balances be done by appropriating the funds in the next fiscal year and transferring them to the receiving fund where they are recorded as revenues. Operating Transfers are reflected in the budget for 2019-2020 as follows:

- **Airport Enterprise Fund** - \$639,826 will be provided as a loan to support Airport operations, which is not covered by its operating revenues and available fund balance.
- **Contingency Fund** - \$2,050,003 will be provided to bring the Reserve for Contingencies to the recommended level of \$90,152,470 for 2019-2020, this represents 5.0% of the 2019-2020 recommended budget appropriations.
- **Economic Promotion Reserve** - \$385,777 will be provided to Economic Promotion Reserve reflecting the estimated non-programmed Transient Occupancy Tax revenue for 2019-2020 to bring the Reserve balance to \$1,270,912.
- **Information Systems Division Internal Service Fund** - \$157,611 will be provided for one-time funding of an Information Systems Analyst position.
- **Unfunded Pension Liability Reserve** - \$7,285,557 will be provided to bring the Unfunded Pension Liability Reserve to the recommended level of \$32,779,629 for 2019-2020.

The recommended budget also appropriates \$150,000 to reimburse Public Works for non-Road Fund related projects or program costs.

1010805000—Tobacco Settlement

General Government

Monica Nino, County Administrator

General Fund	2017-2018 Actual	2018-2019 Adjusted	2019-2020 Requested	2019-2020 Recommended	Increase/ (Decrease)
Expenditures					
Operating Transfers Out	\$6,075,000	\$7,300,000	\$7,300,000	\$7,300,000	\$0
Total Appropriations	\$6,075,000	\$7,300,000	\$7,300,000	\$7,300,000	\$0
Earned Revenues By Source					
Operating Transfers In	\$0	\$0	\$7,300,000	\$7,300,000	\$7,300,000
Total Revenues	\$0	\$0	\$7,300,000	\$7,300,000	\$7,300,000
Net County Cost	\$6,075,000	\$7,300,000	\$0	\$0	(\$7,300,000)

Purpose

This appropriation provides the annual allocation of local Tobacco Settlement Funds based on the policy guidelines established by the Board of Supervisors.

In November 1998, a national tobacco industry settlement was reached. The California portion of the settlement allows counties to share in the settlement and specifies that the dollars are discretionary for counties. The State and counties recognize that there are uncertainties surrounding the level of funds to be received over time.

Major Budget Changes

Revenues

- \$7,300,000 Increase in operating transfers reflecting transfers no longer made through the Operating Transfers budget.

Program Discussion

In November 1999, the Board adopted the Tobacco Settlement Policy Guidelines and a general funding formula for a ten-year time frame which ended in 2007-2008. However, due to substantial budget shortfalls, most of the Tobacco Settlement Funds were directed to support County operations for 2008-2009 through 2010-2011.

In October 2010, the Board reaffirmed the Policy Guidelines and modified the allocation funding formula to reflect the Board's priorities and the County's capital facility needs.

These Policy Guidelines and the modified allocation formula are summarized as follows:

- Restrict Tobacco Settlement Trust Fund monies to one-time uses with multiyear benefits, not operational program expansions and staffing.
- Maximize the use of non-County funding resources to meet community needs, while avoiding building up service levels that cannot be supported with ongoing revenues.
- Minimize debt financing costs requiring ongoing support.
- Adopt a general allocation formula as follows for a 10-year time frame, effective 2011-2012 through 2020-2021 with a comprehensive review and recommendation for another ten-year allocation when the time frame expires:

Funding Allocation Formula

One-Time Uses With Multiyear Benefits	Allocation Percentage
Health Care Facilities	50%
Capital Improvement Program	20%
Automation Replacement/Expansion	20%
Public Works (non-Road Fund services & Delta/water-related activities)	10%
Total	100%

- Direct the County Administrator to annually develop specific project recommendations for Board review and action in the annual budget process from the general allocation.

1010805000—Tobacco Settlement

General Government

Tobacco Settlement Trust Fund

For 2019-2020, receipts from the Tobacco Settlement program are expected to total \$7.3 million, which is the same amount budgeted for 2018-2019. The actual Tobacco Settlement payment received in late April for 2018-2019 totaled \$7,030,321, the shortage from the projected amount was covered through the Tobacco Settlement Trust Fund (#10116). The projected Trust balance at June 30, 2019 totals \$1,210,736. For 2019-2020, if the actual payment received is significantly less than budgeted, lower amounts could be allocated to Departments.

Funding Allocation

Based on the Board-adopted guidelines, the table below lists the funding allocation to four identified areas for 2019-2020:

2019-2020 Allocation	
Identified Area	Allocation
Health Care Facilities	\$3,650,000
Capital Improvement Program	1,460,000
Automation Replacement/Expansion	1,460,000
Public Works (non-Road Fund services & Delta/water-related activities)	730,000
Total \$7,300,000	

The specific recommendations and project descriptions are as follows:

Health Care Facilities - \$3,650,000

- Since 2010, capital funds have been accumulated for yet-to-be-determined facility projects to address the changing health care environments. Over the last six years, the Board has directed a total of \$2.0 million in Tobacco Settlement funds and \$2.9 million of the 2012-2013 General Fund contribution to San Joaquin General Hospital for health care facilities projects. The recommended budget allocates \$3,650,000 of the 2019-2020 Tobacco Settlement funds for health care facilities projects. This will bring the total funding to \$33,187,875. Of this funding, \$514,359 has been programmed for a Public Health facility project, leaving \$32,673,516 available for future projects. By assembling funding now, potential future debt financing costs are minimized.

See Public Improvement budget #1040108000 for details.

Capital Improvement Program - \$1,460,000

- To fund Micke Grove Memorial Building roof replacement (\$450,000).
- To fund security improvements at County facilities (\$330,000).
- To fund Micke Grove gate installation (\$250,000).
- To fund Americans with Disability Act improvements at County facilities (\$135,000).
- To fund Honor Farm 124 barracks security lighting upgrade (Phase I) (\$85,000).
- To fund Sheriff's Office Jail cells emergency lighting replacement (\$60,000).
- To fund Honor Farm water softener replacement (\$50,000).
- To fund Micke Grove Zoo graphics media accelerator mesh repairs (\$50,000).
- To fund Sheriff's Office Coleman Range facility improvement (\$50,000).

See Public Improvement budget #1040148000 for details.

Automation Replacement/Expansion - \$1,460,000

- To set aside \$800,000 for the replacement of the County's Juvenile Justice System. In 2018-2019, \$400,000 was set aside for the project for a total set aside of \$1.2 million. The total project cost is estimated at \$1.3 million.
- To enhance cybersecurity capabilities for the County's critical infrastructure and election systems (\$410,000).
- To develop the County's Digital Services Strategy. The foundation for the Strategy will be to deliver innovative, service-enhancing technology solutions and governance models. (\$250,000).

See Information Systems Division Internal Service Fund budget #8240000000 for details.

Public Works - \$730,000

- To supplement the General Fund support of the advocacy efforts and activities related to the Delta and the County's water rights (\$730,000).

See Delta Activities budget #2023070000 for details.

1011000000—Treasurer-Tax Collector

General Government

Phonxay Keokham, *Treasurer-Tax Collector*

General Fund	2017-2018 Actual	2018-2019 Adjusted	2019-2020 Requested	2019-2020 Recommended	Increase/ (Decrease)
Expenditures					
Salaries & Benefits	\$3,799,747	\$4,058,019	\$4,266,070	\$4,266,070	\$208,051
Services & Supplies	673,346	896,746	995,746	995,746	99,000
Centrally-Budgeted Expenses	939,901	1,092,114	1,382,039	1,382,039	289,925
Fixed Assets	0	10,000	0	0	(10,000)
Operating Transfers Out	399,000	230,000	230,000	230,000	0
Total Expenditures	\$5,811,994	\$6,286,879	\$6,873,855	\$6,873,855	\$586,976
Expenditure Reimbursements	(890,519)	(896,174)	(849,198)	(849,198)	46,976
Total Appropriations	\$4,921,475	\$5,390,705	\$6,024,657	\$6,024,657	\$633,952
Earned Revenues By Source					
Licenses/Permits/Franchises	\$100,100	\$105,000	\$210,000	\$210,000	\$105,000
Fines/Forfeitures/Penalties	278,396	230,000	230,000	230,000	0
Interest/Rents	398,073	425,000	425,000	425,000	0
Aid From Other Governments	27,482	15,000	15,000	15,000	0
Charges For Services	2,395,011	2,131,158	2,220,676	2,220,676	89,518
Miscellaneous Revenues	698,861	118,500	118,500	118,500	0
Operating Transfers In	0	50,000	50,000	50,000	0
Total Revenues	\$3,897,923	\$3,074,658	\$3,269,176	\$3,269,176	\$194,518
Net County Cost	\$1,023,552	\$2,316,047	\$2,755,481	\$2,755,481	\$439,434
Allocated Positions	41.0	41.0	42.0	42.0	1.0
Temporary (Full-Time Equivalent)	0.5	0.7	0.7	0.7	0.0
Total Staffing	41.5	41.7	42.7	42.7	1.0

Purpose

This narrative includes the Treasurer-Tax Collector (#1011000000) and the Revenue and Recovery (#1011600000) budgets.

Functions of the Treasurer-Tax Collector are mandated while service levels are discretionary. Duties of the Treasurer-Tax Collector include the collection and processing of property tax payments and the investing and safekeeping of funds for the County and other public entities. The Treasurer-Tax Collector's operation is a critical component of the property tax system. The investments generate substantial interest earnings to the County and the agencies depositing funds with the Treasury. These earnings along with the collection of property taxes provide a major source of General Purpose

Revenue, which supports vital local government services for the residents and taxpayers of San Joaquin County.

The Revenue and Recovery Division collects debts owed to the County and takes appropriate legal action to secure such accounts. Its services are not mandated.

Board Strategic Priorities 2019-2020 through 2021-2022

The 2019-2020 recommended budget for the Treasurer-Tax Collector focuses on the implementation of the Board Strategic Priorities as adopted by the Board on April 9, 2019. The Board Strategic Priorities for fiscal years 2019-2020 through 2021-2022 are a continuation of the Board's original five key priorities established in 2015. The Board has updated

1011000000—Treasurer-Tax Collector

General Government

and augmented the goals associated with these strategic priorities to reflect the Board's direction related to water issues, health, collaboration, and homelessness.

Ensure Fiscal Responsibility

The Treasurer-Tax Collector's Office monitors its expenses and revenues monthly to ensure fiscal responsibility. In addition, the Office continuously explores ways to eliminate waste, reduce costs, and increase services through automation or the implementation of new technologies.

The County Treasury Oversight Committee reviews and monitors the Investment Policy annually. The Committee requires an annual audit to determine the County Treasury's compliance with the law and the Investment Policy.

Promote Good Governance and Increase Organizational Capabilities

The Office is committed to creating a culture of continuous improvement throughout all functions and employees. It will continue to analyze evolving technologies that will broaden public access to its services while reducing costs.

In 2018-2019, the annual secured property tax bills were redesigned with a more user-friendly format. The new design features assist taxpayers in quickly identifying important information and making payments.

As part of the 2019-2020 budget, the Office is requesting an Accounting Manager position to oversee the Tax Division and expand programs to assist taxpayers and enhance the tax and fee collection process. In addition, the Office is requesting minor changes to existing positions for succession planning purposes, which will increase continuity of the Tax Division.

Improve Public Safety and Enhance Overall Criminal Justice System

The Revenue and Recovery Division continues to assist in the enhancement of the overall criminal justice system by collecting fines and fees owed to the Probation Department and restitution owed to victims within the County.

On January 1, 2018, Senate Bill 190 eliminated fees to parents and guardians with youth in the juvenile delinquency system. On February 6, 2018, the Board of Supervisors adopted a resolution (R-18-13) to discharge all outstanding accounts for cost of detention and Public Defender reimbursement in the juvenile delinquency system; and all outstanding accounts and cost for probation supervision and related administrative fees for 18 to 21 year-olds in the adult criminal justice system. The Revenue and Recovery Division worked with Probation and the Courts to discharge the associated debts and issued over 2,000 satisfactions of judgment.

Major Budget Changes

Salaries & Employee Benefits

- \$65,244 Salary and benefits adjustments.
- \$142,807 Add a Management Analyst.

Services & Supplies

- \$75,000 Increase in County professional services to litigate bad debts.
- \$45,000 Increase in Auditor-Controller charges for mandated audits.
- \$4,000 Increase in software license fees.
- (\$25,000) Decrease in postage and services for referral collection mailings.

Centrally-Budgeted Expenses

- (\$69,020) Decrease in data processing charges.
- (\$32,063) Decrease in Workers' Compensation and Casualty insurance costs.
- \$389,472 Addition of Countywide Cost Allocation Plan charges.

Expenditure Reimbursements

- (\$46,976) Cost Allocation Plan adjustment.

Revenues

- \$105,000 Increase in business license fees reflecting fee audit adjustments.
- \$45,000 Increase in Probation Department collection services.
- \$39,520 Increase in Treasury investment service fees.

Program Discussion

The 2019-2020 recommended Treasurer-Tax Collector's budget totals \$6,873,855, which is an increase of \$586,976 from the 2018-2019 adjusted budget. This increase primarily reflects salary and benefits adjustments, the addition of an Accounting Manager position, mandated audit costs, and County professional services.

Treasury Division

State law requires that all funds of the County, school districts, and certain special districts be held by the County Treasurer-Tax Collector. The funds on deposit are predominantly derived from local government revenues

1011000000—Treasurer-Tax Collector

General Government

consisting of property taxes, State and Federal funding, and other fees and charges.

During 2018-2019, the estimated average daily balance of the investment pool was approximately \$3.1 billion, up from \$3.0 billion in 2017-2018. An estimated investment earnings of approximately \$57.4 million will be apportioned to all participating entities in 2018-2019. This represents an increase of \$19.4 million from 2017-2018.

The Treasury Division completed the implementation of an investment portfolio management system, which automates the accounting of all securities held by the County's investment pool. The new system delivers improved industry standard reporting and more efficient interest apportionment reconciliation.

Tax Division

The Tax Division is responsible for the billing and collection of secured, unsecured, supplemental, and Transient Occupancy Tax (TOT). In 2017-2018, over 278,000 secured, unsecured, and supplemental property tax bills, representing nearly \$1.1 billion, were mailed and processed. In 2017-2018, the Tax Division collected and processed over \$994.9 million for the schools, County, Special Districts, and Cities. During 2019-2020, the Tax Division will continue to promote electronic payments in the Office, on the tax bills, and on the County website.

In January 2019, the Office signed a voluntary collection agreement with Airbnb to collect TOT for rental of homes in unincorporated areas. This agreement is estimated to capture TOT on 80% of rentals.

In February 2019, an agreement was signed with Bid4Assets for on-line auction services for the sale of tax-defaulted properties. On-line auctions are expected to reduce costs associated with public auctions. It should also increase the pool of potential bidders for properties, increase collection of unpaid taxes, and return tax-defaulted properties to tax paying status.

The Tax Division is in the process of eliminating the deposit of paper checks by implementing Check 21. The Check 21 process will incorporate a same-day deposit, reduce calls associated with payment status, increase interest earnings, and reduce costs.

In 2019-2020, the Division intends to:

- **Develop a Cash Payment Kiosk** – Many taxpayers pay with cash and the planned kiosk will add payment options to serve this demographic. A prototype will be developed to assess functionality in the County Administration Building. Kiosks will eventually be deployed to other locations within the County. Other services may potentially be offered at the kiosk.

- **Redesign the Website** – The Office will continue to improve its presence on-line to reduce costs and deliver vital information in an efficient manner. Additional features to the website will include an option for e-mail notifications for specific services and reminders. These services will eventually expand to include text messages.

- **Offer Electronic Tax Bills** – The electronic delivery of bills is environmentally friendly and cost-effective. Taxpayers will have the ability to electronically access, store, and pay their tax bill.

- **Conduct Tax-Defaulted Property Sales** – Due to staffing limitations, a public auction was not conducted in 2018-2019. A public auction is planned for 2019-2020 with the unsold properties being re-offered through the on-line auction platform.

Revenue & Recovery Division

The Revenue and Recovery Division is the designated collection agency for the County and is responsible for the management and collection of court fines and outstanding fees due to County departments. Approximately 95% of the Revenue and Recovery Division's referrals are from San Joaquin General Hospital and the Probation Department.

San Joaquin General Hospital

In 2017-2018, the Revenue and Recovery Division received \$739,044 from the Hospital for its collection services on delinquent medical bills. Collections for 2017- 2018 totaled \$3.4 million compared to \$4.0 million in 2016-2017. For 2018-2019, referrals slowed as the Hospital worked to upgrade to the Cerner enterprise information system. During 2019-2020, the Revenue and Recovery Division will continue to coordinate with the Hospital to expedite the efficient transfer of bad debt.

Probation Department

The Revenue and Recovery Division is responsible for collecting probation supervision fees, probation pre-sentence report fees, processing fees, and restitution accounts. In 2017-2018, the Revenue and Recovery Division received \$349,468 from Probation for collection services provided. Collections for the same period totaled \$1.1 million compared to \$1.3 million in 2016-2017. Collections are expected to decline to \$900,000 in 2018-2019, due to a reduction in referrals as Probation integrates with the Superior Court's new Full Court Enterprise case management system.

Equipment Maintenance Trust

As of March 31, 2019, the Treasurer-Tax Collector's Equipment Maintenance Trust (#10330) has a balance of \$1,759,682. The funds are derived from delinquent fee

1011000000—Treasurer-Tax Collector

General Government

charges and is set aside for the future replacement cost of the County's property tax system.

Supplemental Request

The Treasurer-Tax Collector has submitted a supplemental request for \$142,807 to add a Management Analyst III position to oversee the Tax Division. The requested position would assist in developing programs to reduce delinquent

taxes, promote tax programs offered by the State, and implement cost-cutting projects.

Human Resources evaluated the requested position and concluded that the position is appropriate for the Department's organizational structure.

The recommended budget has been augmented by \$142,807 to address this request.

Workload Data

	-----Actual-----			Est./Act.	Projected
	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020
<i>Treasury Division</i>					
<i>Investment Pool - Daily Average</i>	\$2.5 billion	\$2.9 billion	\$3.0 billion	\$3.1 billion	\$3.3 billion
<i>Investment Earnings</i>	\$13,720,379	\$24,630,426	\$38,000,000	\$57,421,000	\$57,503,000
<i>Property Tax Division</i>					
<i>Total Tax Charge</i>	\$848,986,125	\$904,450,065	\$1,054,545,619	\$1,106,000,000	\$1,128,000,000
<i>Total Charge Paid</i>	\$835,756,065	\$890,001,176	\$994,949,985	\$1,043,000,000	\$1,064,000,000
<i>Property Tax Bills Produced</i>	244,636	243,756	253,540	273,098	278,500
<i>Delinquent Notices</i>	44,025	35,419	30,500	28,000	28,500
<i>Property Tax Defaulted</i>	18,433	17,615	17,313	15,886	16,000
<i>Properties Approved for Auction</i>	192	175	122	0	235
<i>Properties Redeemed / Removed</i>	83	90	70	0	100
<i>Properties Sold</i>	69	67	34	0	75
<i>Sales Proceeds from Auction</i>	\$3,134,000	\$4,053,600	\$1,208,000	\$0	\$3,536,280
<i>Business Licenses Issued</i>	2,028	2,032	2,050	2,223	2,300
<i>Revenue & Recovery Division</i>					
<i>Referrals Processed</i>	26,149	26,897	22,478	13,600	17,000
<i>Statements Mailed</i>	133,134	122,887	120,895	96,500	110,000
<i>Dollars Collected</i>	\$7,215,913	\$7,711,196	\$6,701,824	\$6,500,000	\$7,000,000

Summary

All Assessor-Recorder Budgets

Steve J. Bestolarides, Assessor-Recorder-County Clerk

	2017-2018 Actual	2018-2019 Adjusted	2019-2020 Requested	2019-2020 Recommended	Increase/ (Decrease)
Expenditures					
Salaries & Benefits	\$9,852,291	\$10,906,999	\$11,751,173	\$11,751,173	\$844,174
Services & Supplies	1,220,077	2,506,273	2,596,547	2,596,547	90,274
Centrally-Budgeted Expenses	1,409,237	1,351,731	2,625,869	2,625,869	1,274,138
Other Charges & Uses	10,437	10,437	10,437	10,437	0
Fixed Assets	0	112,000	0	0	(112,000)
Operating Transfers Out	499,068	914,000	1,268,500	1,268,500	354,500
Total Expenditures	\$12,991,110	\$15,801,440	\$18,252,526	\$18,252,526	\$2,451,086
Expenditure Reimbursements	(288,850)	(261,750)	(261,750)	(261,750)	0
Total Appropriations	\$12,702,260	\$15,539,690	\$17,990,776	\$17,990,776	\$2,451,086
Earned Revenues By Source					
Licenses/Permits/Franchises	\$2,723	\$4,000	\$4,000	\$4,000	\$0
Interest/Rents	63,939	20,000	75,000	75,000	55,000
Charges For Services	6,400,449	6,210,410	6,092,910	6,092,910	(117,500)
Miscellaneous Revenues	9,883	9,000	9,000	9,000	0
Operating Transfers In	914,199	2,568,823	2,974,400	2,974,400	405,577
Total Revenues	\$7,391,193	\$8,812,233	\$9,155,310	\$9,155,310	\$343,077
Net County Cost	\$5,311,067	\$6,727,457	\$8,835,466	\$8,835,466	\$2,108,009
Staffing					
Allocated Positions	104.0	105.0	109.0	109.0	4.0
Temporary (Full-Time Equivalent)	1.3	1.3	1.6	1.6	0.3
Total Staffing	105.3	106.3	110.6	110.6	4.3

This is a summary of the budgets administered by the Assessor-Recorder-County Clerk. These include:

- 1011000000 Assessor
- 2025900000 Recorder-County Clerk
- 2025901000 Recorder-Equipment/Automation

Board Strategic Priorities 2019-2020 through 2021-2022

The 2019-2020 recommended budget for the Assessor-Recorder-County Clerk focuses on the implementation of the Board Strategic Priorities as adopted by the Board on April 9, 2019. The Board Strategic Priorities for fiscal years 2019-

2020 through 2021-2022 are a continuation of the Board's original five key priorities established in 2015. The Board has updated and augmented the goals associated with these strategic priorities to reflect the Board's direction related to water issues, health, collaboration, and homelessness.

Ensure Fiscal Responsibility

The Assessor-Recorder-County Clerk's vision is to be a leader in service and innovation, where the public and employees are valued. Consistent with the vision statement, the Department has taken on several technology-related projects to improve efficiencies throughout the Department while diligently monitoring all revenues and expenditures throughout the year to maintain a structurally-balanced budget. The Department will continue to explore innovative opportunities and make improvements in the delivery of services.

Summary

General Government

Promote Good Governance and Increase Organizational Capabilities

During 2019-2020, the Department will implement a Succession Plan, including training of the workforce. Numerous retirements and the loss of institutional knowledge have created huge gaps in the leadership and workforce pipelines. The Department has prioritized staff development utilizing available State Board of Equalization training for entry-level staff and leadership development training for managers. In addition, the conversion of an existing storage room into a multi-purpose room that facilitates hands on computer training for up to 16 employees has enabled the Department to reduce training costs by having the capability to train on-site. The Department has begun to utilize production and efficiency metrics for its valuation model.

The Department will develop and install technologies that broaden public access to County services and information timely and efficiently. During 2017-2018, the Assessor-Recorder-County Clerk replaced its outdated property tax system with the Megabyte Property Tax System. The Department worked collaboratively with Megabyte, the County's Information Systems Division, Auditor-Controller, and Treasurer-Tax Collector to install an integrated system enhancing the delivery of services. The Department continues to develop and improve the functionality of the system.

Improve Public Safety and Enhance Overall Criminal Justice System

The Department will continue to maximize new technology that advances public accountability and employee safety

through continued collaborative efforts with the District Attorney's Office by providing the necessary information to aggressively pursue the prosecution of real estate fraud. For employee safety, in the Recorder-County Clerk's Office, a glass barrier was installed.

The recommended budget continues to fund Public Health Services with \$60,000 from the Recorder's Vital and Health Statistics Fund to support efforts to maintain and update its vital record database.

Promote Economic Development

The Department provides vital services to all the cities, special districts, and school districts; and strives to enhance transparency through greater public access through new website development. The Department is in discussion with numerous counties regarding a collaborative project to enhance desktop workflow procedures for the Megabyte Property Tax System for a pooling of resources to achieve mutually beneficial outcomes.

Stay Informed and Proactive in Dealing with Water Issues

It is vital to preserve all pertinent maps and recordings of water use since the formation of San Joaquin County. During 2019-2020, the Department will develop a plan to digitize and index all historical recorded maps and documents. The preservation of these documents is necessary as they are currently held in original form and their safety may be at risk.

1011100000—Assessor-Recorder-County Clerk

General Government

Steve J. Bestolarides, Assessor-Recorder-County Clerk

General Fund	2017-2018 Actual	2018-2019 Adjusted	2019-2020 Requested	2019-2020 Recommended	Increase/ (Decrease)
Expenditures					
Salaries & Benefits	\$9,852,291	\$10,906,999	\$11,751,173	\$11,751,173	\$844,174
Services & Supplies	948,842	1,209,973	1,487,747	1,487,747	277,774
Centrally-Budgeted Expenses	1,409,237	1,351,731	2,625,869	2,625,869	1,274,138
Other Charges & Uses	10,437	10,437	10,437	10,437	0
Operating Transfers Out	60,000	60,000	60,000	60,000	0
Total Expenditures	\$12,280,807	\$13,539,140	\$15,935,226	\$15,935,226	\$2,396,086
Expenditure Reimbursements	(288,850)	(261,750)	(261,750)	(261,750)	0
Total Appropriations	\$11,991,957	\$13,277,390	\$15,673,476	\$15,673,476	\$2,396,086
Earned Revenues By Source					
Licenses/Permits/Franchises	\$2,723	\$4,000	\$4,000	\$4,000	\$0
Charges For Services	5,494,421	5,230,410	5,112,910	5,112,910	(117,500)
Miscellaneous Revenues	9,883	9,000	9,000	9,000	0
Operating Transfers In	728,280	1,306,523	1,712,100	1,712,100	405,577
Total Revenues	\$6,235,307	\$6,549,933	\$6,838,010	\$6,838,010	\$288,077
Net County Cost	\$5,756,650	\$6,727,457	\$8,835,466	\$8,835,466	\$2,108,009
Allocated Positions	104.0	105.0	109.0	109.0	4.0
Temporary (Full-Time Equivalent)	1.3	1.3	1.6	1.6	0.3
Total Staffing	105.3	106.3	110.6	110.6	4.3

Purpose

Functions of the Assessor-Recorder-County Clerk are mandated, while service levels are discretionary. This narrative includes both the Assessor (#1011100000) and the Recorder-County Clerk (#2025900000) budgets.

The Assessor is responsible for producing annual property assessment rolls including real property and personal property, which is the basis of property tax revenue. The Assessor discovers, values, and enrolls all taxable property in San Joaquin County. The Office also determines change in ownership status and values all properties with a change of ownership; monitors the planting/removal of all commercial trees and vines; administers the constitutional exemption on young trees and vines; revalues Williamson Act property annually; makes reductions to Proposition 13 values where

appropriate; administers various tax exemption programs; and maintains Countywide ownership data and parcel maps.

Property taxes are the local public agencies' major source of General Purpose Revenue. The Assessor's property tax assessment rolls establish the property tax base for all local government agencies in the County, including cities, Special Districts, and school districts. Currently, the County collects approximately \$664.0 million for these entities. Maximum revenue is achieved only through an active, fair, and complete assessment program.

The Recorder-County Clerk maintains recorded parcel maps, property, birth, marriage, and death records; records fictitious name statements; issues marriage licenses; processes notary bonds; registers process servers, unlawful detainer assistants, and professional photocopyers; and processes Department of Fish and Game notices of determination.

1011100000—Assessor-Recorder-County Clerk

General Government

Major Budget Changes

Salaries & Employee Benefits

- \$112,309 Salary and benefits adjustments.
- \$642,566 Four positions transferred from Information Systems Division (ISD) Internal Service Fund (ISF) budget.
- \$78,996 Full-year cost of Appraiser position added midyear 2018-2019.
- \$10,303 Increase in extra-help.

Services & Supplies

- \$284,509 Increase in professional services.
- \$9,765 Increase in small furniture costs.
- \$5,500 Increase in software licensing costs.
- (\$25,000) Decrease in professional services charges from Auditor-Controller.

Centrally-Budgeted Expenses

- \$177,236 Increase in data processing charges.
- \$26,861 Increase in rents and leases of automation equipment.
- (\$642,566) Decrease in data processing charges reflecting four positions transferred from ISD-ISF.
- (\$7,946) Decrease in Workers' Compensation and Casualty insurance costs.
- \$1,720,553 Addition of Countywide Cost Allocation Plan charges.

Revenues

- \$405,577 Increase in operating transfers from trust funds.
- (\$117,500) Decrease in recording fee revenue.

Program Discussion

The 2019-2020 recommended budget for the Assessor-Recorder-County Clerk (ARCC) totals \$15,935,226, which is an increase of \$2,396,086 from the 2018-2019 adjusted

budget. The increase is primarily due to salary and benefits adjustments, transfer of four positions from ISD-ISF, professional services for website development and historical record digitizing, data processing charges, and the addition of Countywide Cost Allocation Plan charges.

The recommended budget includes fund transfers, primarily from the Recorder's Modernization Fund and the Assessor's Automation Fund, totaling \$1,712,100 for automation projects and upgrades, administrative support, and services aligning with the Board Strategic Priority of promoting good governance and increasing organizational capabilities. In addition, \$60,000 has been programmed from the Recorder's Vital and Health Statistics Fund in support of Public Health Services' effort to maintain and update its vital records database.

The economic recovery continues for the ninth consecutive year. Near term projections indicate sustained growth in all real estate market segments Countywide, with a more optimistic and robust forecast projected especially in the South County for 2019-2020 due mainly to the proximity to the Silicon Valley. The Department will continue to monitor real property market trends on a quarterly basis in 2019-2020 in preparation for the 2020-2021 forecast.

In 2018-2019, an Appraiser position was added to address workload increases. The approval of the position was conditioned on filling eight vacancies; four in the residential section and four in the business/audit section. The eight positions were successfully filled, and the additional position was approved by the Board. All nine employees have obtained their State appraiser certifications. Valuation staffing is beginning to stabilize as the Department is positioning itself for the long-term.

In 2018-2019, the ARCC accomplished the following activities:

- **Megabyte Property Tax System Adaption** – The Department went live on December 27, 2017, with the Megabyte system. Staff continue to validate and input property characteristics manually, as the conversion process failed to properly transfer data from the former system. Improvements continue to the direct enrollment program, which is a neighborhood-specific evaluation tool. The aforementioned process has required a significant amount of attention from the management team to update neighborhood boundaries, value parameters, automatic value adjustments, alternative neighborhoods, and trend analysis. Significant time has been devoted to train, support, and enhance the Clerk of the Board appeals process as well.
- **Desktop Workflow Procedures** – The consultant group ProPoint Technologies has completed the

1011100000—Assessor-Recorder-County Clerk

General Government

desktop work procedures for the Megabyte system. Their product consists of almost 500 pages of baseline analytics in addition to another 400 pages, 14 volumes of specific desktop procedures with the Megabyte system. New Megabyte and future Megabyte counties were invited to a presentation to review the work product. The counties provided positive feedback on the quality and usefulness of the final product. Numerous county Assessors expressed interest in participating in a user group to collectively pool resources for the benefit of all. The Department circulated a draft document for the Megabyte Users Group to improve the work product.

In 2019-2020, the ARCC intends to support the following projects:

- **Project Costing** – The Department is working with the Graviton Consulting team to implement a Department-specific project costing model within PeopleSoft to track and generate meaningful metrics and reports.
- **Design and Development of Updated Website** – The Department submitted all the necessary documentation to the Purchasing Department for procurement of an agency for the project. The redesign will focus on web strategy with the primary objective of improving the customer experience, “on-line vs. in-line”. The intent is to improve public access to a variety of information that is currently provided by staff. This may include multi-language video instruction, live-chat with employees, enhanced business filings, and easier access to essential forms and information.
- **Index Grantor/Grantee Names for Historical Documents** – Indexing grantor/grantee names provides an index for historical documents recorded into the Eagle Recorder System in 2017. The project involves over 500,000 documents. Estimated completion date is September 2019.
- **Digitize and Index Historical Books (1800-2000)** – This project is vital to the preservation of significant historical information. This will improve customer service, enable timely search capabilities, and streamline operations.
- **Assessor’s Parcel Layer** – The Department will modernize the Assessor’s Parcel Layer by converting the Geographic Information Systems (GIS) parcel layer to a parcel fabric layer to aid in making parcel maintenance and updates more accurate and efficient. The Department maintains over 7,200 assessor maps in a hybrid AutoCad and GIS format. Migrating to the parcel fabric model will allow mapping workflows and applications to be integrated into one seamless parcel layer, and will provide a better way to manage parcel

numbers, create tax rate area assignments, and reduce duplicate entries.

- **Digitization of Assessor Files** – The Department will embark on an ambitious project of digitizing all Assessor files. This project will transform the office to a paperless environment and will convert 5,800 linear feet of files or approximately 8,800,000 pages of data into digital files. Elimination of the paper files will enhance the ability to address operational efficiency through proper space planning. In September 2019, the Department will be applying for competitive State Supplementation for County Assessors Program funding that matches \$2.00 to every \$1.00 of County proceeds. Significant gains in operational efficiencies are expected upon completion of this project.

Supplemental Request

The ARCC is requesting to reinstate former ISD positions into the Department. This will decentralize the current ISD functions providing services for the ARCC. The positions would include a Department Information Systems Manager, two Department Information Systems Analyst (ISA) III positions, and two Department ISA II positions. The fiscal impact is minimal for this request as the Department is currently reimbursing ISD for the costs of the positions.

These position adjustments would provide the Department with greater authority over their budget, staffing, and decision-making. In addition, the ARCC would have more autonomy in determining types of personnel programs necessary to meet Departmental needs. This proposed autonomy would provide the Department the ability to innovate, create, be more responsive to the changing environment, and most importantly, enhance the level of services provided.

The County Administrator’s Office and Human Resources Division reviewed and evaluated the request for appropriate classifications and number of positions.

The recommended budget includes the transfer of a Department ISA IV in lieu of the requested Department Systems Manager position. The recommended budget also includes three staff currently providing service to the Assessor including one Department ISA III and two Department ISA II positions. In addition to the four recommended positions, the Department requested a fifth position, a Department ISA III. A staffing level comparison to other County departments does not support the additional position.

The 2019-2020 recommended budget does not include the transfer of an additional Department ISA III position.

1011100000—Assessor-Recorder-County Clerk

General Government

	Workload Data			Est./Act. 2018-2019	Projected 2019-2020
	2015-2016	Actual 2016-2017	2017-2018		
Total Roll Values (000)	\$62,727,826	\$66,159,882	\$70,616,889	\$74,038,031	\$78,295,218
Secured	\$58,970,219	\$62,248,506	\$66,379,876	\$69,917,515	\$73,937,772
Unsecured	\$3,757,607	\$3,911,376	\$4,237,013	\$4,120,516	\$4,357,446
Assessor's Operations					
Appeals Processed	699	529	572	427	400
Audits-Mandatory	153	164	194	47	180
Boats and Aircraft	5,713	5,842	6,326	6,202	6,181
Exemptions Processed	90,352	90,166	89,682	94,294	96,000
New Subdivision Lots	1,353	1,080	2,500	2,513	3,306
Property Statements	18,574	18,645	16,817	9,300	8,763
Property Transfers	27,617	29,421	30,694	30,720	27,964
Proposition 8 Reviews	34,940	26,845	22,235	15,116	14,000
Total Permits Received	16,860	24,605	22,462	24,659	25,900
Recorder's Operations					
Documents Recorded	156,322	165,661	165,000	150,000	155,000
Pages Recorded	669,949	736,096	700,000	640,000	650,000
Marriage Licenses Issued	3,145	3,425	3,200	3,000	3,200
Vital Statistics	28,352	28,368	29,000	27,000	30,000

2025901000—Recorder-Equipment/Automation

General Government

Steve J. Bestolarides, Assessor-Recorder-County Clerk

Special Revenue Fund	2017-2018 Actual	2018-2019 Adjusted	2019-2020 Requested	2019-2020 Recommended	Increase/ (Decrease)
Expenditures					
Services & Supplies	\$271,235	\$1,296,300	\$1,108,800	\$1,108,800	(\$187,500)
Fixed Assets	0	112,000	0	0	(112,000)
Operating Transfers Out	439,068	854,000	1,208,500	1,208,500	354,500
Total Appropriations	\$710,303	\$2,262,300	\$2,317,300	\$2,317,300	\$55,000
Earned Revenues By Source					
Interest/Rents	\$63,939	\$20,000	\$75,000	\$75,000	\$55,000
Charges For Services	906,028	980,000	980,000	980,000	0
Operating Transfers In	185,919	1,262,300	1,262,300	1,262,300	0
Total Revenues	\$1,155,886	\$2,262,300	\$2,317,300	\$2,317,300	\$55,000
Net County Cost	(\$445,583)	\$0	\$0	\$0	\$0

Purpose

The Recorder's Modernization Fund is established by Government Code Section 27361(c) and can be used "solely to support, maintain, improve, and provide for the full operation for modernized creation, retention, and retrieval of information in each county's system of recorded documents."

This budget centralizes special purpose revenues and expenditures for the ongoing support, maintenance, and improvement of the Recorder's micrographics and data automation.

Major Budget Changes

Services & Supplies

- \$12,500 Increase in professional services.
- (\$200,000) Decrease in professional and special services reflecting indexing project completion.

Operating Transfers Out

- \$354,500 Increase in transfers to Assessor-Recorder-County Clerk budget for automation projects.

Revenues

- \$55,000 Increase in interest income.

Program Discussion

The 2019-2020 recommended Recorder-Equipment Automation/Modernization budget totals \$2,317,300, which is an increase of \$55,000 from the 2018-2019 adjusted budget. The increase is primarily due to the replacement server system supporting the Eagle Recorders System, design and implementation of a new website, and grantor/grantee indexing project costs. The digitization of historical documents and maps continues to be of great importance to the Department. Their preservation is necessary, as they are currently held in original form and their safety may be at risk.

As of March 31, 2019, the Recorder's Modernization Fund (#20037) balance was \$5,998,544. Annual revenue averages \$750,000, and an additional \$854,000 is anticipated to be expensed by June 30, 2019. The 2019-2020 budget includes a transfer of \$1,208,500 from the Fund to the Assessor-Recorder-County Clerk budget to support maintenance and management of equipment/automation efforts. This represents an increase of \$354,500 from 2018-2019.

In 2019-2020, the Recorder-County Clerk intends to:

- **Develop Desktop Procedures** – Similar to the desktop procedures developed for Assessor-Recorder-County Clerk Megabyte users, desktop procedures will be

2025901000—Recorder-Equipment/Automation

General Government

developed for all Recorder functions to assist with new employee training and cross-training of existing staff.

- **Design & Develop an Updated Website** – The Department will redesign the Assessor-Recorder-County Clerk's website by focusing on a web strategy with the primary goal of improving the customer experience, "on-line versus in-line." The intent is to improve public access to a variety of information currently provided by staff. This may include video instructions, live-chat with employees, enhanced business filings, and easier access to essential forms.
- **Index Grantor/Grantee Names for Historical Documents** – Indexing grantor/grantee names provides an index for historical documents recorded into the Eagle Recorder System in 2017. The project involves over 500,000 documents. Estimated completion date is September 2019.
- **Digitize & Index Historical Books (Date of Recording, Instrument/Document Number, Book & Page, Grantor/Grantee) & Historical Maps (Years: 1800 to 2000)** – These projects will improve customer service, enable quicker searching capabilities and enhance operations. Information will be stored electronically in the event of a disaster, while preserving the quality of the original documents.
- **Continue Recording Documents Electronically** – The electronic deed recording system is fully functional. All local title companies that record documents in San Joaquin County are processing them using the CeRTNA system. There are approximately 800 submitters that use nine authorized agents to submit their documents electronically, which includes the Treasurer-Tax Collector's Office. The Recorder's Office currently records approximately 58% of the daily documents electronically, an increase of 4% over last year. Project development and ongoing support costs are funded by a recording surcharge designated for electronic recording systems. As of March 31, 2019, the Electronic Recording Delivery System Fund (#10227) balance was \$529,142. Annual revenue averages \$140,000, and an additional \$153,600 is anticipated to be expensed by June 30, 2019. The recommended Assessor-Recorder-County Clerk budget includes \$53,800 from the fund primarily for ongoing maintenance and licensing fees.
- **Vital Records** – Vital records projects and upgrades are funded by vital record copying fees. As of March 31, 2019, the Recorder's Vital and Health Statistics Fund (#12020) balance was \$302,014. Annual revenue averages \$60,000, and no additional funds are anticipated to be expensed by June 30, 2019. The recommended budget includes a \$60,000 transfer to Public Health Services to maintain and update its vital records database.

1011200000—Purchasing & Support Services

General Government

Jon Drake, *Purchasing & Support Services Director*

General Fund	2017-2018 Actual	2018-2019 Adjusted	2019-2020 Requested	2019-2020 Recommended	Increase/ (Decrease)
Expenditures					
Salaries & Benefits	\$2,482,759	\$2,806,515	\$2,848,751	\$2,848,751	\$42,236
Services & Supplies	867,170	1,086,930	1,027,203	1,027,203	(59,727)
Centrally-Budgeted Expenses	107,934	189,694	272,294	272,294	82,600
Operating Transfers Out	10,000	10,000	10,000	10,000	0
Total Expenditures	\$3,467,863	\$4,093,139	\$4,158,248	\$4,158,248	\$65,109
Expenditure Reimbursements	(3,816,212)	(3,202,805)	(2,855,337)	(2,855,337)	347,468
Total Appropriations	(\$348,349)	\$890,334	\$1,302,911	\$1,302,911	\$412,577
Earned Revenues By Source					
Charges For Services	\$183,859	\$163,000	\$154,562	\$154,562	(\$8,438)
Miscellaneous Revenues	44,133	46,200	50,000	50,000	3,800
Total Revenues	\$227,992	\$209,200	\$204,562	\$204,562	(\$4,638)
Net County Cost	(\$576,341)	\$681,134	\$1,098,349	\$1,098,349	\$417,215
Allocated Positions	23.0	25.0	25.0	25.0	0.0
Temporary (Full-Time Equivalent)	4.0	3.3	3.9	3.9	0.6
Total Staffing	27.0	28.3	28.9	28.9	0.6

Purpose

The Purchasing and Support Services Division is responsible for providing a variety of central support services to County departments. These areas of responsibility include procurement of materials and services; mail/courier duties; duplicating and print shop operations; records storage; and recycling functions. The Division is also responsible for the disposition of surplus or scrap County personal property.

Board Strategic Priorities

The 2019-2020 recommended budget for the Purchasing and Support Services Division (Purchasing) focuses on the implementation of the Board Strategic Priorities as adopted by the Board on April 9, 2019. The Board Strategic Priorities for fiscal years 2019-2020 through 2021-2022 are a continuation of the Board's original five key priorities established in 2015. The Board has updated and augmented the goals associated with these strategic priorities to reflect the Board's direction related to water issues, health, collaboration, and homelessness.

Ensure Fiscal Responsibility

This is a core responsibility for Purchasing. County ordinances and purchasing standards are established to seek and confirm that low prices and best values are obtained in all County contracts. Policies and practices are also in place that guarantee funding for any County contract prior to contract execution. This eliminates any opportunity for runaway spending. Purchasing acts as the County "gatekeeper", as all agreements for the purchase of goods and services must have a purchase order before the Auditor-Controller will execute payment. Purchasing manages solid fiscal controls to ensure that reasonable pricing and terms, proof of insurance, and contract risk avoidance measures are in place before a contract is executed. Recent deployment of contract tracking tools supports the Purchasing workload this fiscal year. Notably, there are over 650 contracts that require oversight and participation of the Division, including 260 for San Joaquin General Hospital (SJGH).

In 2018-2019, the County Administrative Manual was reviewed and updated for the second consecutive year. Changes were made to the Purchasing Agent's policies: an enhancement to the County's Surplus Policy, adopting

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specific practices to be used regarding computer equipment; and an update to the Purchasing Agent's authority for professional services contracts from \$100,000 to \$200,000 per vendor, per year, in County aggregate. This new threshold requires tracking by Purchasing and approval by the Board of Supervisors for vendor spend that exceeds the updated \$200,000 limit. Each new purchase order requires review of the vendor's spend before proceeding.

Purchasing will continue to play an active role in the financial year-end close by overseeing the updated purchase order and rollover encumbrance processes.

Promote Good Governance and Increase Organizational Capabilities

Purchasing continues to develop and monitor the contract management dashboard. The dashboard serves as a contract management tool, providing contract status and alerts to departments as a contract nears the end of its term. Purchasing is currently developing a Countywide contract management training course for County personnel in vendor performance monitoring and evaluation best practices. The goals are to increase vendor performance and enhance value to the County.

Purchasing continues to deploy enhancements and develop user training materials for PeopleSoft 9.2. This includes the expanded use of the commodity code field and modification of the requisition approval workflow process. These changes will allow for comprehensive tracking and analysis of County commodity spend, streamline workflow, and make the purchasing cycle a more efficient and cost-effective process.

Promote Economic Development

Purchasing consistently administers the County's Local Vendor Preference (LVP) policy when evaluating proposals and 2018-2019 was the first full-year of the updated LVP policy. The preference amount remained at 5%, but the "evaluative preference" was replaced by the preferred "match" method. If a local vendor's proposal is within 5% of the lowest bid, they have an option to submit a new bid and will be awarded if the new bid amount is less than or equal to the lowest responsive bid. Also, the upper-end preference limit of \$7,500 was eliminated, allowing the LVP to be exercised regardless of bid size. This preference policy has had a slight impact in enabling contract awards to local vendors.

Purchasing regularly conducts outreach events informing businesses on how to do business with government agencies. Historically, these outreach efforts have had a modest effect on economic development.

Major Budget Changes

Salaries & Employee Benefits

- \$34,799 Salary and benefits adjustments.
- \$7,437 Increase in extra-help.

Services & Supplies

- \$6,200 Increase in equipment lease cost for Duplicating.
- \$2,250 Increase in software and related licenses.
- \$2,249 Increase in training expense.
- (\$41,368) Decrease in postage costs.
- (\$30,057) Decrease in office supplies, outside printing, and maintenance costs reflecting a decrease in duplicating volume.

Centrally-Budgeted Expenses

- \$94,414 Increase in data processing charges.
- (\$14,286) Decrease in Workers' Compensation and Casualty insurance costs.

Expenditure Reimbursements

- (\$33,800) Decrease in charges for duplicating services.
- (\$13,500) Decrease in charges for mail services.
- (\$300,178) Cost Allocation Plan adjustment.

Program Discussion

The 2019-2020 recommended Purchasing and Support Services Division budget totals \$4,158,248. This represents an increase of \$65,109 from the 2018-2019 adjusted budget primarily attributed to increases for salary and benefits adjustments, extra-help, and data processing charges.

In 2018-2019, the Adopted budget added a Purchasing Assistant and a Deputy Purchasing Agent to fulfill requests received by Behavioral Health Services (BHS) and Information Systems Division (ISD). Each department was provided with dedicated purchasing services due to

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procurement and contracting needs as a result of increased mental health services and a backlog of information system-based programs. The departments reimburse Purchasing for the cost of the positions. This work is anticipated to continue for at least five years due to project needs and funding availability.

If funding for the BHS and ISD positions are reduced or eliminated, the two new positions would be subject to reduction and/or elimination.

In addition to dedicated staffing for BHS and ISD, the following departments reimburse Purchasing for dedicated full-time equivalent (FTE) staffing:

- Public Works Department - 1.75 FTE
- SJGH - 2.0 FTE
- Human Services Agency - 1.0 FTE

Purchasing continues to provide core procurement services to all departments using competitive quotes, bids, proposals, negotiations, and cooperative purchase contracts to help attain cost reduction and avoidance. The Countywide procurement workload continues to be distributed among 10 full-time and 2 part-time Purchasing personnel. Each purchasing professional provides dedicated services to assigned departments, “one point of contact” for consultation and service needs. This has provided Purchasing with a better understanding of each department’s needs and has delivered a higher level of customer service.

The total dollar value of purchase orders for 2019-2020 is projected at \$268.0 million, a slight increase over the 2018-2019 estimate.

Uniform Public Construction Cost Accounting Act (UPCCAA)

In 2015-2016, Purchasing implemented UPCCAA program. UPCCAA provides departments with a streamlined bidding process for construction projects under \$200,000. In 2018-2019, 10 projects were to be completed via UPCCAA with an estimated construction contract value of \$395,000. In 2019-2020, project volume is expected to be 10 projects with an estimated construction contract value of \$450,000. Projects primarily encompass needed repairs, modifications, or enhancements to County properties.

Local Vendor Preference (LVP)

LVP continues to be applied where appropriate, providing benefit to local vendors competing for County contracts. In 2017-2018, the Board of Supervisors maintained the LVP at 5%, but eliminated the \$7,500 cap allowing local vendors to increase their competitiveness. Local spend has increased slightly over the past two years. Efforts to identify,

encourage, and advocate for local participation continues. Strategies include participating in the San Joaquin Public Agency Consortium.

Executive Dashboard

Vendor outreach for request for bids, proposals, and quotes are enhanced through the use of the Public Purchase software application. This tool automatically notifies vendors of bid opportunities for registered commodity classifications. The Contract Management feature in PeopleSoft is a tracking tool in the software used by departments to assist in managing multiyear contract expirations. This tool provides departments with real-time contract information, including contract expiration date, vendor name, and dollar amount in addition to helping departments extend or replace contracts within required renewal time frames. In 2018-2019, this feature was fully deployed to SJGH.

System Install Support for SJGH

In 2018-2019, Purchasing supported ISD and SJGH in the installation of a new software system (Cerner/PeopleSoft) to fully integrate clinical and financial systems at SJGH. This system fully interfaces with the County’s financial platform creating greater operational efficiencies. Purchasing provided business process development support, which included testing of the system’s functionality and accuracy; creating “bridge” purchase orders and contracts to ensure continuity from the old system to the new; providing initial and ongoing user training; supporting vendor configurations in the system; and trouble-shooting system functionality.

Surplus

County surplus furniture and equipment is managed by Purchasing, which disposes of these assets by methods that will return the greatest value to the County. Some examples of outreach methods include on-line auction, live auction with firms that specialize in the disposal of government assets, and negotiated sale. When items are no longer in need by a department, Purchasing utilizes an on-line system to reach a broad audience, which provides for an easier and more convenient way to access surplus auctions. Items are listed on an internal surplus on-line auction where all departments may view and request the asset for use at no additional cost to the department. On-line auction access is also expanded to local charities whom may request items for a nominal fee. Additionally, on-line auction access is expanded to include the general public where anyone may participate in on-line bidding. Items not sold by any of the above mentioned methods are sent for recycling where possible. Any remaining items are taken to a landfill with the exception of vehicles. Vehicles are sent directly to a live auction company that specializes in this commodity and has proven to provide the highest value. Each year a memorandum is provided to

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the Board detailing the types of commodities sold and revenue generated. In 2019-2020, it is anticipated the total amount of surplus goods sold will total \$175,500.

Duplicating/Print Shop

The Duplicating/Print Shop is equipped with high-volume equipment that provides all-digital technology including speed, quality, and in-line finishing capabilities. The equipment carries a lower-per copy cost as compared to standard office size equipment. Duplicating projects to produce 4.2 million copies in 2018-2019 and will continue a similar volume in 2019-2020. This reflects a downward trend related to increased reliance of on-line resources for communication and storage needs.

In 2018-2019, a consulting group was engaged to conduct an extensive Duplicating Operations Review. Key findings were that costs charged to user departments were very competitive, slightly below market prices; service to departments was exemplary, with quick production turnaround times and prompt delivery (when requested); and that opportunities exist within the County to increase future duplicating volume. As a result, in 2019-2020, specialized equipment will be added to enable printing of business cards for all County personnel. This is intended to increase volume as business card acquisition has been previously outsourced.

Mail Room

The Mail Room provides daily courier and mail collection services for 51 separate delivery collections of mail. Mail routes total approximately 20,000 miles annually. Equipment

used to sort and barcode outgoing mail provides a postage savings of up to 10.5 cents for each piece of presorted mail. Total outgoing U.S. mail volume is projected at 765,000 pieces in 2018-2019, a decrease of 9% from 2017-2018. It is estimated that these amounts will slightly decrease in 2019-2020. The Mail Room also provides folding and inserting services at a minimal fee to departments.

The Mail Room is responsible for collecting and staging items for recycling from the Administration Building including paper, cardboard, pallets, foam packaging, single use and rechargeable batteries, toner cartridges, and other recyclable materials. In addition, the Mail Room receives palletized deliveries for the District Attorney's Office, as well as all incoming freight for the Administration Building.

Records Management

Records Management operates the records storage warehouse facility, provides records retrieval and delivery, and destruction and recycling of records, as needed. Staff collects paper waste throughout the County for disposal. A commercial shredder is used to shred records requested for destruction by departments. A vehicle with an on-board shredder is also used on-site at various County locations, should department personnel need to witness document destruction.

All recyclable paper products are taken to a recycler and sold. In 2018-2019, an estimated 252 tons of paper will be recycled, similar to the volume in 2017-2018. It is estimated that these amounts will increase slightly in 2019-2020 as an increase in shredding volume is anticipated.

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Workload Data					
	-----Actual-----			Est./Act.	Projected
	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020
Procurement					
<i>Purchase Orders Issued</i>	5,821	6,001	6,755	6,500	6,550
<i>Dollar Value of Purchase Orders</i>	\$230,734,384	\$202,000,129	\$244,607,184	\$260,000,000	\$268,000,000
<i>UPCCAA Projects</i>	12	10	12	10	10
<i>Construction Contract Value</i>	\$583,421	\$512,123	\$813,073	\$395,000	\$450,000
<i>Formal Bids and RFP's</i>	92	104	71	75	68
Local Spend*					
<i>Dollars (millions)</i>	\$113.3	\$108.9	\$121.0	\$130.5	\$132.0
<i>Percentage</i>	57%	54%	52%	54%	54%
Surplus Income					
<i>Property</i>	\$11,002	\$33,207	\$12,622	\$15,000	\$18,000
<i>Recycled Ink/Toner</i>	\$413	\$3,404	\$164	\$100	\$100
<i>Recycled Metal</i>	\$2,440	\$324	\$1,013	\$2,700	\$1,300
<i>Recycled Pallets</i>	\$183	\$499	\$100	\$100	\$100
<i>Recycled Paper</i>	\$33,313	\$41,259	\$30,572	\$40,000	\$36,000
<i>Vehicle Sales</i>	\$225,214	\$108,811	\$0	\$160,000	\$120,000
Duplicating (Print Shop)					
<i>Print Jobs</i>	1,481	1,487	1,354	1,020	1,010
<i>Copies Produced</i>	6,473,234	6,258,063	5,525,000	4,200,000	4,200,000
Mail Room					
<i>Outgoing U.S. Mail</i>	1,023,870	909,353	845,690	765,408	705,000
<i>1st Class Regular</i>	245,757	180,064	172,336	136,404	125,000
<i>Postal Barcode</i>	778,113	729,289	673,324	629,004	575,000
<i>Service Locations</i>	53	51	51	51	51
Records Management					
<i>Paper Recycled (tons)</i>	372	401	262	252	275
<i>Records Requests Processed</i>	2,175	2,567	2,690	9,600**	2,600
<i>Shredding (hours)</i>	1,910	2,180	1,661	1,775	1,850

*Based on vendor zip code information with statistical outliers of greater than \$10 million removed.

**Includes high volume of records processed for the District Attorney's Office due to legislative changes (Resentencing Propositions 47 and 64).

Purchasing Internal Service Fund

General Government

Jon Drake, Purchasing & Support Services Director

Internal Service Fund	2017-2018 Actual	2018-2019 Adjusted	2019-2020 Requested	2019-2020 Recommended	Increase/ (Decrease)
Expenditures					
Services & Supplies	\$7,330,616	\$7,234,375	\$7,568,500	\$7,568,500	\$334,125
Centrally-Budgeted Expenses	446,756	89,218	9,485	9,485	(79,733)
Total Appropriations	\$7,777,372	\$7,323,593	\$7,577,985	\$7,577,985	\$254,392
Earned Revenues By Source					
Interest/Rents	\$20,614	\$18,000	\$18,000	\$18,000	\$0
Operating Transfers In	10,000	0	0	0	0
MP-TEL-RADIO Revenue	7,378,036	7,234,375	7,559,985	7,559,985	325,610
Total Revenues	\$7,408,650	\$7,252,375	\$7,577,985	\$7,577,985	\$325,610
Revenues Over/(Under) Expenses	\$368,722	\$71,218	\$0	\$0	(\$71,218)

Purpose

The Purchasing Internal Service Fund (ISF) (#8400112100, #8400112200, #8400112300) serves as an operating mechanism for the Procurement Card (CAL-Card), Office Supply, Copy Machine, Security Alarm, and Bottled Water programs. Vendor charges are paid from the ISF and billed to user departments.

- \$31,125 Increase in reimbursement for copier leases, bottled water, and security alarm systems.

Major Budget Changes

Services & Supplies

- \$303,000 Increase in credit card purchases by departments.
- \$20,000 Increase in copier leases.
- \$6,125 Increase in number of security alarm systems.
- \$5,000 Increase in bottled water costs.

Centrally-Budgeted Expenses

- (\$79,733) Cost Allocation Plan adjustment.

Expenditure Reimbursements

- \$294,485 Increase in reimbursement from departments for credit card purchases.

Program Discussion

Procurement Card Program

San Joaquin County participates in the State CAL-Card Visa Program, providing users with the option to procure a limited number of low-dollar items quickly and efficiently. The Program allows departments to make day-to-day purchases from a wide range of sources, saving the County both time and money when compared to procurement of the same items using the Purchase Order method. All CAL-Card users are trained on the guidelines pertaining to use, prior to receiving a credit card. Purchases from each card holder are audited thoroughly. There are currently 464 cardholders generating approximately 20,861 transactions per year, an increase of 383 from 2017-2018. Total estimated purchases were \$3.8 million, an increase of \$245,000 from 2017-2018.

Office Supply Program

The current office supply vendor contract with Office Depot provides fiscal advantages resulting in reduced costs to all departments. The cooperative contract includes a 13% average discount for core products purchased, while maintaining a small rebate. Prompt weekly payment processing to the vendor provides an additional 2% discount. These lower prices have reduced supply costs Countywide. Administrative processing fees help offset the cost of

Purchasing Internal Service Fund

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administering this contract. Purchases under this Program are projected at \$1.3 million in 2018-2019.

Copy Machine Program

There are currently 463 leased copiers in the Copy Machine Program producing approximately 55.5 million copies a year, an increase of approximately 234,000 from 2017-2018. Many older copiers have been replaced with newer models at a reduced rental rate and cost-per-copy price.

The lease program provides the best possible overall copier solution that meets cost, performance, and environmental objectives.

Security Alarm Program

Contracts for security alarm services are administered by the Purchasing Department. There are currently 100 service

contracts in effect for the County, which is an increase of 7 compared to 2017-2018. Centralized billing and contracting provided by Purchasing has allowed oversight of this service and ensures that all contracts are properly executed.

Purchasing ISF Fund Balance

Program costs in the Purchasing ISF budget are fully reimbursed by user departments for services rendered. As of June 30, 2018, the Purchasing ISF had a designated fund balance of \$1,362,166, which is a decrease of \$368,722 from June 30, 2017, and serves as the working capital for various programs/operations under the ISF. This fund meets the required minimum 60-day operating reserve set by the State Controller's guidelines.

Workload Data

	-----Actual-----			Est./Act.	Projected
	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020
Procurement Card					
Cards Issued	430	433	462	464	465
Transactions	19,046	20,015	20,478	20,861	21,100
Total Charges	\$3,216,499	\$3,494,548	\$3,516,041	\$3,760,958	\$3,800,000
Average Transaction Value	\$169	\$175	\$172	\$180	\$180
Office Supply (Office Depot)					
Value of Purchases	\$1,387,898	\$1,330,888	\$1,327,019	\$1,300,000	\$1,315,247
Copy Machine					
Copy Machines Installed	415	448	458	463	463
Lease Payments	\$1,057,819	\$1,161,594	\$1,339,805	\$1,400,000	\$1,400,000
Copy Transactions	51,669,313	53,984,445	55,265,942	55,500,000	55,500,000
Security Alarm					
Contracts	86	87	93	100	100

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J. Mark Myles, County Counsel

General Fund	2017-2018 Actual	2018-2019 Adjusted	2019-2020 Requested	2019-2020 Recommended	Increase/ (Decrease)
Expenditures					
Salaries & Benefits	\$4,267,573	\$4,485,304	\$4,724,049	\$4,724,049	\$238,745
Services & Supplies	319,175	157,290	163,594	163,594	6,304
Centrally-Budgeted Expenses	77,092	95,826	75,661	75,661	(20,165)
Total Expenditures	\$4,663,840	\$4,738,420	\$4,963,304	\$4,963,304	\$224,884
Expenditure Reimbursements	(3,028,578)	(2,660,229)	(4,104,497)	(4,104,497)	(1,444,268)
Total Appropriations	\$1,635,262	\$2,078,191	\$858,807	\$858,807	(\$1,219,384)
Earned Revenues By Source					
Charges For Services	\$244,853	\$175,262	\$185,262	\$185,262	\$10,000
Miscellaneous Revenues	181	0	0	0	0
Total Revenues	\$245,034	\$175,262	\$185,262	\$185,262	\$10,000
Net County Cost	\$1,390,228	\$1,902,929	\$673,545	\$673,545	(\$1,229,384)
Allocated Positions	19.0	19.0	19.0	19.0	0.0
Temporary (Full-Time Equivalent)	0.7	0.0	0.0	0.0	0.0
Total Staffing	19.7	19.0	19.0	19.0	0.0

Purpose

The Office of the County Counsel provides legal services to the Board of Supervisors (BOS), County departments, and Special Districts governed by the BOS. The Office also acts as legal advisor to various boards and commissions, and prosecutes or defends all court actions of a civil nature involving the County.

Board Strategic Priorities 2019-2020 through 2021-2022

The 2019-2020 recommended budget for the Office of the County Counsel focuses on the implementation of the Board Strategic Priorities as adopted by the Board on April 9, 2019. The Board Strategic Priorities for fiscal years 2019-2020 through 2021-2022 are a continuation of the Board's original five key priorities established in 2015. The Board has updated and augmented the goals associated with these strategic priorities to reflect the Board's direction related to water issues, health, collaboration, and homelessness.

Ensure Fiscal Responsibility

The Office will continue to work closely with the BOS, the County Administrator (CAO), and County departments on significant legal matters affecting the County. County Counsel supervises and/or directly staffs significant litigation on a wide variety of matters including tort defense, civil rights claims, medical malpractice, breach of contract, water law, and employment-related claims. County Counsel provides legal and practical advice to all County departments in their day-to-day business to help achieve the overall goal of avoidance of legal disputes and the appropriate resolution of legal disputes and lawsuits, which may still occur. County Counsel's advisory and advocacy roles are key tools in liability-avoidance and adherence to fiscal responsibility.

Promote Good Governance and Increase Organizational Capabilities

As the County's advisor, County Counsel will continue to remain abreast of the ever-changing law as it affects the County's governance and its organizational efficiencies. County Counsel staff routinely assist with the preparation of policies and procedures, rules and/or regulations as required by law or best business practices. When an organization has

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General Government

effective policies and procedures in place, on which its staff can rely, it is best able to increase its organizational capabilities. The Office of the County Counsel also provides training for ethics, duties and authority, conflict of interest for designated County officers and employees, and training in utilizing the disciplinary process and for Skelly hearing officers. The Office of the County Counsel has also, on an as-needed basis, proffered the services of its legal staff to assist in the supervision and oversight of various departments or departmental divisions during management transition periods. The most recent utilization of County Counsel's legal staff in that manner included:

- San Joaquin General Hospital's Human Resources Division (in conjunction with staff from the County's Human Resources Office).
- Registrar of Voters.
- Community Development Department.

Improve Public Safety and Enhance Overall Criminal Justice System

County Counsel advises and litigates on behalf of the County departments that deal with public safety including the Sheriff's Office, District Attorney, Public Defender, Probation, Public Works, and Health Care Services.

Promote Economic Development

The Office has a full-time Deputy County Counsel who devotes a significant amount of time in advising and assisting the Community Development Department and Environmental Health Code Enforcement teams. Another Deputy County Counsel represents and advises the Employment and Economic Development Department.

Stay Informed and Proactive in Dealing with Water Issues

County Counsel works closely with the BOS, CAO, and County departments on significant legal matters affecting the County's water concerns, including, but not limited to: water rights and governance issues concerning the San Joaquin Delta; the Sustainable Groundwater Management Act; the Twin Tunnels project ("WaterFix"); the State Water Resources Control Board Point of Diversion Hearings; and the WaterFix Bond Validation proceedings. County Counsel has, either directly, and/or with the assistance of outside counsel, kept abreast of water issues affecting not only the County, but a significant portion of Northern California. With the State of California's growth and recurring drought issues, water will continue to be at the forefront of the County's key concerns.

Major Budget Changes

Salaries & Employee Benefits

- \$288,745 Salary and benefits adjustments.
- (\$50,000) One-time leave payout in 2018-2019.

Services & Supplies

- \$5,350 Rent on newly acquired copier/printer.

Centrally-Budgeted Expenses

- (\$16,496) Decrease in data processing charges.

Expenditure Reimbursements

- \$1,444,268 Cost Allocation Plan adjustment.

Program Discussion

The 2019-2020 recommended budget for the Office of the County Counsel totals \$4,963,304, which is an increase of \$224,884 from the 2018-2019 adjusted budget. The increase is primarily due to salary and benefits adjustments offset by a decrease in budgeted leave payout costs.

In 2018-2019, the Office of the County Counsel assisted in the development of the Homeless Encampment Management Policy, the development of the Office of the Medical Examiner, and helped draft the hemp cultivation urgency ordinance.

During 2019-2020, the Office of the County Counsel will continue to work on significant legal matters affecting the County including the governance and operations of San Joaquin General Hospital; continued legal efforts related to business development at the Airport; water rights and governance issues concerning the San Joaquin Delta and the "WaterFix", significant labor issues; cannabis policies; the transition of the Coroner's Office to the Office of the Medical Examiner; implementation of the Homeless Encampment Management Policy; and implementation of the hemp cultivation ordinance.

County Counsel will continue to provide the following:

- Supervise and staff litigation on a wide variety of matters including tort defense, civil rights claims, medical malpractice, breach of contract, and employment-related claims.

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- Coordinate internal and external risk management services for the County.
- Assist with the preparation of policies and procedures for required and optional ethics, duties and authority, and conflicts of interest training for designated County officers and employees.
- Legal and practical advice to all County departments in their day-to-day business to help achieve the overall goal of avoidance of legal disputes and the appropriate resolution of any legal disputes and lawsuits, which may still occur.
- Litigation defense and related services to the County and its officials and employees, while maintaining its efforts to increase the number of litigated cases retained and defended by in-house attorneys, thereby decreasing the number of cases that are referred to outside litigation counsel at a considerably higher cost to the County.

Workload Data

	-----Actual-----			Est./Act.	Projected
	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020
<i>Attorney Hours</i>					
<i>Community Development & Public Works Issues</i>	983	940	1,020	999	1,350
<i>Contract Issues</i>	1,333	1,450	1,450	2,365	2,080
<i>County Administration Issues</i>	2,524	2,412	2,500	1,829	2,120
<i>Health & Public Assistance Issues</i>	3,616	3,384	3,500	3,122	3,200
<i>Labor Relations Issues</i>	2,280	2,600	2,600	2,763	2,525
<i>Law and Justice Issues</i>	2,068	2,126	2,100	1,586	1,650
<i>Litigation Hours</i>	7,883	7,600	7,200	7,754	7,850
<i>Retirement Issues</i>	560	444	580	557	590
<i>Revenue Issues</i>	947	948	950	844	850
<i>Water & Special District Issues</i>	101	60	110	36	50
<i>Total Attorney Hours</i>	22,295	21,964	22,010	21,855	22,265

1012400000—Human Resources

General Government

Ted Cwiek, Human Resources Director

General Fund	2017-2018 Actual	2018-2019 Adjusted	2019-2020 Requested	2019-2020 Recommended	Increase/ (Decrease)
Expenditures					
Salaries & Benefits	\$6,839,605	\$7,657,544	\$8,036,101	\$8,036,101	\$378,557
Services & Supplies	771,272	1,119,326	1,228,243	1,228,243	108,917
Centrally-Budgeted Expenses	1,921,436	2,157,894	2,387,294	2,387,294	229,400
Total Expenditures	\$9,532,313	\$10,934,764	\$11,651,638	\$11,651,638	\$716,874
Expenditure Reimbursements	(7,250,742)	(9,608,492)	(10,180,427)	(10,180,427)	(571,935)
Total Appropriations	\$2,281,571	\$1,326,272	\$1,471,211	\$1,471,211	\$144,939
Earned Revenues By Source					
Charges For Services	\$681,648	\$676,816	\$732,446	\$732,446	\$55,630
Miscellaneous Revenues	58,473	100,075	100,075	100,075	0
Total Revenues	\$740,121	\$776,891	\$832,521	\$832,521	\$55,630
Net County Cost	\$1,541,450	\$549,381	\$638,690	\$638,690	\$89,309
Allocated Positions	49.0	50.0	52.0	52.0	2.0

Purpose

The Human Resources (HR) Division provides centralized human resources and labor relations services for all County departments including recruitment; exam development; equal employment opportunity coordination; administration of County health, dental, workers' compensation, unemployment, casualty, and life insurance programs; and the administration of training, education, deferred compensation, and flexible spending programs. HR also negotiates labor contracts; processes complaints and grievances; conducts meet-and-confer sessions and joint labor management meetings; advises County departments on disciplinary actions and counseling matters; recommends policy and procedures for employer-employee relations; and provides staff support for the Civil Service Commission.

Board Strategic Priorities 2019-2020 through 2021-2022

The 2019-2020 recommended budget for HR focuses on the implementation of the Board Strategic Priorities as adopted by the Board on April 9, 2019. The Board Strategic Priorities for fiscal years 2019-2020 through 2021-2022 are a continuation of the Board's original five key priorities

established in 2015. The Board has updated and augmented the goals associated with these strategic priorities to reflect the Board's direction related to water issues, health, collaboration, and homelessness.

Ensure Fiscal Responsibility

The cost of salary and benefits is the largest single item in the County budget. By negotiating labor agreements within Board-established limits, HR provides a solid foundation for a structurally-balanced budget. In addition, the rising cost of health care for employees is being addressed through administrative changes and revised relationships with vendors through the Request for Proposal (RFP) process.

Promote Good Governance and Increase Organizational Capabilities

With the continued development of the SJC Engage website, HR continues to work towards increasing employee satisfaction and wellness. Attending to the financial, physical, mental, and emotional health and wellness of employees enhances the capabilities of the organization. SJC Engage also allows the local business community to partner with the County and offer goods and services directly to County employees.

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Improve Public Safety and Enhance Overall Criminal Justice System

Support to the Sheriff's Office, District Attorney's Office, Probation, and other County departments with a role in providing public safety is HR's primary contribution. Specifically, HR's support for Rule of the List hiring by the Sheriff's Office for Deputy Sheriff and Correctional Officer classes will enhance recruitment effectiveness.

Promote Economic Development

Engaging in hiring activities on behalf of the largest employer in San Joaquin County provides HR with an opportunity to provide quality employment and economic development throughout the County. Contact with thousands of candidates each year provides HR the opportunity to reinforce the County brand "Greatness Grows Here" and raise the visibility of the County as a sophisticated, technologically-advanced employer of choice.

Major Budget Changes

Salaries & Employee Benefits

- \$133,476 Salary and benefits adjustments.
- \$151,559 Add a Personnel Analyst.
- \$93,522 Add a Position Control Technician.

Services & Supplies

- \$90,900 Increase in professional services for labor negotiations and RFPs for benefits vendors.
- \$20,200 Increase in rent expense for staff development training.
- \$13,500 Increase in training tools and supplies.
- \$6,700 Increase in SJC Engage and employee appreciation activity.
- (\$9,000) Decrease in office expense.
- (\$8,640) Decrease in software-related costs.
- (\$8,000) Decrease in professional services related to training.

Centrally-Budgeted Expenses

- \$227,159 Increase in data processing charges.

Expenditure Reimbursements

- \$45,281 Decrease in reimbursement from San Joaquin General Hospital.
- (\$350,703) Increase in reimbursements to support County self-insured plans.
- (\$266,513) Cost Allocation Plan adjustment.

Revenues

- \$59,542 Increase in administrative fees for Kaiser enrollment.

Program Discussion

The 2019-2020 recommended HR budget totals \$11,651,638, which is an increase of \$716,874 from the 2018-2019 adjusted budget. The increase is primarily due to salary and benefits adjustments, the addition of a Personnel Analyst and Position Control Technician, and data processing charges.

Recruitment

In October 2018, the Board of Supervisors adopted HR's recommended changes to the Civil Service Rules that affect the areas of recruitment and selection. The primary goal of the rule changes, which were part of HR's Google Innovation Goals, is to allow for greater flexibility and efficiency in the testing and selection processes. As a result of these changes, HR has begun to see improved turnaround time for the application and testing process, larger pools of candidates being referred to departments for selection, and a reduction in the use of oral board examinations when establishing eligible lists.

Recruitment staff is continuing to work on process improvement and greater utilization of technology, while continuing to recruit quality Civil Service and exempt employees. Staff will pilot on-line written examination administration by December 2019, which will allow qualified candidates to take the written exam at a time and place that is convenient for them and will assist in improving candidate participation rates for examinations. Staff will expand the social media profile and community outreach activities through high schools, colleges, and other academic groups to educate and capture the interest of students considering a career in public employment.

Recruitment staff also supports the County's pre-employment screening processes including drug screening and arduous physicals for all County candidates, as well as background checks for candidates for unrepresented positions. During 2019-2020, HR will review and revise the physical program

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to ensure the County has a cost-effective and legally-defensible pre-employment physical examination process, which utilizes best practices to streamline these components with minimal impacts to the onboarding process. Staff will also implement a pre-employment background check program in October 2019, which will be utilized for all County employment candidates, with the exception of candidates for departments who already complete their own law enforcement background investigation before hire.

Classification & Compensation

The more complex classification and compensation projects were outsourced in 2018-2019, which required staff time to support projects and complete the administrative and union related activities that result from classification studies. HR will recruit for an experienced analyst with this specialized skill, and intends to continue to use contracted services as appropriate to ensure HR is able to meet the classification and compensation needs of the County.

Policy & Leave Management

With the assistance of a leave consultant, a thorough review of the County's practices in the area of entitlement leave laws has identified several areas for improvement. This process included a complete audit of leave practices, forms, and processing procedures from a compliance perspective and an analysis of written documentation of current policies and procedures. The outcome of this audit will result in a change in the required notification communications when leaves occur, and revised forms incorporating recognized best practices by the end of 2018-2019. As a result of this audit, formal training will be initiated for HR staff beginning fall 2019, followed by training for department leave processors, supervisors, and managers.

Preliminary findings indicate a need to develop a Countywide leave policy, and in some cases recommend policy changes at the department level to ensure legal compliance and consistency. With the growing number of leave cases and the increased need for specialized knowledge in this area to advise departments in addressing complex leave cases, the recommended budget adds an advanced journey level Personnel Analyst position that will focus primarily on leading and advising in the area of leave administration and HR policy compliance.

The addition of a "Leave Administrator" was also recommended by the consultant to build and maintain a level of professional expertise within HR, to sustain the compliance improvements in the audit, and to improve the current level of support provided to County departments. The need for consistent support, direction and expertise in this area has also been shared with HR from County departments. The addition of this position will reduce the need for Personnel Analyst

positions at the department level and ensure consistency in advising and implementing a best practice model consistent with the public personnel industry standard.

Staff Development, Training, & Wellness

Perks at Work has secured County employees savings of over \$268,000 over the last 12 months. As of March 14, 2019, there are 2,433 registered users. HR will continue to find opportunities for additional discounts for staff in 2019-2020 through this program. These discounts are designed to draw employees to the website for wellness opportunities as well as community activities, training, and development resources.

In 2019-2020, the Staff Development Coordinator will focus efforts on redesigning and enhancing the new employee onboarding and training process as well as supporting efforts to increase awareness around the SJC Engage program.

With the new Senate Bill (SB) 1343 sexual harassment prevention training law of 2019, a task force has been created to ensure compliance in training all 7,000-plus County employees. The use of outside vendors will be used to support this process.

In fall 2019, a new incumbent apprenticeship program will be implemented to support training and career growth for County employees who are interested in directing their careers towards the field of Information Technology.

Employee Benefits Overview

Employee Benefits oversees the administration of health insurance, supplemental retirement savings, and employee wellness programs. Most of these programs are highly regulated by Federal and State laws and regulations that change frequently. In calendar year 2018, County and employee-paid premiums, contributions, and costs for these programs exceeded \$110.0 million. Additionally, Employee Benefits provides management and fiduciary oversight of over \$413.0 million in accumulated employee assets in deferred compensation programs.

In 2019-2020, as part of fiscally-responsible benefits administration and transparency, Benefits staff will continue the process of conducting RFPs and/or bid processes on long-standing vendor contracts. This is necessary to ensure the County receives the most cost-effective agreements while ensuring superior customer service programs for County employees, retirees, and their dependents. Staff will also be seeking proposals to conduct audits to ensure vendors are following plan guidelines and charging appropriate costs.

Health Care

The County's self-funded plans have historically enjoyed large reserve levels. However, over the last several years,

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medical and prescription claims experience, in conjunction with five years of no rate increases, have depleted reserves to a concerning level. In 2018-2019, the County increased rates by 16%, and in 2019-2020 the rates will increase by 22.8%.

Due to these significant rate increases, County staff conducted a RFP looking for other plan alternatives. This process concluded, and a new HMO plan through Sutter Health Plus will be provided to non-Medicare retirees and certain employee groups. The new plan option will be made the subject of input with the bargaining groups.

The controversial Affordable Care Act Excise (Cadillac) Tax was scheduled to take effect in 2020, however was delayed until 2022. This tax would impose a 40% excise tax burden on health insurance costs that exceed mandated thresholds.

The County changed Third Party Administrators (TPA), Lucent Health, for the self-insured health plan effective July 1, 2018. This change was required due to the previous TPA, Pomco, being acquired by another company.

County staff worked with the dental and vision vendors to successfully develop additional plan options for employees and their dependents. This will allow employees more flexibility in meeting their family's specific health needs.

Deferred Compensation

In 2018-2019, as part of an effort to ensure transparency, staff created a separate trust account for a portion of the revenue-sharing fees collected for administering the expenses. This fund will clearly show earmarked fund deposits and expenses, ensuring funds are used strictly for the administration and promotion of the Deferred Compensation Plan. The balance of revenue sharing fees collected are utilized to offset staff salary and benefits costs from HR, Auditor-Controller, and County Counsel assisting in deferred compensation administration.

Equal Employment Opportunity (EEO) Program

The EEO Program provides Countywide services through its primary programs of investigation, consultation and support, workforce compliance, training, and EEO Advisory Committee (EEOAC) administrative support. The Program's goal is to enforce Federal and State laws, and County policies related to non-discrimination, anti-harassment, and retaliation.

As the recipient of Federal funds, the County is required to formulate, implement, and maintain an EEO Plan under the authority of 28 CFR, Part 42 - Non-discrimination, and applicable County EEO related Policies and Procedures. The EEO Plan is prepared by the Program, reviewed by the EEOAC, and presented to the Board of Supervisors for

approval and adoption every two years. The Board approved and adopted the 2018-2020 EEO Plan in November 2018.

In 2018-2019, the Program received 47 complaints of discrimination and harassment, including 32 formal complaints, which was an increase of 29% from 2017-2018. The observed influx of complaints and the additional time required to ensure a thorough investigation has made it difficult for the Program to finalize investigations within the required 60-day timeline required by Civil Service Rule 20 – Discrimination Prohibited. To address this concern, the Program will review the Rule 20 process with HR and County Counsel in 2019-2020 and expects to present any proposed changes to the EEOAC.

The County is required to keep records relevant to the determination of whether unlawful employment practices have been or are being committed. As part of this requirement, the Program investigates complaints of discrimination and harassment and completes comprehensive post-investigation reports at the conclusion of each investigation. Post-investigation reports can take up to 50 hours or more to complete, and require numerous additional hours to conduct interview preparation, participant interviews, and the final review and analysis of witness statements. The Program facilitated 18 formal investigations in 2017-2018. Use of outside investigators has been a cost-effective means to prepare for possible litigation and manage multiple investigations simultaneously.

In order to stay in compliance with Federal and State laws on employment discrimination and harassment, the County must provide ongoing Countywide training for managers, supervisors, and general employees. In 2018-2019, the Program conducted 70 trainings, as compared to 79 trainings conducted in 2017-2018. In 2019, SB 1343 will require all organizations in the State with 50 or more employees to train their staff on Sexual Harassment and Abusive Conduct Prevention. In compliance with the new law, the Program is scheduling all County employees to take the Sexual Harassment and Discrimination Prevention Training in 2019. In 2018-2019, to improve training capacity, the Program along with the Staff Development Unit will launch a Sexual Harassment Prevention week for all employees in September 2019 along with providing other means of training to employees including on-line training. In 2019-2020, the Program anticipates the expanded on-line course to meet the demands of the EEO training requirements to supervisors and managers.

The Program leads in the coordination and planning of the Annual Diversity Luncheon with a sub-committee of the EEOAC. The Program is responsible for the majority of the tasks related to conducting this event including the collection of funds, recordkeeping, purchasing of supplies, advertising,

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and the coordination of volunteers. More than 430 County employees attended the 21st Diversity Luncheon in October 2018, the largest gathering of employees to date for the Luncheon. The Program looks forward to hosting the 22nd Annual luncheon in October 2019.

It is projected that the requests for services provided by the Program will increase in 2019-2020 due to the increased trend in the number of complaints of discrimination and harassment, the increased awareness of County employees, and the projected increase in hiring. In 2019-2020, the Office intends to initiate research and review of various EEO policies and program requirements to stay current, seek continuous improvement opportunities, and focus on policy development where needed.

Labor Relations

During 2018-2019, a new agreement was reached with the San Joaquin County Probation Officers Association. The approval of this agreement brings the total proportion of County employees under contract to 86%. Bargaining is continuing with the California Nurses Association, whose contract expired December 31, 2018. Bargaining has begun with the Union of American Physicians and Dentists and Service Employees International Union Local 1021 (six contracts) whose contracts expire June 2019 and September 2019, respectively.

The Labor Relations Unit will continue to ensure the County complies with the Meyers-Milius-Brown Act (MMBA), which governs labor management relationships within California governmental agencies. Changes in terms and conditions of employment and successor agreement negotiations are subject to the MMBA. In addition to contract bargaining, staff are involved in meet-and-confer sessions

over impacts of various decisions including policy changes, as well as processing union complaints and advising departments on employee discipline.

The table below is a status summary of the 17 labor contracts, along with their expiration dates:

<i>Representation Unit Name</i>	<i>Organization</i>	<i>Contract Expires</i>
<i>Sheriff's Management</i>	LEMA	06/30/15*
<i>Sheriff's Non-Management</i>	DSA	06/30/15*
<i>Sheriff's Sergeants</i>	SDSA	06/30/15*
<i>In-Home Support Services</i>	SEIU-2015	03/31/16*
<i>Registered Nurses</i>	CNA	12/31/18*
<i>Physicians</i>	UAPD	06/30/19
<i>Office & Office Technical</i>	SEIU	09/05/19
<i>Paraprofessional & Technical</i>	SEIU	09/05/19
<i>Professional</i>	SEIU	09/05/19
<i>Safety, Investigative, & Custodial</i>	SEIU	09/05/19
<i>Supervisors</i>	SEIU	09/05/19
<i>Trades, Labor, & Institutional</i>	SEIU	09/05/19
<i>Attorney</i>	SJCAA	06/30/20
<i>Middle Management</i>	SJCMA	03/31/21
<i>Peace Officers Miscellaneous</i>	SJDAIA	03/31/21
<i>Probation Officers</i>	SJCPOA	12/31/21
<i>Correctional Officers</i>	SJCCOA	03/31/22

* Indicates expired contract.

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Workload Data

	-----Actual-----			Est./Act.	Projected
	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020
Recruitment & Certification					
<i>Recruitments</i>	426	508	519	613	600
<i>Applications Processed</i>	25,554	24,231	25,580	33,432	30,000
Examinations					
<i>Written Exam Sessions</i>	236	212	183	250	286
<i>Oral Exam Days</i>	178	150	122	115	96
Referrals	2,071	1,497	1,511	1,650	1,600
Countywide Vacancy Rate					
<i>Fiscal Year Start</i>	11.48%	12.89%	10.74%	11.98%	11.00%
<i>Fiscal Year Midpoint</i>	10.39%	11.64%	10.38%	10.43%	10.25%
<i>Fiscal Year End</i>	12.48%	10.25%	10.43%	9.50%	9.50%
<i>Fiscal Year Average</i>	10.96%	11.59%	10.52%	10.63%	10.25%
Allocated Position Hires	453	792	653	804	750
Part-time or Temporary Hires	673	869	727	661	700
<i>Total Hires</i>	1,126	1,661	1,380	1,465	1,450
Employee Training Attendance	8,902	8,799	8,218	7,500	9,000
Classification					
<i>Classification Projects</i>	61	33	15	15	25
<i>Compensation Studies</i>	39	20	16	10	10
Civil Service Hearings	4	2	1	2	7
Position Control					
<i>E-Pad Actions Processed</i>	9,458	9,248	8,226	8,282	8,448
<i>Mass Updates Processed</i>	21,984	14,216	5,161	14,433	15,182
Equal Employment Opportunities					
<i>Complaints Received (Countywide)</i>	46	30	32	47	60
<i>Formal Complaints (EEO Office)</i>	18	26	18	30	32
Labor Relations					
<i>MOU's Negotiated</i>	2	9	3	1	8
<i>Arbitration Hearings Scheduled</i>	10	4	4	3	4
<i>Complaints Processed</i>	89	91	54	103	90
<i>Impact Meet & Confer Sessions</i>	49	44	37	17	40
<i>Public Employee Relations Board Charges</i>	6	9	9	8	9

Self-Insurance Internal Service Fund-Health

General Government

Ted Cwiek, Human Resources Director

Internal Service Fund	2017-2018 Actual	2018-2019 Adjusted	2019-2020 Requested	2019-2020 Recommended	Increase/ (Decrease)
Expenditures					
Services & Supplies	\$994,627	\$1,474,464	\$1,335,197	\$1,335,197	(\$139,267)
Centrally-Budgeted Expenses	209,233	138,515	12,563	12,563	(125,952)
Medical And Dental Insur ISF Ex	53,071,782	48,183,000	45,016,800	45,016,800	(3,166,200)
Total Expenditures	\$54,275,642	\$49,795,979	\$46,364,560	\$46,364,560	(\$3,431,419)
Expenditure Reimbursements	0	0	49,400	49,400	49,400
Total Appropriations	\$54,275,642	\$49,795,979	\$46,413,960	\$46,413,960	(\$3,382,019)
Earned Revenues By Source					
Interest/Rents	\$325,452	\$250,000	\$250,000	\$250,000	\$0
Miscellaneous Revenues	540,899	400,000	400,000	400,000	0
Self-Insurance Revenue	39,700,163	37,677,900	39,797,920	39,797,920	2,120,020
Total Revenues	\$40,566,514	\$38,327,900	\$40,447,920	\$40,447,920	\$2,120,020
Revenues Over/(Under) Expenses	\$13,709,128	\$11,468,079	\$5,966,040	\$5,966,040	(\$5,502,039)

- Medical and Dental Insurance ISF Expenses includes self-insurance medical claims paid by the Health Insurance budget.

Purpose

The Health Insurance (#8592500000) budget provides for the centralized administration of the County's self-funded employee health insurance benefit program.

The County's self-funded insurance programs provide quality benefits to eligible recipients. In addition to the self-funded plans, County employees have access to a fully-insured Health Maintenance Organization plan offered by Kaiser Permanente (Kaiser).

With the Affordable Care Act (ACA), and discussions over repeal and replace options for the ACA, there has been a measure of uncertainty within the health care industry. These, and other factors, make the marketplace unpredictable. Although influencing factors are beyond the County's administrative control, the County strives to use a combination of cost containment measures, vendor contract analysis, and reserve funds to ensure adequately funded, quality programs. Funding levels and premiums are determined actuarially on an annual basis.

Employee Participation in County-Offered Plans as of July 1, 2018		
Health Plan Enrollment - Employees + Dependents		
Programs	Enrollments	Percentage
Kaiser	9,145	72.44%
Self-Insured Plans	3,479	27.56%
Total	12,624	100.00%
Health Plan Enrollment - Employees		
Programs	Enrollments	Percentage
Kaiser	3,622	70.47%
Self-Insured Plans	1,518	29.53%
Total	5,140	100.00%

Self-Insurance Internal Service Fund-Health

General Government

Major Budget Changes

Services & Supplies

- \$64,733 Increase in administration costs.
- \$15,000 Increase in special studies and reports charges.
- (\$219,000) Decrease in professional services reflecting completed one-time projects.

Centrally-Budgeted Expenses

- (\$125,952) Cost Allocation Plan adjustment.

Other Charges

- \$245,000 Increase in stop loss insurance premiums.
- (\$3,000,000) Decrease in medical claims reflecting actual experience.
- (\$411,200) Decrease in administration fees paid.

Expenditure Reimbursements

- \$49,400 Increase in administrative fees collected from General Fund departments.

Revenues

- \$1,935,920 Increase in health insurance premiums.
- \$288,100 Increase in pharmacy rebates and refunds.
- (\$100,000) Decrease in stop loss recovery.

Program Discussion

The 2019-2020 recommended budget for the Health Insurance budget is \$46,364,560, which is a decrease of \$3,431,419 from the 2018-2019 adjusted budget. This reflects staff's efforts to utilize different vendors and negotiate new agreements, which decreases prices and increases rebates. Staff also predicts a decrease in enrollment based on anticipated premium rate increases.

The County operates three self-funded employee health plans. It also contracts with Kaiser for a fully-insured option, which

is not addressed in this budget. For 2019-2020, the annual payments to Kaiser are as follows:

2019-2020 Kaiser Costs

Payments	Projected
County Payments	\$48,325,056
Employee Deductions	13,675,434
Total Premiums	\$62,000,491
Services Fees	753,197
Total Payments to Kaiser	\$62,753,687

During 2019-2020, the County Administrator's Office will work with the Auditor-Controller to incorporate the fully-insured costs within the Health Insurance budget in 2020-2021.

The majority of the County's self-funded health budget is medical claims. Over the last four years, claim costs have fluctuated between \$30.0 million and \$40.8 million. A four-year average shows annual costs at \$34.6 million.

The County purchases excess insurance (stop-loss) to protect against catastrophic claims. Annually, the County is responsible for the first \$300,000 in liability, which is called an aggregate deductible. Then individual deductibles must be met prior to any reimbursements. Staff, along with its consultant, negotiated to remove the aggregate deductible at renewal in July 2018. Stop-loss reimbursements are now only based on individual deductibles, which increased from \$375,000 to \$400,000.

Effective July 1, 2018, the County engaged the services of a new Third Party Administrator (TPA), Lucent, due to the previous TPA, Pomco being purchased by United Healthcare. United Healthcare is a direct competitor to the County's Anthem provider network, requiring the County to solicit bids and choose a new TPA.

The 2018-2019 budget was approved at \$35.0 million for medical claims. The 2019-2020 recommended budget includes \$32.0 million for medical claims. This decrease is the result of better negotiated contracts and an anticipated decrease in enrollment.

In 2018-2019, staff, along with its consultant, Segal, continued to evaluate the self-funded and Health Maintenance Organization plans. The intent of the evaluation was to offer quality benefits while ensuring cost containment for financially-stable plan offerings. Staff conducted a Request for Proposal and received several bids; the successful bidder was Sutter Health Plus. The County will make this new plan available to non-Medicare retirees and certain employee

Self-Insurance Internal Service Fund-Health

General Government

groups effective July 1, 2019. The new plan option will be made the subject of input with the bargaining groups.

Due to the long-term and continuing universal trend of escalating health care costs, the County will continue to work with its consultant/actuary to develop additional plan options for employees and their families. This could include a high deductible plan, a different provider network plan, and other creative health care plan alternatives. The initial review of options may start with unrepresented units, or concurrently with represented and unrepresented units.

The February 2019 actuarial report identified the following:

- Self-insured health plans are required to have reserves on-hand for catastrophic and Incurred But Not Report (IBNR) claims. Approximately \$12.0 million is required to meet these obligations. As of March 31, 2019, the program had a cash balance of \$14,593,388. In March 2018, the balance was at \$22.7 million. This represents a reduction of \$8.1 million to the reserves in a one-year period.
- The actuary recommends a 22.8% premium increase. This is based on the plans' recent claims, medical expenditure trend, pooling the active and retiree population, and holding rates flat for several years. The recommended budget includes the 22.8% premium increase.

Self-Insurance Internal Service Fund-Dental

General Government

Ted Cwiek, Human Resources Director

Internal Service Fund	2017-2018 Actual	2018-2019 Adjusted	2019-2020 Requested	2019-2020 Recommended	Increase/ (Decrease)
Expenditures					
Services & Supplies	\$113,751	\$160,494	\$141,870	\$141,870	(\$18,624)
Centrally-Budgeted Expenses	30,001	18,064	(3,246)	(3,246)	(21,310)
Medical And Dental Insur ISF Ex	5,541,983	6,154,000	6,149,000	6,149,000	(5,000)
Total Appropriations	\$5,685,735	\$6,332,558	\$6,287,624	\$6,287,624	(\$44,934)
Earned Revenues By Source					
Interest/Rents	\$56,750	\$20,000	\$75,000	\$75,000	\$55,000
Self-Insurance Revenue	5,493,867	5,370,000	5,370,000	5,370,000	0
Total Revenues	\$5,550,617	\$5,390,000	\$5,445,000	\$5,445,000	\$55,000
Revenues Over/(Under) Expenses	\$135,118	\$942,558	\$842,624	\$842,624	(\$99,934)

- Medical and Dental Insurance ISF Expenses includes self-insurance claims paid by the Dental Insurance budget.

Purpose

The Dental Insurance (#8592600000) budget provides for the centralized administration of the County's self-funded employee dental benefit program.

The County's self-funded insurance programs are designed to provide quality, cost-effective benefits to eligible members. In addition to the self-funded dental plan, the County also offers a fully-funded dental plan which is not addressed in this budget.

Major Budget Changes

Services & Supplies

- (\$18,624) Decrease in administrative expenses.

Centrally-Budgeted Expenses

- (\$5,000) Decrease in administrative fee costs.

Revenues

- \$55,000 Increase in interest income reflecting actual experience.

Program Discussion

The 2019-2020 recommended budget for the self-funded dental insurance program is \$6,287,624, which is a decrease of \$44,934 from the 2018-2019 adjusted budget.

The County offers dental plans through two vendors: United Healthcare and Delta Dental. The majority of employees are enrolled in Delta Dental due to a larger network of providers. The fully-insured United Healthcare plan covers 500 employees (9%). The Delta Dental self-insured plan covers 5,143 employees (91%).

The County will be adding two additional plan designs through Delta Dental this year: A core plan and a buy-up plan and will also maintain the current standard plan. These plans all provide different plan designs, which will provide options to employees and their families. All increased costs will be borne by the employee, so there is no financial impact to the County. The County will introduce the new plan options to unrepresented employees this open enrollment period.

The self-insured plans are administered through the California State Association of Counties Excess Insurance Authority. In December 2018, an actuarial report was completed. Major findings and recommendations are as follows:

- As of March 31, 2019, the program has a cash balance of \$4,413,566.
- Industry best practices dictate a reserve equal to four months of actual claims expenses, which is

Self-Insurance Internal Service Fund-Dental

General Government

approximately \$2.0 million. Therefore, the County will not implement the actuary's recommended rate increase of 5.38% for 2019-2020, but instead will be providing a rate pass in order to gradually and responsibly draw down excess reserves in the dental fund.

- Based on a comprehensive review of all dental plan expenditures, staff anticipates reducing the reserve fund balance by \$911,248 with the anticipation of bringing down the year-end fund balance to approximately \$3.5 million.

Self-Insurance Internal Service Fund-Medical Malpractice

General Government

Ted Cwiek, Human Resources Director

Internal Service Fund	2017-2018 Actual	2018-2019 Adjusted	2019-2020 Requested	2019-2020 Recommended	Increase/ (Decrease)
Expenditures					
Services & Supplies	\$1,555,193	\$2,031,161	\$1,536,034	\$1,536,034	(\$495,127)
Centrally-Budgeted Expenses	13,688	33,323	678	678	(32,645)
Operating Transfers Out	800,000	0	0	0	0
Medical And Dental Insur ISF Ex	395,063	900,000	900,000	900,000	0
Total Appropriations	\$2,763,944	\$2,964,484	\$2,436,712	\$2,436,712	(\$527,772)
Earned Revenues By Source					
Interest/Rents	\$144,721	\$80,000	\$80,000	\$80,000	\$0
Self-Insurance Revenue	1,500,000	2,420,000	1,000,000	1,000,000	(1,420,000)
Total Revenues	\$1,644,721	\$2,500,000	\$1,080,000	\$1,080,000	(\$1,420,000)
Revenues Over/(Under) Expenses	\$1,119,223	\$464,484	\$1,356,712	\$1,356,712	\$892,228

- Medical and Dental Insurance ISF Expenses includes self-insurance claims paid by the Medical Malpractice Insurance budget.

Purpose

The Medical Malpractice Insurance (#8594800000) budget provides for the centralized administration of the County's self-funded Medical Malpractice Insurance program for various County departments including San Joaquin General Hospital, Correctional Health Services, Mental Health Services, Public Health Services, and the Sheriff-Coroner's Office.

The County's self-funded insurance programs are designed to provide quality, cost-effective benefits to eligible recipients. Frequently, market and legislative factors beyond the County's administrative control influence costs (mandated benefit levels and usage). The County uses a combination of premium adjustments and cost containment measures to assure adequately funded programs. Funding levels and premiums are determined actuarially on an annual basis.

Major Budget Changes

Services & Supplies

- \$3,853 Increase in administrative costs.
- (\$250,000) Decrease in County Counsel legal services.
- (\$150,000) Decrease in consulting fees.

- (\$78,980) Decrease in stop loss insurance premiums.
- (\$20,000) Decrease in office expense.

Centrally-Budgeted Expenses

- (\$32,645) Cost Allocation Plan adjustment.

Revenues

- (\$1,420,000) Decrease in Medical Malpractice premiums.

Program Discussion

The 2019-2020 recommended budget for the Medical Malpractice program is \$2,436,712, which is a decrease of \$527,772 from the 2018-2019 adjusted budget. During 2018-2019, the State Controller's Office evaluated the County's Medical Malpractice Insurance program, determined the reserve level was too high, and needed to be reduced down to the 80% confidence level. In May 2019, a \$2.0 million rebate was provided to user-departments. This rebate, along with the 2019-2020 projected Reserve reduction of \$1.4 million, will reduce the Reserve to the recommended level.

The County participates in the California State Association of Counties Excess Insurance Authorities' medical malpractice

Self-Insurance Internal Service Fund-Medical Malpractice

General Government

program. The excess medical malpractice insurance provides coverage from \$1.0 million to \$21.5 million, with the County maintaining a \$1.0 million self-insured retention.

The following is a summary of the claims for 2018-2019 through March 31, 2019:

Claims	
<i>New</i>	- 20
<i>Current</i>	- 22
<i>Closed</i>	- 31

The total cost paid out for closed claims was \$708,822 for expenses and settlements with an average cost per claim of \$32,219.

The 2019-2020 excess insurance premium is anticipated to be \$1.1 million, a decrease of \$78,980 from 2018-2019.

In December 2018, an actuarial report was completed. Major findings and recommendations are as follows:

- Year-end 2018-2019, outstanding liability claims are estimated at \$6.1 million at the 80% confidence level while program assets are estimated at \$7.5 million, resulting in a funding surplus of \$1.4 million.

- 2017-2018 was the first year to address a funding reserve surplus. As of March 31, 2019, the program had a cash balance of \$10,408,961. With the addition of the \$2.0 million rebate, it is anticipated that the fund balance will be reduced by approximately \$2.9 million by June 30, 2019.

- Department contributions for 2019-2020 will total \$1.0 million, a decrease of \$1.4 million from 2018-2019. By reducing department charges, it is anticipated that the 2019-2020 year-end fund balance will be \$6.1 million.

During 2019-2020, the fund balance will continue to be used with the goal of reducing the balance to the 80% confidence level as outlined in the annual actuarial report, estimated at \$6.1 million.

Based on the actuarial findings and recommendations, the 2019-2020 Medical Malpractice Insurance premium is set at \$1.0 million (\$2.43 million program cost less \$1.35 million from fund balance, and \$80,000 from interest earnings). This represents a decrease of \$1.42 million from 2018-2019.

Self-Insurance Internal Service Fund-Casualty

General Government

Ted Cwiek, Human Resources Director

Internal Service Fund	2017-2018 Actual	2018-2019 Adjusted	2019-2020 Requested	2019-2020 Recommended	Increase/ (Decrease)
Expenditures					
Services & Supplies	\$5,256,140	\$5,560,602	\$6,439,450	\$6,439,450	\$878,848
Centrally-Budgeted Expenses	(625,565)	(406,692)	(269,411)	(269,411)	137,281
Other Charges & Uses	132,115	132,115	132,115	132,115	0
Fixed Assets	117,816	0	0	0	0
Load to Other Funds	649,415	0	0	0	0
Medical And Dental Insur ISF Ex	2,674,702	3,100,000	3,100,000	3,100,000	0
Total Expenditures	\$8,204,623	\$8,386,025	\$9,402,154	\$9,402,154	\$1,016,129
Expenditure Reimbursements	(323,934)	0	0	0	0
Total Appropriations	\$7,880,689	\$8,386,025	\$9,402,154	\$9,402,154	\$1,016,129
Earned Revenues By Source					
Interest/Rents	\$220,613	\$140,000	\$140,000	\$140,000	\$0
Self-Insurance Revenue	6,515,586	7,102,115	6,764,230	6,764,230	(337,885)
Total Revenues	\$6,736,199	\$7,242,115	\$6,904,230	\$6,904,230	(337,885)
Revenues Over/(Under) Expenses	\$1,144,490	\$1,143,910	\$2,497,924	\$2,497,924	\$1,354,014

- Medical and Dental Insurance ISF Expenses includes self-insurance claims paid by the Casualty Insurance budget.

Purpose

The Casualty Insurance (#8594900000) budget provides for the centralized administration of the County's self-funded Casualty Insurance program. The County's self-insured Casualty Insurance program consists of three major components: general liability, property, and automobile insurance.

The County's self-funded insurance programs are designed to provide quality, cost-effective benefits to eligible recipients. Frequently, market and legislative factors beyond the County's administrative control influence costs (mandated benefit levels, and usage). The County uses a combination of premium adjustments and cost containment measures to assure adequately funded programs. Funding levels and premiums are determined actuarially on an annual basis.

Major Budget Changes

Services & Supplies

- \$648,534 Increase in stop-loss insurance premium.

- \$230,314 Increase in administrative costs.

Centrally-Budgeted Expenses

- \$137,281 Cost Allocation Plan adjustment.

Revenues

- (\$337,885) Decrease in general liability insurance premiums.

Program Discussion

The 2019-2020 recommended budget for Casualty Insurance is \$9,402,154, which is an increase of \$1,016,129 from the 2018-2019 adjusted budget.

The 2019-2020 budget includes a program cost of \$9.4 million, an annual Airport settlement reimbursement of \$132,115 related to litigation, which ends in 2029, and a Cost Allocation Plan adjustment of \$137,281.

Self-Insurance Internal Service Fund-Casualty

General Government

The following is a summary of the General Liability claims for 2018-2019 through March 31, 2019:

Claims

<i>New</i>	-	<i>164</i>
<i>Current</i>	-	<i>147</i>
<i>Closed</i>	-	<i>236</i>

Of the closed claims, there was a total cost paid out of \$2,945,888 for property damage, bodily injury and/or reserves. This total cost results in an average cost per claim of \$20,040.

Since July 1995, the County has belonged to the California State Association of Counties' Excess Insurance Authority (CSAC EIA) participating in its property and excess liability program. The excess insurance provides general liability coverage from \$1.0 million to \$25.0 million with the County maintaining a \$1.0 million self-insured retention. The 2019-2020 excess insurance premium is estimated at \$3.4 million, an increase of \$648,534 from 2018-2019.

Major findings and recommendations included in the December 2018 actuarial report are as follows:

- By year-end 2018-2019, outstanding liability claims are estimated at \$22.0 million at the 80% confidence level,

while program assets are estimated at \$15.5 million. This results in a funding deficit of \$6.5 million at the 80% confidence level.

- Compared to other CSAC EIA members, San Joaquin County's rate is lower than average reflecting a lower than average loss per claim and a lower than average number of claims per \$1.0 million of payroll.
- As of March 31, 2019, the program had a cash balance of \$18,132,762, which is a reduction of \$900,000 through nine months experience.

Based on the actuarial findings and recommendations, the 2019-2020 Casualty Insurance premium is set at \$6.6 million (\$9.4 million program cost, less \$2.5 million from fund balance, \$132,000 third-party reimbursement, and \$140,000 from interest earnings). This represents a decrease of \$337,855 from 2018-2019.

Since 2015-2016, the allocation is calculated using: 1) a 7-year loss history instead of a 10-year loss history; 2) capping the claim loss amount at \$500,000 per claim; and 3) applying an allocation factor of 70% based on experience and 30% based on exposure.

Self-Insurance Internal Service Fund-Workers' Comp.

General Government

Ted Cwiek, Human Resources Director

Internal Service Fund	2017-2018 Actual	2018-2019 Adjusted	2019-2020 Requested	2019-2020 Recommended	Increase/ (Decrease)
Expenditures					
Services & Supplies	\$3,972,075	\$3,553,078	\$3,668,000	\$3,668,000	\$114,922
Centrally-Budgeted Expenses	128,671	897,269	608,053	608,053	(289,216)
Medical And Dental Insur ISF Ex	8,683,539	7,850,000	7,850,000	7,850,000	0
Total Appropriations	\$12,784,285	\$12,300,347	\$12,126,053	\$12,126,053	(\$174,294)
Earned Revenues By Source					
Interest/Rents	\$610,998	\$400,000	\$400,000	\$400,000	\$0
Miscellaneous Revenues	9,175	0	0	0	0
Self-Insurance Revenue	6,760,202	9,875,000	8,000,000	8,000,000	(1,875,000)
Total Revenues	\$7,380,375	\$10,275,000	\$8,400,000	\$8,400,000	(\$1,875,000)
Revenues Over/(Under) Expenses	\$5,403,910	\$2,025,347	\$3,726,053	\$3,726,053	\$1,700,706

- Medical and Dental Insurance ISF Expenses includes self-insurance claims paid by the Workers' Compensation Insurance budget.

Purpose

The Workers' Compensation Insurance (#8595000000) budget provides for the centralized administration of the County's self-funded Workers' Compensation program.

The County's self-funded insurance programs are designed to provide quality, cost-effective benefits to eligible recipients. Frequently, market and legislative factors beyond the County's administrative control influence costs (mandated benefit levels, and usage). The County uses a combination of premium adjustments and cost containment measures to assure adequately funded programs. Funding levels and premiums are determined actuarially on an annual basis.

Major Budget Changes

Services & Supplies

- \$100,000 Increase in licenses and permits.
- \$60,210 Increase in administrative costs.
- (\$45,288) Decrease in stop-loss insurance premiums.

Centrally-Budgeted Expenses

- (\$289,216) Cost Allocation Plan adjustment.

Revenues

- (\$1,875,000) Decrease in Workers' Compensation insurance premiums.

Program Discussion

The 2019-2020 recommended budget for the Workers' Compensation program totals \$12,126,053, which is a decrease of \$174,294 from the 2018-2019 adjusted budget. The decrease is primarily due to a reduction in Cost Allocation Plan adjustments.

The following is a summary of the Worker's Compensation claims for 2018-2019 through February 28, 2019:

Claims

New	-	364
Current	-	707
Closed	-	373

Of the closed claims, there was a total cost payout for temporary disability and claim expenses in the amount of \$6,645,774. This total cost results in an average cost per claim of \$17,817.

Self-Insurance Internal Service Fund-Workers' Comp.

General Government

The County participates in the California State Association of Counties Excess Insurance Authority (CSAC EIA) and has a self-insured retention of \$500,000. Funding of this program has generally been at the 80% confidence level. The excess insurance premium is estimated at \$1.5 million, a decrease of \$45,288 from 2018-2019.

In December 2018, an actuarial report was completed. Major findings and recommendations are as follows:

- By year-end 2018-2019, outstanding liability claims are estimated at \$42.3 million at the 80% confidence level while program assets are estimated at \$40.2 million. This results in a funding deficit of \$2.1 million at the 80% confidence level.
- Compared to other CSAC EIA members, San Joaquin County's loss rate is lower than average reflecting a

lower than average cost per claim and a lower than average number of claims per \$1.0 million of payroll.

- 2017-2018 was the first year to address a funding reserve surplus. As of March 31, 2019, the program had a cash balance of \$41,677,460. Department contributions will total \$8.0 million, a decrease of \$1.9 million from 2018-2019. Remaining costs for claims and expenses will be paid by fund balance, totaling \$3.6 million.

Based on the actuarial findings and recommendations, the 2019-2020 Workers' Compensation Insurance premium is set at \$8.0 million (\$12.1 million program cost less \$3.7 million from fund balance, and \$400,000 from interest earnings). This represents a decrease of \$1.9 million from 2018-2019.

Self-Insurance Internal Service Fund-Unemployment

General Government

Ted Cwiek, Human Resources Director

Internal Service Fund	2017-2018 Actual	2018-2019 Adjusted	2019-2020 Requested	2019-2020 Recommended	Increase/ (Decrease)
Expenditures					
Services & Supplies	\$1,402,016	\$1,253,720	\$1,253,937	\$1,253,937	\$217
Centrally-Budgeted Expenses	(26,731)	(3,241)	1,905	1,905	5,146
Total Appropriations	\$1,375,285	\$1,250,479	\$1,255,842	\$1,255,842	\$5,363
Earned Revenues By Source					
Interest/Rents	\$70,344	\$15,000	\$15,000	\$15,000	\$0
Self-Insurance Revenue	727,392	700,000	250,000	250,000	(450,000)
Total Revenues	\$797,736	\$715,000	\$265,000	\$265,000	(\$450,000)
Revenues Over/(Under) Expenses	\$577,549	\$535,479	\$990,842	\$990,842	\$455,363

Purpose

The Unemployment Insurance (#8595100000) budget provides for the centralized administration of the County's self-funded Unemployment Insurance program.

The self-funded insurance programs are designed to provide quality, cost-effective benefits to eligible recipients. Frequently, market and legislative factors beyond the County's administrative control influence costs (mandated benefit levels, and usage). The County uses a combination of premium adjustments and cost containment measures to assure adequately funded programs.

Major Budget Changes

Centrally-Budgeted Expenses

- \$5,146 Cost Allocation Plan adjustment.

Revenues

- (\$450,000) Decrease in unemployment insurance reimbursements.

Program Discussion

The 2019-2020 recommended budget for the Unemployment Insurance program is \$1,255,842, which is an increase of \$5,363 from the 2018-2019 adjusted budget. As of March 31, 2019, the program had a cash balance of \$5,271,935.

Due to a funding reserve surplus, the 2017-2018 and 2018-2019 department premium contributions were reduced to 0.15% of payroll, a reduction from the 0.3% of payroll in 2016-2017. This resulted in a decrease of approximately \$2.0 million of the fund balance.

To further reduce the fund balance, the 2019-2020 recommended budget includes a rate reduction of 0.10%, to 0.05% of payroll. It is anticipated that the year-end fund balance will be \$3.8 million.

For the next two fiscal years, the County will continue to use the reserves, reducing the balance to industry standards, estimated at \$2.5 million.

As the County's workforce stabilizes, benefits payments continue to decline. Unemployment claims for 2018-2019 are anticipated to be 683, which is a slight increase from 2017-2018.

Summary

All Information Systems Budgets

Chris Cruz, Information System Director

General Fund	2017-2018 Actual	2018-2019 Adjusted	2019-2020 Requested	2019-2020 Recommended	Increase/ (Decrease)
Expenditures					
Salaries & Benefits	\$1,842,316	\$2,069,796	\$2,075,877	\$2,075,877	\$6,081
Services & Supplies	1,390,041	2,724,757	4,282,619	4,282,619	1,557,862
Centrally-Budgeted Expenses	643,510	597,028	1,487,787	1,487,787	890,759
Fixed Assets	672,641	1,210,987	3,777,876	3,777,876	2,566,889
Total Appropriations	\$4,548,508	\$6,602,568	\$11,624,159	\$11,624,159	\$5,021,591
Earned Revenues By Source					
Aid From Other Governments	\$624,615	\$1,989,620	\$3,595,429	\$3,595,429	\$1,605,809
Charges For Services	69,634	2,388,973	102,000	102,000	(2,286,973)
Miscellaneous Revenues	8,225	7,638	7,400	7,400	(238)
Operating Transfers In	0	50,000	250,000	250,000	200,000
Total Revenues	\$702,474	\$4,436,231	\$3,954,829	\$3,954,829	(\$481,402)
Net County Cost	\$3,846,034	\$2,166,337	\$7,669,330	\$7,669,330	\$5,502,993
Allocated Positions	114.0	116.0	113.0	113.0	(3.0)
Temporary (Full-Time Equivalent)	11.0	11.0	12.4	12.4	1.4
Total Staffing	125.0	127.0	125.4	125.4	(1.6)

- This chart does not include appropriations for the Internal Service Fund budgets listed below.

This is a summary of the budgets administered by the Information Systems Director. These include:

- 1013000000 Registrar of Voters
- 2026000150 Homeland Security Grants
- 8240000000 Information Systems Division
Internal Service Fund*
- 8250000000 Office Automation Internal
Service Fund*
- 8260000000 Telephone Internal Service Fund*
- 8270000000 Radio Internal Service Fund*

Board Strategic Priorities 2019-2020 through 2021-2022

The 2019-2020 recommended budget for the Information Systems Division (ISD) focuses on the implementation of the

Board Strategic Priorities as adopted by the Board on April 9, 2019. The Board Strategic Priorities for fiscal years 2019-2020 through 2021-2022 are a continuation of the Board's original five key priorities established in 2015. The Board has updated and augmented the goals associated with these strategic priorities to reflect the Board's direction related to water issues, health, collaboration, and homelessness.

Ensure Fiscal Responsibility

ISD, in partnership with the County Administrator's Office (CAO), will implement Phase II of the new County budgeting system in 2019-2020. Phase II implementation will deliver improved budget development capabilities focused on budgeting for position costs and allow the County to create multiyear budget projections, establish automated workflow to facilitate the budget development process, and streamline the preparation of materials used for the creation of the annual Proposed and Final Budget books.

ISD will also partner with the CAO, Auditor-Controller's Office (ACO), Human Resources Department, and

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representatives from several County departments to deliver expanded Financial and Human Resources System capabilities and improved business processes. The implementation of these new automated tools and improved business processes will deliver greater support for County departments, enhance fiscal insight and control, streamline administrative operations, and promote best practices for the County's administrative functions.

Additionally, ISD, in partnership with the CAO, ACO, Purchasing and Support Services, and San Joaquin General Hospital will provide support for implementation of enhanced budgetary controls for San Joaquin General Hospital.

Promote Good Governance and Increase Organizational Capabilities

ISD will continue to make improvements to the County website with a focus on expanding on-line services available to the citizens of San Joaquin County. ISD will be working with County departments to identify government functions and information of value to citizens and businesses if delivered via on-line interaction. Priority will be given to development and delivery of on-line government services and information that result in a measurable improvement to service delivery.

In 2018-2019, the County implemented a Data Analytics Tool to provide the County the ability to collate, analyze, and provide analysis on a variety of areas including workforce utilization, issues surrounding homelessness in the County, and analysis on how and where County funds were being utilized. In 2019-2020, ISD will continue to support the CAO to expand the use of the Data Analytics Tool to provide greater insight on the use of County funds and identify specific areas in need of investment.

Improve Public Safety and Enhance Overall Criminal Justice System

During 2019-2020, ISD will continue to take a multiprong approach to improve the technologies that support the County's law and justice departments. ISD intends to:

1. Work with the Probation Department to procure and begin the implementation of a replacement system for the Juvenile Justice Information System;
2. Improve security protecting the County law and justice systems to address growing threats;
3. Foster broader use of mobile computing devices by County law and justice departments;
4. Work with the County's law and justice agencies to begin the replacement of the County's Local Area Warrant System; and
5. Support the Sheriff's Office technology team in the design phase of the new medium security Jail construction project.

Promote Economic Development

In 2018-2019, the County made several additional improvements to its website. During 2019-2020, ISD will continue to work closely with the CAO to further expand the capabilities of the County's Economic Development web pages. The new Economic Development web pages will support both existing and prospective businesses in the County through effective delivery of on-line services and information valuable to these organizations.

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General Government

Chris Cruz, Information Systems Director

General Fund	2017-2018 Actual	2018-2019 Adjusted	2019-2020 Requested	2019-2020 Recommended	Increase/ (Decrease)
Expenditures					
Salaries & Benefits	\$1,842,316	\$2,069,796	\$2,075,877	\$2,075,877	\$6,081
Services & Supplies	1,281,911	2,666,109	4,090,741	4,090,741	1,424,632
Centrally-Budgeted Expenses	643,510	597,028	1,488,325	1,488,325	891,297
Fixed Assets	0	0	2,649,766	2,649,766	2,649,766
Total Appropriations	\$3,767,737	\$5,332,933	\$10,304,709	\$10,304,709	\$4,971,776
Earned Revenues By Source					
Aid From Other Governments	\$16,750	\$15,018	\$2,655,378	\$2,655,378	\$2,640,360
Charges For Services	69,634	2,388,973	102,000	102,000	(2,286,973)
Miscellaneous Revenues	8,225	7,638	7,400	7,400	(238)
Operating Transfers In	0	50,000	250,000	250,000	200,000
Total Revenues	\$94,609	\$2,461,629	\$3,014,778	\$3,014,778	\$553,149
Net County Cost	\$3,673,128	\$2,871,304	\$7,289,931	\$7,289,931	\$4,418,627
Allocated Positions	16.0	16.0	16.0	16.0	0.0
Temporary (Full-Time Equivalent)	11.0	11.0	12.4	12.4	1.4
Total Staffing	27.0	27.0	28.4	28.4	1.4

Purpose

The Registrar of Voters (ROV) conducts elections openly and fairly by providing equal access to the public, candidates, campaigns, and news media. ROV registers voters, maintains voter registration records, provides outreach services for voter registration, and provides voter registration and election information to the public, candidates, campaigns, and news media.

Major Budget Changes

Salary & Employee Benefits

- (\$22,599) Salary and benefits adjustments.
- \$28,680 Increase in extra-help.

Services & Supplies

- \$1,065,941 Increase in election costs for 2020 Presidential Primary election.

- \$132,333 Increase in professional services for Voting System replacement costs.
- \$71,930 Increase in professional services for automated poll books.
- \$34,000 Increase in postage expense for one-time voter residency confirmation mailing.
- \$25,000 Increase in professional services for cybersecurity measures.
- \$24,040 Increase in software and on-line communication costs.
- \$22,274 Increase in warehouse rent and utilities costs.
- \$20,300 Increase in travel and training.
- \$15,000 Increase in leased equipment expense.
- \$10,919 Increase in office supply expense.

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Centrally-Budgeted Expenses

- \$161,744 Increase in data processing charges for election systems development and programming.
- (\$16,166) Decrease in equipment rents/lease charges.
- \$747,700 Addition of Cost Allocation Plan charges.

Revenues

- \$1,443,988 Increase in State grant funding for electronic voting system.
- \$1,196,372 Increase in Federal grant funding for automated poll books and cybersecurity measures.
- \$200,000 Increase in transfers from ROV Project Trust fund.
- \$42,000 Increase in revenue for candidate filings and statements of qualifications.
- (\$2,328,973) Decrease in elections revenue.

Fixed Assets/Capital Improvement

- \$2,160,411 Electronic Voting System.
- \$489,355 E-Poll Book.

Program Discussion

The 2019-2020 recommended ROV budget totals \$10,304,709, an increase of \$4,971,776 from the 2018-2019 adjusted budget. The budget increase is due primarily to increases in election costs for the March 2020 Primary Election, increases in centrally-budgeted expenses, and increases in cost for several election technology upgrade projects taking place in 2019-2020. The Net County Cost totals \$7,289,931, which is an increase of \$4,418,628 from 2018-2019, primarily due to the aforementioned increases in cost and the lack of reimbursements on election expenses for the March 2020 Primary Election. Reimbursements for the March 2020 Primary Election will be received in 2020-2021, and will be determined based on the number of cities and districts participating in the election, and number of registered voters. Though it is too early to accurately estimate anticipated reimbursements for the March 2020 Primary

Election, a review of historically similar elections suggests that reimbursements may be in the range of \$700,000.

2020 Presidential Primary Election

The March 3, 2020 Presidential Primary Election will include the contests for President and Vice-President, US Representatives, State Senate, State Assembly, County Supervisor, city offices, and possibly other local offices and ballot measures. An increase in voter registration and voter turn-out is expected for this election due to increased use of conditional voter registration through Assembly Bill (AB) 1436 and increased voter interest.

The County will continue to provide overseas and military voters the ability to download their ballots. Under AB 1013, these voters and voters with disabilities will be able to mark their ballots using a certified remote accessible vote-by-mail system.

In order to ensure fiscal responsibility, promote good governance, and increase organizational capabilities, ROV will recruit and hire temporary workers in the classifications of Elections Technician Assistant and Elections Technician Trainee during the March 3, 2020 Presidential Primary Election, where appropriate. Traditionally, temporary workers have been hired at the Elections Technician classification. In the 2018 elections, ROV successfully piloted the use of Elections Technician Assistants for specific activities and will continue and expand this practice.

ROV will pursue the reduction of printing and mailing costs for the sample Ballot and voter information pamphlet by promoting the option to “opt-out” of mailing the paper pamphlet. Voters are able to access their specific information on the ROV website and can be notified of the on-line availability via e-mail. This saves approximately \$2.00 per voter.

Election Technology Upgrade

There are three major areas of election technology upgrades that the County will pursue in 2019-2020: voting system replacement, cybersecurity, and automated poll books. There will be no Net County Cost associated with these upgrades. Appropriations will be required in order to purchase and implement the upgrades; however the costs will be off-set through grants and the ROV technology trust.

Due to the recent decertification of the County’s current voting system (GEMS/Accu-Vote), the County will replace its existing equipment. The implementation of the new system will begin in 2019-2020, upon approval by the Board of Supervisors. The system will be paid for through an existing \$1.6 million Help America Vote Act (HAVA) grant,

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a State matching grant, and a \$25,000 HAVA Voting Accessibility grant.

ROV will purchase and implement additional cybersecurity measures related to protecting the integrity of the County's voting system, voter registration database, and other sensitive data. Multi-factor authentication will be deployed throughout the ROV office and other best practices in cyber-hygiene will be applied. These upgrades will be paid for through a \$25,000 HAVA Cybersecurity grant.

Automated poll books will replace paper roster books at the polls. While the current method of voter sign-in is simple and straight-forward, there are weaknesses that add to the time voters spend at the polls, add to ROV labor costs, delay in election night result reporting, and increase in the number of days needed to complete the canvass. The automated poll books will improve the voters' experiences at the polls and improve the County's administration of election procedures, both of which promote good governance and increase organizational capabilities. The automated poll book implementation will be paid through the ROV technology trust and the State matching grant.

Legislative Impacts

AB 1013 requires the County to adopt a certified Remote Accessible Vote By Mail (RAVBM) system that permits a voter with a disability, or a military or overseas voter, to cast his or her ballot. The RAVBM system must be installed, tested, and operational by January 3, 2020. This will require the purchase of additional software licensing and additional labor. The costs required to meet the RAVBM requirements are included in the recommended budget.

Senate Bill (SB) 360 (2014) requires the Secretary of State to review voting systems and authorizes a withdrawal of certification or conditional approval of voting systems when the voting systems are determined to be defective, obsolete, or unacceptable. Pursuant to this authority, the Secretary withdrew certification of voting systems not certified to the California Voting Systems Standards effective August 27,

2019. The County's current voting system has been decertified and replacement is included in the recommended budget. Counties may request conditional use of decertified systems for elections conducted in 2020.

Voting systems certified under the California Voting System Standards are capable of creating ballots in the County's six State-mandated languages: Chinese, Ilocano, Khmer, Punjabi, Tagalog, and Vietnamese. Efficiencies in the production of ballots in those languages will save the County over \$100,000 per election.

AB 216 requires the County to provide vote-by-mail return envelopes with pre-paid postage. In the 2018 Presidential Primary Election, 90,272 vote-by-mail ballots were cast. Anticipating a two-card ballot, the return postage cost would be approximately \$68,000. Ballot drop-off opportunities, such as city hall drop boxes and drive-up ballot drop-off locations, will help reduce the cost. In order to ensure fiscal responsibility, ROV will promote the ballot drop boxes and drive-up drop-off locations in the sample ballot, voter information pamphlet, social media, and outreach opportunities.

SB 759 establishes procedures to notify voters whose signature on the vote-by-mail return envelope did not match their signature on file. The procedures include providing the voter an opportunity to verify his or her signature before certification of the election. Such procedures will require additional labor.

ROV Trusts

As of March 31, 2019, the ROV Trust (#10352) had a balance of \$301,177 and the ROV Project Trust (#10355) had a balance of \$338,129. The recommended budget transfers \$60,000 from the ROV Trust (#10352) as reimbursement for costs incurred by ROV in the production of candidate statements of qualification. The recommended budget also transfers \$250,000 from the ROV Project Trust (#10355), for the purchase of automated poll books

1013000000—Registrar of Voters

General Government

Workload Data

	-----Actual-----			Est./Act.	Projected
	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020
<i>Registered Voters (Active)</i>	309,865	334,255	334,212	348,133	365,000
<i>Registered Voters (Inactive)</i>	70,466	68,079	72,446	72,646	76,000
<i>Registered Voters (Pending)</i>	12	8	48	48	100
<i>Total Registered Voters</i>	380,343	402,342	406,706	420,827	441,100
<i>Newly Registered Voters</i>	11,818	24,390	16,854	39,114	45,000
<i>Countywide Elections</i>	1	1	1	1	1
<i>Total Ballots Cast</i>	129,051	227,002	107,960	194,440	245,000
<i>Countywide Precincts</i>	426	500	521	485	450
<i>Other Elections</i>	1	0	1	1	1
<i>Ballots Cast</i>	6,273	0	730	3,000	10,000

Information System Division Internal Service Fund

General Government

Chris Cruz, Information Systems Director

Internal Service Fund	2017-2018 Actual	2018-2019 Adjusted	2019-2020 Requested	2019-2020 Recommended	Increase/ (Decrease)
Expenditures					
Salaries & Benefits	\$0	\$15,250,919	\$14,993,482	\$14,993,482	(\$257,437)
Services & Supplies	0	11,080,689	6,971,375	6,971,375	(4,109,314)
Centrally-Budgeted Expenses	0	560,000	1,388,210	1,388,210	828,210
Fixed Assets	0	56,700	0	0	(56,700)
Total Expenditures	\$0	\$26,948,308	\$23,353,067	\$23,353,067	(\$3,595,241)
Expenditure Reimbursements	0	(20,780,217)	0	0	20,780,217
Total Appropriations	\$0	\$6,168,091	\$23,353,067	\$23,353,067	\$17,184,976
Earned Revenues By Source					
Interest/Rents	\$0	\$0	\$110,556	\$110,556	\$110,556
Charges For Services	0	311,806	20,839,900	20,839,900	20,528,094
Operating Transfers In	0	11,874,317	2,402,611	2,402,611	(9,471,706)
Total Revenues	\$0	\$12,186,123	\$23,353,067	\$23,353,067	\$11,166,944
Revenues Over/(Under) Expenses	\$0	(\$6,018,032)	\$0	\$0	\$6,018,032
Allocated Positions	85.0	87.0	84.0	84.0	(3.0)

- Information Systems Division was a General Fund department (#1010900000) prior to 2018-2019.
- Operating Transfers In includes a General Fund Contribution of \$1,460,000 provided by Tobacco Settlement funds for 2019-2020.

Purpose

The Information Systems Division (ISD) Internal Service Fund (ISF) (#8240000000) provides information processing services, support, and coordination to County departments. The Division is responsible for the County's information technology and communications functions. ISD's mission is to "support technology solutions that create opportunities to transform the way service is brought to the public through leading, integrating, partnering, educating, consulting, and supporting."

In 2018-2019, the recommended budget converted ISD from a General Fund department to an ISF to more efficiently track the Division's multiyear projects. Information Systems ISF (#38024) was established and became effective July 1, 2018.

Major Budget Changes

Salaries & Employee Benefits

- \$227,518 Salary and benefits adjustments.
- \$157,611 Add an Information Systems Analyst position.
- (\$642,566) Transfer four positions to the Assessor-Recorder-County Clerk budget.

Services & Supplies

- \$650,557 Increase in software licensing and related costs including Oracle Data Analytics and Fraud Detection software.
- \$153,378 Increase in professional services for public cloud data storage and web security monitoring costs.

Information System Division Internal Service Fund

General Government

- \$79,036 Increase in equipment maintenance costs.
- (\$5,086,759) Decrease in professional services and one-time project costs including PeopleSoft upgrades.
- (\$34,548) Decrease in office supply and telephone costs.

Centrally-Budgeted Expenses

- (\$11,768) Decrease in Workers' Compensation and Casualty insurance costs.
- \$841,241 Cost Allocation Plan adjustment reclassified reflecting conversion to ISF.

Expenditure Reimbursements

- (\$19,076,198) Expenditure reimbursement to revenue reclassified reflecting conversion to ISF.
- (\$642,566) Decrease in revenue reflecting position transfers to Assessor-Recorder-County Clerk budget.
- (\$1,061,453) Cost Allocation Plan adjustment reclassified reflecting conversion to ISF.

Revenues

- \$21,405,348 Expenditure reimbursement to revenue reclassified reflecting conversion to ISF.
- \$110,556 Increase in interest income.
- \$51,252 Increase in revenue from outside agencies.
- (\$8,234,317) Prior year one-time transfer from General Fund to establish ISF.
- (\$1,215,000) Decrease in the use of County System Automation Reserve Fund for PeopleSoft upgrade costs.
- (\$180,000) Decrease in transfers in from one-time project for Agricultural Center audio-visual upgrade.

Program Discussion

The 2019-2020 recommended ISD ISF budget totals \$23,353,067, a decrease of \$3,595,241 from the 2018-2019 adjusted budget, and includes projects funded by Tobacco Settlement revenue totaling \$1,460,000. The recommended budget transfers four positions to the Assessor-Recorder-County Clerk budget. In 2013-2014, the positions were transferred from the Assessor's budget to ISD.

In 2019-2020, ISD will focus on implementing projects consistent with the Board of Supervisors' Strategic Priorities, as well as San Joaquin County's Strategic Direction for Technology.

During 2019-2020, ISD intends to:

- **Implement Phase II of the County's Budget System** - ISD, in partnership with the County Administrator's Office (CAO), will implement Phase II of the new County budgeting system. Phase II of the implementation will deliver enhanced features that focus on:
 1. Modernizing the process of determining position costs.
 2. Allowing for multiyear budget projections.
 3. Establishing automated workflow for the budget development and approval process.
 4. Streamlining the preparation of materials for the creation of the annual Proposed and Final Budget books.
- **Continue to Improve Security for the County's Critical Data and Technology Infrastructure** - ISD will continue to enhance and augment existing security measures to ensure the County's critical information and systems, including the County's elections systems, are protected from cybersecurity threats.
- **Deliver New Automated Tools to Improve the County's Financial and Human Resources Systems** - ISD will continue its efforts to ensure responsible fiscal management of the County's budget and enhance operational efficiency. ISD will partner with the Auditor-Controller's Office (ACO), CAO, the Human Resources Division, and representatives from several County departments to deliver expanded Financial and Human Resources System capabilities and improved business processes. The implementation of these new automated tools and improved business processes will deliver greater support for County departments, enhance fiscal insight and control, streamline administrative

Information System Division Internal Service Fund

General Government

operations, and promote best practices for the County's administrative functions.

- **Expand and Enhance Technology Solutions for the County's Law and Justice Departments** - ISD will continue to take a multi-prong approach to improve the technologies that support the County's law and justice departments. ISD intends to:

1. Work in partnership with the Sheriff's Office to replace aging equipment within the Sheriff's Office technology infrastructure.
2. In partnership with the Probation Department, ISD will procure and begin the implementation of the replacement for the Juvenile Justice Information System that has been used by the Probation Department for over 15 years to manage Juvenile Justice cases and the Juvenile Detention Center.
3. Begin the process of replacing the County's Local Area Warrant System that has been in use by all law and justice agencies within the County for over 10 years.
4. Foster broader use of mobile computing devices by County law and justice departments.
5. Support the Sheriff's Office technology team in the design phase of the new medium security Jail construction project.

- **Continue Improvements to the County Website** - ISD will continue to make improvements to the County website with a focus on expanding on-line services available to the citizens of San Joaquin County. ISD will be working in partnership with County departments to identify government functions and information that would be of value to citizens and businesses if delivered via on-line interaction. Priority will be given to development and delivery of on-line government services and information that result in a measurable improvement to service delivery. Improvements include the roll out of the Content Management System, which will become the platform for new website development, and enhancements to the County's search engine.

- **Support Technology and Business Process Optimization Efforts at San Joaquin General Hospital (SJGH)** - In partnership with the CAO, ACO, Purchasing and Support Services, and SJGH, ISD will provide support for implementation of enhanced budgetary controls for SJGH.

- **Assist Mountain House Community Services District in Relocating to a New Facility** - ISD will provide project oversight of the technology implementation for

the construction of the new Mountain House Town Hall; and provide technical support for the relocation of Mountain House Community Services District into the new Town Hall facility when completed.

- **Move County Departments to a Single Cloud-Based E-mail System** - ISD will begin moving County department e-mail services to a single cloud-based e-mail system, which will enable greater efficiencies and standardization for e-mail communications for County departments.

- **Provide Data Analytics Support for the County Administrator's Office** - In 2018-2019, ISD, in partnership with the CAO, implemented a Data Analytics tool that collects, collates, and provides analysis on a variety of data including workforce utilization and issues surrounding homelessness in the County; and identifies how and where County funds are being utilized. In 2019-2020, ISD will continue its efforts to support the CAO in expanding the use of the Data Analytics tool. The intent is to provide greater insight on the use of County funds and identify specific areas in need of investment.

During 2018-2019, ISD accomplished the following activities in partnership with County departments:

- **Delivered New Automated Tools to Improve the County's Financial Systems and Controls** - ISD continued its efforts to support the Board's stated goal of ensuring responsible fiscal management of the County's budget and resources. ISD partnered with the ACO, the CAO, and representatives from several County departments to deliver expanded Financial System capabilities and improved business processes. The implementation of these new automated tools and improved business processes has streamlined administrative operations and additional improvements are expected in 2019-2020.

- **Continued Improvements to the County Website** - ISD continued to make improvements to the County website. The websites for Registrar of Voters and Department of Child Support Services were modernized in 2018-2019. In addition, a new Web Content Management System and a Citizen Engagement System were procured and will be fully implemented in early 2019-2020.

- **Support Technology and Business Process Optimization efforts at SJGH** - ISD continues to work closely with SJGH to optimize the technologies implemented as part of the Cerner/PeopleSoft project and support the enhancement of business processes at SJGH.

Information System Division Internal Service Fund

General Government

- **Transitioned the ISD Budget to an Internal Service Fund Model** - ISD transitioned from a traditional General Fund budget to an ISF budget. ISFs are traditionally used for organizational units like ISD that deliver service to other departments on a cost-reimbursement basis. The other technology budgets managed and administered by ISD (Communications, Office Automation, and Radio) are already ISF budgets.
- **Replaced the County's Budget System** - ISD, in partnership with the CAO, procured and implemented the first phase of a new County budgeting system. The first phase of the implementation of the new system delivers improved budget development capabilities that allow the County to establish automated workflow to facilitate the budget development process, and streamline the preparation of materials used for the creation of the Proposed and Final Budget books.
- **Improved Security for the County's Critical Data and Technology Infrastructure** - ISD implemented an array of new technologies to expand the layers of security that surround the County's critical data and systems, especially security surrounding the County's election systems. ISD also implemented additional technologies to provide a platform that will support a broadened spectrum of secured mobile computing.
- **Implemented a Data Analytics System** - ISD procured and implemented a Data Analytics system that allows the County the ability to collate, analyze, and provide data analysis in a variety of important areas including detail on how and where County funds are utilized, metrics on County workforce utilization, and areas surrounding the homeless issue within the County.
- **Began Transition of County Departments to One E-mail System** - ISD completed a pilot project of moving one County department, ISD, to a cloud-based e-mail system to identify the processes and procedures required to migrate all County departments to a single cloud-based e-mail system.
- **Provided Funding for a Position in the Purchasing Department** - ISD funded an additional position in the Purchasing budget to focus on technology procurements, ensuring the timely purchase of equipment and services for all ISD projects. This new position helps reduce the risk of project cost overruns due to delayed procurements
- **Provide Technology Services to the Agricultural Commissioner's Office** - ISD assumed responsibility for the delivery of information technology services for Agricultural Commissioner's Office. The Departmental Information Systems Analyst position, previously in the

Agricultural Commissioner's budget, responsible for the delivery of technology services to the Office was transitioned to the ISD budget.

- **Supported relocation of Department of Child Support Services (DCSS)** - ISD supported the technology needs of the DCSS in the relocation of their office to a downtown location identifying the technology requirements to design the infrastructure. ISD worked with DCSS to procure vendor services to implement the design and assisted with the coordination in the relocation process.
- **Enhanced Technology Solutions for the County's Law and Justice Departments** - ISD completed the following work in support of the County's law and justice departments:
 1. Expanded data storage, video storage, and network capacity to meet the growing needs associated with body worn cameras, and other innovative projects underway at the Sheriff's Office.
 2. Improved security protecting the County law and justice systems to address growing threats.
 3. Improved network speed and data security at the District Attorney's Office.
 4. Fostered broader use of mobile computing devices by County law and justice departments.
 5. Supported the Sheriff's Office technology team during the implementation of a new Computer Aided Dispatch and Records Management System.

County Systems Automation Reserve Fund

As of March 31, 2019, the County Systems Automation Reserve Fund (#10130) had a balance of \$3,861,140. The Fund is used for PeopleSoft upgrades. The 2019-2020 recommended budget includes \$410,000 in funding from the Fund.

Information Systems Division – Internal Service Fund

In 2018-2019, the ISD budget was converted from a General Fund budget to an Internal Service Fund. An ISD-ISF fund (#38024) was established, and in accordance with the State Controller's Office, a 90-day working capital amount had to be established. The General Fund contributed \$4,730,000 for working capital, \$3,504,317 for programmed for multiyear projects in progress, and \$1,460,000 for Tobacco Settlement funding for a total transfer of \$9,694,317. The fund balance as of March 31, 2019 totals \$9,222,852.

Information System Division Internal Service Fund

General Government

Supplemental Request

The ISD Director is requesting supplemental funding totaling \$157,611 for an Information Systems Analyst IV position to provide technical expertise for the implementation and ongoing support of the electronic timesheets to County departments currently utilizing a manual process for tracking employee time. Additionally, this position will provide technical support for the implementation of automated time

capture devices at various County facilities including SJGH to facilitate greater accuracy and efficiency in the processing of employee payroll. The request is for one-time funding, as the position will be included in the ISF billing process in 2020-2021.

The recommended budget has been augmented by this amount to address this request.

Workload Data

	-----Actual-----			Est./Act. 2018-2019	Projected 2019-2020
	2015-2016	2016-2017	2017-2018		
<i>Systems, Programming, & Desktop Computer Labor Hours</i>	25,594	28,703	29,683	32,137	31,933
<i>Law & Justice Applications - Support Tickets</i>	N/A	N/A	2,864	2,505	2,132
<i>Administration Applications - Support Tickets</i>	N/A	N/A	1,527	1,937	2,228
<i>Hardware Support Tickets</i>	N/A	N/A	N/A	4,495	5,170

Office Automation Internal Service Fund

General Government

Chris Cruz, Information System Director

Internal Service Fund	2017-2018 Actual	2018-2019 Adjusted	2019-2020 Requested	2019-2020 Recommended	Increase/ (Decrease)
Expenditures					
Services & Supplies	\$1,756,847	\$2,244,377	\$2,500,880	\$2,500,880	\$256,503
Centrally-Budgeted Expenses	143,547	207,698	108,883	108,883	(98,815)
Total Appropriations	\$1,900,394	\$2,452,075	\$2,609,763	\$2,609,763	\$157,688
Earned Revenues By Source					
Interest/Rents	\$3,467	\$5,000	\$5,000	\$5,000	\$0
MP-TEL-RADIO Revenue	1,903,130	2,353,232	2,604,763	2,604,763	251,531
Total Revenues	\$1,906,597	\$2,358,232	\$2,609,763	\$2,609,763	\$251,531
Revenues Over/(Under) Expenses	(\$6,203)	\$93,843	\$0	\$0	(\$93,843)

- MP-TEL-RADIO revenue includes charges to user departments for Office Automation operating costs.

Purpose

The Office Automation Internal Service Fund (ISF) (#8250000000) provides a mechanism to consolidate the distribution and management of desktop and server technology costs, establishes an ongoing funding source to improve fiscal planning, and increases the County's responsiveness to rapid changes in technological opportunities. The program is coordinated through the Information Systems Division (ISD).

Benefits from the ISF to County organizations:

- Fosters and supports consolidated technology purchasing, which leverages the County's buying power and results in discounts for bulk purchases of computer equipment.
- The ISF mechanism allows ISD to help departments plan and configure technology to maximize its value and effectiveness while maintaining Countywide standards.
- ISD performs the administrative functions of placing orders and arranging delivery.
- ISD can advise on necessary hardware and software issues such as virus protection and network connectivity.
- ISD can schedule and coordinate timely system upgrades required for optimum service and remain ahead of the demand for computing resources. Personal Computer (PC) hardware is currently on a four-year replacement cycle.

Major Budget Changes

Services & Supplies

- \$171,382 Increase in finance payments.
- \$85,121 Increase in software licenses.

Centrally-Budgeted Expenses

- (\$116,563) Decrease in data processing charges.
- \$17,757 Cost Allocation Plan adjustment.

Revenues

- \$251,531 Increase in payments from user departments.
- (\$93,843) Decrease in use of fund balance for project costs.

Program Discussion

During 2018-2019, the Office Automation ISF realized the following accomplishments:

- Replaced 585 aging County devices (PCs, servers, printers, and other computing devices).
- Ensured that desktop computers purchased through the ISF were "Gold" level certified by the Electronic Product Environmental Assessment Tool (EPEAT).

Office Automation Internal Service Fund

General Government

EPEAT evaluates electronic products to determine power consumption and use of environmentally sensitive materials and packaging.

- Increased departmental participation in the PC Replacement Program to 2,985 technology devices.

In 2019-2020, the Office Automation ISF will continue to support departments as they replace obsolete computer equipment. Scheduled for replacement in 2019-2020 are 653 PCs.

During 2019-2020, ISD will continue to encourage departmental participation in the PC Replacement Program.

Through consolidated technology purchasing, the Program will continue to leverage its buying power and realize discounts for bulk purchases.

Office Automation ISF Fund Balance

Program costs in the Office Automation ISF budget are fully reimbursed by user departments for services rendered. As of March 31, 2019, the Office Automation ISF had a fund balance of \$328,967, which serves as the working capital for various programs/operations under the ISF.

Workload Data

	-----Actual-----			Est./Act.	Projected
	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020
<i>Installation of Replacement Computers</i>	413	444	270	585	653
<i>Installation of New Computers Purchased by Departments</i>	197	88	168	120	0
<i>Purchase of Sheriff Mobile Data Computers</i>	0	140	0	0	0
<i>Purchase of Sheriff Body Worn Cameras</i>	0	40	175	176	0

Telephone Internal Service Fund

General Government

Chris Cruz, Information System Director

Internal Service Fund	2017-2018 Actual	2018-2019 Adjusted	2019-2020 Requested	2019-2020 Recommended	Increase/ (Decrease)
Expenditures					
Salaries & Benefits	\$1,889,550	\$1,994,029	\$1,877,278	\$1,877,278	(\$116,751)
Services & Supplies	3,171,916	2,996,303	3,430,647	3,430,647	434,344
Centrally-Budgeted Expenses	747,864	1,116,792	838,263	838,263	(278,529)
Depreciation	0	258,720	172,283	172,283	(86,437)
Total Expenditures	\$5,809,330	\$6,365,844	\$6,318,471	\$6,318,471	(\$47,373)
Expenditure Reimbursements	(226,379)	0	0	0	0
Total Appropriations	\$5,582,951	\$6,365,844	\$6,318,471	\$6,318,471	(\$47,373)
Earned Revenues By Source					
Interest/Rents	\$3,323	\$5,000	\$9,618	\$9,618	\$4,618
Charges For Services	2	0	0	0	0
MP-TEL-RADIO Revenue	5,517,589	6,360,844	6,308,853	6,308,853	(51,991)
Total Revenues	\$5,520,914	\$6,365,844	\$6,318,471	\$6,318,471	(\$47,373)
Revenues Over/(Under) Expenses	\$62,037	\$0	\$0	\$0	\$0
Allocated Positions	13.0	13.0	13.0	13.0	0.0

Purpose

The Telephone Internal Service Fund (ISF) (#8260000000) was created to centralize the cost of operating and maintaining the County's central telephone system. Services provided include telephone, voice mail, long distance, call routing, data communications, video communications, fiber optics, and data cabling services.

- \$113,371 Increase in software and equipment maintenance costs.
- \$52,950 Increase in VoIP costs.
- \$36,100 Increase in data circuit costs.
- \$29,952 Increase in telephone system costs.
- (\$35,916) Decrease in software licensing costs.
- (\$22,000) Decrease in long distance and directory listing costs.
- (\$19,624) Decrease in voice mail service costs.

Major Budget Changes

Salaries & Employee Benefits

- (\$70,598) Salary and benefits adjustments.
- (\$46,153) Decrease in overtime costs.

Services & Supplies

- \$285,511 Increase in finance payments for Voice over Internet Protocol (VoIP) equipment.

Centrally-Budgeted Expenses

- \$65,464 Increase in data processing charges.
- (\$239,223) Variety of VoIP equipment previously financed through Office Automation ISF paid in full.
- (\$103,819) Cost Allocation Plan adjustment.

Telephone Internal Service Fund

General Government

Other Charges

- (\$86,437) Decrease in depreciation expense.

Revenues

- (\$47,373) Decrease in operating revenue reflecting a decrease in charges.

Program Discussion

The 2019-2020 recommended budget for the Telephone ISF totals \$6,318,471, which is a decrease of \$47,373 from the 2018-2019 adjusted budget. The decrease is primarily due to vacant positions being filled at lower steps, and a reduction in centrally-budgeted charges, offset by an increase in finance payments for additional VoIP equipment.

The costs for Telephone ISF services are recovered through billings to departments based on the following categories:

Services	Cost
Operating Expense	\$2,490,774
<i>Salary and benefits for communications staff, equipment maintenance, and overhead.</i>	
Centrex Line Rate	\$652,001
<i>Monthly contract costs for Centrex telephone service and depreciation expense.</i>	
VoIP Line Rate	\$1,062,702
<i>Monthly costs for VoIP telephone service and depreciation expense.</i>	
Department-Specific Expense	\$1,317,076
<i>Charges based on actual usage by County departments for long distance, local toll calls, local calls, data circuit charges, data wiring, and maintenance costs for all routers and switches.</i>	
Centrex Voice Mail	\$59,416
<i>Charges specific to Centrex voice mail services provided to departments.</i>	
VoIP Voice Mail	\$98,919
<i>Charges specific to VoIP voice mail services provided to departments.</i>	
Internet & Virtual Private Network (VPN)	\$637,583
<i>Charges specific to Internet/e-mail and remote network access services provided to departments.</i>	

The following rates apply for 2019-2020 Telephone ISF services:

Monthly Cost Per Line	
<i>Centrex Telephone Line Rate</i>	\$49.02
<i>VoIP Telephone Line Rate</i>	\$38.52
<i>Centrex Voice Mail Box</i>	\$12.28
<i>VoIP Voice Mail Box</i>	\$1.91
<i>Internet/E-mail</i>	\$16.20
<i>Virtual Private Network</i>	\$13.00

2019-2020 Major Projects

- **Enhance Mass Notification and Physical Security for County Departments** – ISD will deploy enhanced mass notification and physical security capabilities to County departments leveraging the County's VoIP technology and building security systems.
- **Expansion of Digital Services for Telephone and Voice Mail** – ISD Communications staff will complete the implementation of VoIP technology for the Sheriff's Office and migrate remaining Centrex-based phones to the VoIP technology.
- **Improve Security for the County's Confidential Data** – ISD staff will continue to strengthen the security surrounding the County's confidential data and associated systems. Additional security will be focused on securing critical infrastructure, including continued strengthening of the County's election systems.
- **Complete the Upgrade of Network Switches in the County Administration Building** – ISD intends to complete the replacement and upgrade of network equipment in the County Administration Building to insure reliability, improve speed, and strengthen security.
- **Migrate County Departments to a Cloud-based E-mail System** – ISD will begin migrating departments to a single cloud-based e-mail system based on processes and procedures developed during the pilot project in 2018-2019.

2018-2019 Accomplishments

- **Expanded Digital Telephone and Voice Mail Services** – ISD staff completed the deployment of VoIP technology to Behavioral Health Services, expanded the deployment of VoIP technology to the District Attorney's Office, and began the process of migrating the Sheriff's Office to VoIP technology.

Telephone Internal Service Fund

General Government

- **Improved Security for the County's Confidential Data** – ISD staff procured and implemented new technologies to strengthen the security for the County's confidential data and associated systems.
- **Evaluated the Viability of a Single County E-mail System** – ISD initiated a pilot project by moving one County department to a cloud-based e-mail system to identify the processes and procedures required to migrate all County departments to a single cloud-based e-mail system.
- **Implemented Improved Remote Access Security** – ISD implemented new technologies to effectively

secure and support business needs of the County workforce for remote access to County systems.

- **Replace Aging VoIP Handsets** – ISD replaced VoIP handsets in heavy use areas.

Telephone ISF Fund Balance

Program costs in the Telephone ISF budget are fully reimbursed by user departments for services rendered. As of March 31, 2019, the Telephone ISF had a fund balance of \$385,188, which serves as the working capital for various programs/operations under the ISF. For 2019-2020, no fund balance is designated for use in the recommended budget.

Workload Data

	-----Actual-----			Est./Act.	Projected
	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020
<i>Repairs (Trouble Reports)</i>	602	780	326	255	230
<i>Telephone Moves & Changes (Number of Station Equipment/Sets)</i>	1,172	955	1,661	2,281	1,890
<i>Voice Mail (Orders/Changes/Programs)</i>	435	396	695	762	725
<i>Data Network Wiring Terminations</i>	187	280	86	360	90
<i>Work Orders (Processed & Completed)</i>	2,396	2,887	2,682	3,331	2,990

Radio Internal Service Fund

General Government

Chris Cruz, Information System Director

Internal Service Fund	2017-2018 Actual	2018-2019 Adjusted	2019-2020 Requested	2019-2020 Recommended	Increase/ (Decrease)
Expenditures					
Services & Supplies	\$2,569,114	\$2,668,295	\$3,035,677	\$3,035,677	\$367,382
Centrally-Budgeted Expenses	352,998	416,328	387,709	387,709	(28,619)
Fixed Assets	48,937	64,000	0	0	(64,000)
Depreciation	0	22,890	26,118	26,118	3,228
Total Appropriations	\$2,971,049	\$3,171,513	\$3,449,504	\$3,449,504	\$277,991
Earned Revenues By Source					
Interest/Rents	\$8,048	\$6,000	\$3,500	\$3,500	(\$2,500)
MP-TEL-RADIO Revenue	2,453,266	3,056,937	3,446,004	3,446,004	389,067
Total Revenues	\$2,461,314	\$3,062,937	\$3,449,504	\$3,449,504	\$386,567
Revenues Over/(Under) Expenses	\$509,735	\$108,576	\$0	\$0	(\$108,576)

- MP-TEL-RADIO revenue includes charges to user departments for Radio operating costs.

Purpose

The Radio Internal Service Fund (ISF) (#8270000000) exists for the purpose of centralizing the administrative and operating costs of the County's radio communications system. These costs are recovered through charges to user departments. In addition to reimbursement of actual costs, the departmental billings include recovery of depreciation expenses.

➤ (\$3,000) Decrease in equipment fuel costs.

Centrally-Budgeted Expenses

➤ \$8,275 Increase in data processing charges.

➤ (\$36,675) Cost Allocation Plan adjustment.

Other Charges

➤ \$3,228 Increase in depreciation expense.

Revenues

➤ \$389,067 Increase in charges to user departments.

Major Budget Changes

Services & Supplies

- \$303,969 Increase in finance payments and lease costs.
- \$82,989 Increase in professional services for radio installations and site moves.
- \$41,743 Increase in cell phone and wide area network costs.
- \$9,433 Increase in administrative charges from Telephone ISF.
- (61,015) Decrease in radio equipment maintenance costs.
- (\$4,100) Decrease in small tools costs.

Program Discussion

During 2019-2020, departments have an operational need for a modest number of new radios and for the replacement of radio equipment seven years or older. The equipment recommended for purchase is consistent with the technologies identified in the County's Master Radio Communications Plan.

Below is a list of radio equipment recommended for purchase in 2019-2020 and the associated annual finance costs:

Radio Internal Service Fund

General Government

<i>Department</i>	<i>Equipment</i>	<i>Costs</i>
Replacement Equipment		
District Attorney	2 portables	\$2,191
Flood Channel Maint	5 portables	4,931
Hospital		
Emergency	10 mototurbo	1,909
Engineering	16 mototurbo	3,054
Security	7 mototurbo	1,336
Probation		
Juvenile Detention	7 portables	7,162
Public Works		
Solid Waste	12 portables	11,834
Radio ISF	1 portable	1,520
Sheriff		
Administration	1 mobile	1,027
Boating Safety	1 mobile	1,529
Cal MMET	18 portables	28,480
Custody	2 console	36,696
Custody	1 mobile	1,119
Mountain House	1 mobile	1,119
Patrol	11 mobile	12,312
Patrol	1 portable	1,044
Stockton Metropolitan	2 portables	3,164
Airport		
New Equipment		
District Attorney	7 mobiles	9,458
District Attorney	7 portables	7,670
Probation		
AB109	6 portables	6,402
Juvenile	6 portables	6,402
Juvenile Detention	4 portables	4,147
Public Works		
Road Maintenance	20 portables	19,724
Solid Waste	12 portables	11,834
Total		\$186,064

During 2018-2019, the Information Systems Division (ISD) focused on the following projects:

- **Expanded Testing of the Public Safety Radio Trunking System** - ISD established access to the Public Safety Radio Trunking System to additional public safety entities to test the system in order to confirm the capabilities of the technology in a variety of public safety settings.
- **Developed Strategy for Replacement of the County's Local Government and Interoperable Radio Equipment** - ISD developed a strategy for the replacement and upgrade of the radio equipment that supports local government customers and all public

safety entities using the County's interoperable radio channel. The existing equipment is approximately 10 years old and is being discontinued by the manufacturer.

- **Encrypt the Sheriff's Radio Channels** - ISD continued its efforts to implement governance structures and technologies necessary for the encryption of the San Joaquin County Sheriff's Office radio communications. ISD partnered with the radio equipment manufacturer to develop a comprehensive deployment strategy for radio encryption.

During 2019-2020, ISD intends to:

- **Expand Testing of the Public Safety Radio Trunking System** - Radio trunking technology allows multiple public safety organizations to coexist on a single radio system and seamlessly inter-operate during an emergency involving multiple agencies. ISD, in partnership with various local public safety organizations, will expand access to the pilot trunk system to additional first responders.
- **Relocate Public Safety Equipment in the town of Clements** - ISD will relocate radio equipment from the existing radio tower and facility at the Clements Fire Station to the newly constructed tower and radio facility on the same property.
- **Upgrade Public Safety Radio Equipment Infrastructure** - ISD will upgrade the County's Public Safety Radio Infrastructure to the most current hardware and software versions supported by the equipment manufacturer.
- **Encrypt the Sheriff's Radio Channels** - ISD will continue its efforts to implement technology that will encrypt the Sheriff's Office radio communications. Coordination with local public safety entities and the Sheriff's Office will continue, and once all appropriate public safety organizations are prepared for the change, the encryption technology will be placed into operation.
- **Develop Cost Estimate and Timeline for Replacement of the County's Local Government and Interoperable Radio Equipment** - ISD will work with radio vendors to develop a cost estimate and timeline to implement the replacement strategy for the Local Government and Interoperable Radio equipment.

Radio ISF Fund Balance

Program costs in the Radio ISF budget are fully reimbursed by user departments for services rendered. As of March 31, 2019, the Radio ISF had a fund balance of \$175,451, which serves as the working capital for various programs/operations under the ISF.

1015400000—Economic Promotion

General Government

Monica Nino, County Administrator

General Fund	2017-2018 Actual	2018-2019 Adjusted	2019-2020 Requested	2019-2020 Recommended	Increase/ (Decrease)
Expenditures					
Services & Supplies	\$21,139	\$136,200	\$130,000	\$130,000	(\$6,200)
Other Charges & Uses	159,223	181,642	206,723	164,223	(17,419)
Total Appropriations	\$180,362	\$317,842	\$336,723	\$294,223	(\$23,619)
Earned Revenues By Source					
Taxes	\$537,842	\$420,000	\$680,000	\$680,000	\$260,000
Total Revenues	\$537,842	\$420,000	\$680,000	\$680,000	\$260,000
Net County Cost	(\$357,480)	(\$102,158)	(\$343,277)	(\$385,777)	(\$283,619)

- The Net County Cost of (\$385,777) in 2019-2020 represents the unprogrammed amount of the estimated Transient Occupancy Tax revenue that will be transferred to the Economic Development Reserve for tourism and economic development-related programs/activities.

Purpose

The Economic Promotion budget provides funding for the County's economic development, as well as for Non-County Organizations (NCOs) to promote tourism, economic development, and revitalization within San Joaquin County. The Economic Promotion budget is funded by the Transient Occupancy Tax (TOT) revenues from the unincorporated areas of the County. A TOT is levied at 12% on the privilege of occupying a room in a hotel, inn, or other lodging, and requires voter approval.

Board Strategic Priorities 2019-2020 through 2021-2022

The 2019-2020 recommended budget for the County Administrator's Economic Promotion activities focuses on the implementation of the Board Strategic Priorities as adopted by the Board on April 9, 2019. The Board Strategic Priorities for fiscal years 2019-2020 through 2021-2022 are a continuation of the Board's original five key priorities established in 2015. The Board has updated and augmented the goals associated with these strategic priorities to reflect the Board's direction related to water issues, health, collaboration, and homelessness. The following highlights provide an overview of several projects, programs, and activities administered by the County Administrator's Office.

Promote Economic Development

Economic Promotion focuses on the Board strategic priority adopted on April 9, 2019, which is to promote economic development by:

1. Enhancing the County's economic development and tourism-related marketing efforts, to include an increase in web-based marketing to potential visitors, businesses, and customers.
2. Strengthening partnerships with educational institutions and programs with a focus on preparing students to meet local workforce demands.
3. Continuing to work collaboratively with cities within the County, Special Districts, and other key stakeholders to enhance San Joaquin County competitiveness as the location of choice.

Major Budget Changes

Other Charges

- (\$20,000) Decrease in NCO funding.

Revenues

- \$260,000 Increase in TOT revenue.

1015400000—Economic Promotion

General Government

Program Discussion

The 2019-2020 recommended budget for Economic Promotion totals \$294,223, which is a decrease of \$23,619 from the 2018-2019 adjusted budget. The decrease primarily reflects a reduction in funding provided to NCOs.

The recommended budget reflects \$680,000 in TOT revenue, which has increased by \$260,000 due to anticipation of a continuance of the current positive economic conditions in 2019-2020 and the collection of additional TOT revenue through the Voluntary Collection Agreement with Airbnb, Inc. A total of \$294,223 will be used to fund the County's 2019-2020 Economic Development program, with the remaining \$385,777 to be reserved for future economic development and tourism activities/programs. Following is a summary of the TOT contributions to the Reserve:

Transient Occupancy Tax - Reserve Contributions Projected 2019-2020 Year-End Balance

2015-2016	Actual	\$189,189
2016-2017	Actual	236,308
2017-2018	Actual	357,480
2018-2019	Estimate	102,158
2019-2020	Recommended	385,777
Total		\$1,270,912

Highlights of the 2019-2020 Economic Development program include:

- Working in partnership with Conference and Visitors Bureaus, the San Joaquin (SJ) Partnership, the Employment and Economic Development Department (EEDD), the San Joaquin County Economic Development Association (EDA), Innovation Hub San Joaquin (iHub SJ), Chambers of Commerce, the cities within the County, Special Districts, San Joaquin Valley partners, local educational institutions, and others on economic development and tourism-related activities.
- Developing the County's Economic Development web pages in partnership with the Information Systems Division. The proposed budget includes \$20,000 for development of the next phase(s) of the Economic Development web pages in 2019-2020.
- Marketing efforts with a focus on Bay Area and Silicon Valley businesses looking to expand or relocate, in collaboration with the SJ Partnership, the cities within the County, and other economic development partners.
- Evaluating potential sources of funding for purposes of funding Countywide tourism activities and cohesive marketing strategies with Conference and Visitor Bureaus.

Non-County Organizations (NCOs)

The County provides funds to NCOs to promote economic development within the County. Funding for 2018-2019 and the recommended amount for 2019-2020 are as follows:

Non-County Organization	2018-2019 Approved	2019-2020 Recommended
iHub San Joaquin	\$10,000	\$10,000
SJ County EDA	70,000	50,000
SJ Partnership	50,000	50,000
Total	\$130,000	\$110,000

iHub SJ - \$10,000

In November 2014, the State of California Governor's Office of Business and Economic Development, San Joaquin County, and the Business Incubator and Innovation Center (an affiliation of AG Spanos Company), entered into a Memorandum of Understanding constituting iHub SJ as an official iHub of the State's Innovation Hub Program. The goal of iHub SJ is to stimulate economic development and job creation by leveraging assets to provide an innovation platform for startup businesses, economic development organizations, business groups, and financial institutions. iHub SJ focuses on three areas, Health Care, Sustainable Construction Technology, and Agricultural Technology, and is solely within the boundaries of the County.

iHub SJ is supported by a Senior Deputy County Administrator who serves as the County's primary contact for iHub SJ related matters. In-kind support for 2018-2019 is projected to total \$3,000. In addition to the County's in-kind support, the recommended budget includes \$10,000 in support of iHub SJ for 2019-2020. Activities during 2018-2019 included the H20 Hackathon hosted by the San Joaquin County Office of Education (SJCOE) in March 2019; and contracts with Café Coop and HealthForce Partners. The collaboration with Café Coop will support the development of a program designed for early stage startups with innovative business solutions or ideas; targeting the areas of agriculture-related technology, sustainable construction technology, and health care. The objective of the partnership with HealthForce Partners is to develop innovative strategies to help residents of San Joaquin County enter health care careers and meet the talent needs of health care businesses in the County.

During 2019-2020, iHub SJ's goals are to work collaboratively with regional partners to sponsor industry specific events with a focus on agriculture, health care, and construction; leverage existing relationships with organizations already operating in the innovation space; develop a Policy Statement regarding advocacy efforts of iHub Board members in the areas of economic impact,

1015400000—Economic Promotion

General Government

innovation, and targeted industry sectors; and to facilitate the 2020 H2O Hackathon to be hosted by the SJCOE.

San Joaquin County EDA - \$50,000

The EDA is San Joaquin County's lead agency for promoting Countywide economic development, job creation, business retention and expansion, and entrepreneurial development. The EDA works in partnership with all public and private sector economic development and business service organizations to create a friendlier business climate that is more responsive and supportive to the needs of the County's key and emerging industry sectors. One of EDA's primary objectives is to promote economic vitality and diversification Countywide. EDA is responsible for developing the County's Comprehensive Economic Development Strategy (CEDS). Infrastructure projects contained in the CEDS are eligible for Federal funding. The recommended budget includes a total of \$50,000, with \$45,000 designated for collaborative economic development efforts, lead by EDA in partnership with the County's Economic Development Program and regional partners; focused efforts on business retention, expansion, job creation, and business attraction; and \$5,000 for costs associated with maintenance and training of Economic Impact Analysis software purchased in 2018-2019 as part of the implementation of the Economic Development Incentive Program.

San Joaquin Partnership - \$50,000

The SJ Partnership is a public-private partnership between private stakeholders, San Joaquin County, and its incorporated cities focusing on Countywide economic

development. Since 1996-1997, funding for the SJ Partnership has been considered on a year-to-year basis. The recommended budget includes a \$50,000 contribution to the SJ Partnership for economic development and marketing activities focused on attracting new and expanding businesses to the County.

Supplemental Requests

iHub SJ

A funding request totaling \$20,000 has been submitted by iHub SJ for the promotion of economic development and job creation by leveraging assets to provide an innovation platform for startup businesses, economic development organizations, business groups, and financial institutions. Funding of \$10,000 has been included in the recommended budget. Once a majority of the cities routinely participate financially, the request for additional funding will be reconsidered.

The additional funding request of \$10,000 has not been included in the 2019-2020 recommended budget.

EDA

A funding request totaling \$82,500 has been submitted by EDA to assist in business retention, expansion, and attraction activities. Funding of \$50,000 has been included in the recommended budget.

The additional funding request of \$32,500 has not been included in the 2019-2020 recommended budget.

1016000000—Surveyor

General Government

Kris Balaji, Public Works Director

General Fund	2017-2018 Actual	2018-2019 Adjusted	2019-2020 Requested	2019-2020 Recommended	Increase/ (Decrease)
Expenditures					
Salaries & Benefits	\$204,918	\$317,935	\$286,660	\$286,660	(\$31,275)
Services & Supplies	137,611	187,598	195,929	195,929	8,331
Centrally-Budgeted Expenses	3,051	2,999	26,558	26,558	23,559
Total Expenditures	\$345,580	\$508,532	\$509,147	\$509,147	\$615
Expenditure Reimbursements	0	(6,000)	(6,000)	(6,000)	0
Total Appropriations	\$345,580	\$502,532	\$503,147	\$503,147	\$615
Earned Revenues By Source					
Charges For Services	\$323,297	\$334,758	\$363,975	\$363,975	\$29,217
Total Revenues	\$323,297	\$334,758	\$363,975	\$363,975	\$29,217
Net County Cost	\$22,283	\$167,774	\$139,172	\$139,172	(\$28,602)
Staffing					
Allocated Positions	2.0	2.0	2.0	2.0	0.0
Temporary (Full-Time Equivalent)	0.9	0.8	0.8	0.8	0.0
Total Staffing	2.9	2.8	2.8	2.8	0.0

Purpose

The Public Works Surveyor Division processes maps and legal descriptions for subdivisions, annexations, and County acquisitions and abandonments. The Division also ensures that mandated functions, such as review of final maps, parcel maps, records of survey, corner records, certifications of correction, and legal descriptions are in conformance with State law and local ordinances. The review of final maps includes those prepared for the seven cities in San Joaquin County.

The Division also provides services to the public and various governmental agencies. This involves preparation, review, and maintenance of legal descriptions and records related to over 200 agencies, special districts, and the Local Agency Formation Commission (LAFCo).

Major Budget Changes

Salaries & Employee Benefits

- (\$35,086) Salary and benefits adjustments.
- \$3,811 Increase in extra-help.

Services & Supplies

- \$5,000 Increase in field engineering costs.
- \$2,250 Increase in training costs.

Centrally-Budgeted Expenses

- \$23,428 Addition of Countywide Cost Allocation Plan charges.

Revenues

- \$29,217 Increase in survey services.

Program Discussion

The 2019-2020 recommended budget for the Surveyor Division totals \$509,147, which is an increase of \$615 from the 2018-2019 adjusted budget. This increase is primarily due to an increase in extra-help, field engineering and training costs, and the addition of the Countywide Cost Allocation Plan charges, partially offset by salary and benefits adjustments. The Net County Cost, which covers costs

1016000000—Surveyor

General Government

associated with assisting the public and other agencies with land surveyor records research and responding to general inquiries, is \$28,602 less than the previous year. The Division provides mandated services, which are generally offset by fee-based revenue. Revenues are projected to increase in 2019-2020 due to growth in the economy and development activity. The anticipated workload increase is expected to be accommodated largely through an Engineering Assistant I position, which was filled in 2018-2019.

In 2019-2020, the Division will continue to scan archival documents and maps that are stored in the Public Works Department vault into the document management system.

Development activities and revenues have increased sufficiently to continue to support this activity.

Survey Monument Preservation Trust

In April 2006, the Board of Supervisors established the Survey Monument Preservation Trust Fund (#10601). The purpose of the Fund is to set aside a portion of revenue collected from the recordation of certain deeds in order to repair and replace the survey monuments used by professional surveyors. As of March 31, 2019, the fund balance was \$136,597.

Workload Data

	-----Actual-----			Est./Act.	Projected
	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020
Mandated Time Frames					
<i>Certificates of Correction</i>	4	3	5	3	4
<i>Corner Records</i>	425	400	314	300	300
<i>Final Maps</i>	21	18	30	30	32
<i>Parcel Maps</i>	21	15	21	20	20
<i>Records of Survey</i>	47	38	65	50	50
Legal Descriptions					
<i>Abandonments & Acquisitions</i>	9	7	5	8	8
<i>County Applications</i>	32	33	44	55	55
<i>LAFCo</i>	4	5	2	4	4
<i>Strip Dedications & Easement</i>	10	6		6	6
Other					
<i>Special Districts (Annex/Form)</i>	1	1	0	1	1

1016500000—Rebates/Refunds & Judgments/Damages

General Government

Monica Nino, County Administrator

General Fund	2017-2018 Actual	2018-2019 Adjusted	2019-2020 Requested	2019-2020 Recommended	Increase/ (Decrease)
Expenditures					
<i>Services & Supplies</i>	\$90,726	\$9,500	\$10,000	\$10,000	\$500
<i>Other Charges & Uses</i>	0	500	1,000	1,000	500
<i>Total Appropriations</i>	\$90,726	\$10,000	\$11,000	\$11,000	\$1,000
Earned Revenues By Source					
<i>Interest/Rents</i>	\$367,017	\$0	\$0	\$0	\$0
<i>Total Revenues</i>	\$367,017	\$0	\$0	\$0	\$0
Net County Cost	(\$276,291)	\$10,000	\$11,000	\$11,000	\$1,000

Purpose

This budget provides funds to cover refunds of unused licenses, permits, and other payments erroneously made into the County's General Fund. It also provides funds for the payment of miscellaneous judgments and damages that may be assessed against the County during the fiscal year.

Program Discussion

It is recommended that an appropriation of \$11,000 be established for 2019-2020; \$10,000 for rebates and refunds, and \$1,000 for judgments and damages. The actual amount required to support the payment of refunds and judgments fluctuates considerably from year-to-year. In 2018-2019, required payments are estimated at \$8,000, while the prior four years averaged approximately \$43,000. It may become necessary to appropriate additional funds during the course of the year as the exact number and amount of claims and refunds are made.

1018000000—Equipment Use Allowance/Debt Service

General Government

Monica Nino, County Administrator

General Fund	2017-2018 Actual	2018-2019 Adjusted	2019-2020 Requested	2019-2020 Recommended	Increase/ (Decrease)
Expenditures					
Services & Supplies	\$15,547,270	\$15,317,408	\$14,161,224	\$14,161,224	(\$1,156,184)
Total Expenditures	\$15,547,270	\$15,317,408	\$14,161,224	\$14,161,224	(\$1,156,184)
Expenditure Reimbursements	(2,248,802)	(1,128,304)	(6,567,332)	(6,567,332)	(5,439,028)
Total Appropriations	\$13,298,468	\$14,189,104	\$7,593,892	\$7,593,892	(\$6,595,212)
Earned Revenues By Source					
Operating Transfers In	\$8,612,121	\$8,568,534	\$7,593,892	\$7,593,892	(\$974,642)
Total Revenues	\$8,612,121	\$8,568,534	\$7,593,892	\$7,593,892	(\$974,642)
Net County Cost	\$4,686,347	\$5,620,570	\$0	\$0	(\$5,620,570)

Purpose

The Equipment Use Allowance and Debt Service budget provides funds for debt payments on County projects financed on a long-term basis and for interest owed on short-term borrowing. This budget also receives a cost reimbursement for building depreciation allowed by the Federal Cost Allocation Plan.

- (\$1,033,184) Decrease in transfer from Hospital reflecting decrease in Hospital debt payment.
- (\$245,118) Decrease in transfer from Child Support Service reflecting decrease in 1993 Capital Facilities Project.

Major Budget Changes

Services & Supplies

- \$1,728,750 Increase in Administration Building debt payment.
- (\$1,851,750) Decrease in Capital Facilities project debt payment.
- (\$1,033,184) Decrease in Hospital debt payment.

Expenditure Reimbursements

- (\$5,439,028) Cost Allocation Plan adjustment.

Operating Transfers

- \$303,660 Increase in transfer from County Facilities Fee Program reflecting higher Administration Building debt payment.

Program Discussion

Long-Term Financing (\$14,155,224)

This budget funds the annual debt payments for the Certificates of Participation (COPs) and Revenue Bonds issued to finance the County's major capital improvements, construction, and acquisition projects. Since 1989, the County has issued seven COPs and three of these issues are still outstanding, two of which will be paid off during 2019-2020.

The four projects associated with the three COPs are:

- **Jail and Sheriff's Operations Center:** In 1989, \$40.9 million was issued at 7.185% to finance the County's share of the construction costs for the Jail and Sheriff's Operations Center on Mathews Road. This project was refinanced at 4.875% in 1993 with final maturity in November 2019. The final payment is included in the Capital Facilities Project listed below.
- **Capital Facilities Project:** In 1993, \$110.7 million was issued at 4.875% to: 1) refinance the COPs issued in 1989, and 2) finance the construction of a \$3.0 million Family Support Building addition. The refinancing reduced the County's total debt obligations by approximately \$8.2 million over a 26-year period, for an

1018000000—Equipment Use Allowance/Debt Service

General Government

average annual savings of \$315,000 through 2019. The callable portion of the 1993 COPs was refinanced in 2007. Final maturity will occur in November 2019, with a final debt payment of \$1,819,375.

- **General Hospital Project:** In 1993, \$106.7 million was issued at 6.588% to finance the construction of a 245,000 square foot, three-story replacement hospital on Mathews Road. This project was refinanced at 4.948% in 1999. The 1999 refunding was subsequently refinanced at 2.37% in 2012 and reduced San Joaquin General Hospital's total debt obligations by approximately \$3.9 million, for an average annual savings of \$633,000. Final maturity will occur in September 2019, with a remaining debt payment of \$5,878,849, a year earlier than the original financing.
- **Administration Building Project:** In 2017, \$79.9 million was issued at 2.155% to: 1) to refinance the Series 2007 Administration Building COPs that financed the construction of a 250,000 square foot, six-story County Administration Building in Downtown Stockton; and 2) refinanced the callable portion of the 1993 COPs, consisting of the Jail and Sheriff's Operation Center project and the Family Support Building addition project. The refinancing reduced the County's total present value debt obligations by \$26.8 million, and reduced the final maturity date from November 2035 to November 2031, with an average annual debt payment of \$7.1 million through 2019-2020 and \$8.3 million beginning 2020-2021 to the final maturity date of November 2031.

The General Government COPs' debt payments are centrally-budgeted and, where appropriate, charged to departments that have offsetting revenues. The 2019-2020 debt payments on the outstanding COPs will be \$14,155,224 with offsetting revenue totaling \$7,593,892.

In addition to the General Government COPs, the County has two outstanding Revenue COPs whose debt payments are funded by user fees and are accounted for in its respective operating budgets. They include:

- **Solid Waste Facilities Project:** In 2014, \$36.8 million was issued at 3.697% to: 1) fund the construction of modules and gas collection systems at the County landfill facilities; and 2) refinance the 1991 and 1994 Solid Waste Facilities Project Revenue COPs. This project was refinanced at 2.888% in 2014 and reduced the Solid Waste Enterprise total debt obligations by approximately \$1.2 million. Final maturity will occur in April 2022 with an average annual debt payment of \$1.9 million. In November 2017, a material change took

place. S&P Global Ratings upgraded this COPs' credit rating from A- to A. S&P Global upgraded rating was based on the Solid Waste system's improved debt service coverage and liquidity for the prior three years.

- **Wastewater Conveyance Project:** In 2018, \$7.8 million was issued at 4.244% to: 1) to refinance the Series 2007 CSA 31 Wastewater project COPs and also refinance the 2007 County General Fund loan to CSA 31 that funded the construction of sanitary sewer improvements in County Service Area 31 (Flag City), the connection fee to the City of Lodi's wastewater treatment facility, and the decommission of the Flag City Treatment Plant. The refinancing reduced the CSA 31 Wastewater project total present value debt obligations by \$961,260, and extended the final maturity date from August 2037 to August 2042 with an average annual debt payment of \$538,501.

Cost Allocation Plan

This budget also provides an accounting mechanism by which various depreciation charges can be made by the Auditor-Controller's Office according to the Federal Cost Allocation Plan. It is anticipated that during 2019-2020, \$6,567,332 of depreciation expense will be credited to this budget from other County entities. This increase of \$5,439,028 from 2018-2019 is due to an expansion of the applicability of the Cost Allocation Plan to all County departments.

In 2019-2020, the Countywide Cost Allocation Plan reimbursement exceeded the net cost of operations. As a result, the recommended budget includes a one-time decrease of \$212,372 in the transfer of Capital Facilities Fee. During 2019-2020, the County will investigate the depreciation charge. Any changes in the allocation method will be effective in 2020-2021.

Debt Management Policy

In accordance with Assembly Bill 1029, public agencies in the State that plan to issue debt are required to certify that the issuer has a local debt policy. On July 25, 2017, the Board of Supervisors with the assistance from the San Joaquin County Public Facilities Financing Corporation, a nonprofit, public benefit corporation, adopted the Debt Management Guidelines and Procedures for San Joaquin County (B-17-465). The County policy sets forth guidelines and restrictions that will affect the amount and type of debt issued, elements of the issuance process, and how the debt will be managed by the County with the objective of establishing a method to address long-term capital improvement costs, and short-term and long-term cash management strategies.

1018000000—Equipment Use Allowance/Debt Service

General Government

Long-Term Debt Financing as of June 30, 2019

	Original Debt Service	Remaining Debt Service	Average Annual Payment	Maturity Date
General Government - Projects				
2012 Certificates of Participation San Joaquin General Hospital	\$47,710,989	\$5,878,849	\$6,746,204	September 1, 2019
2017 Certificates of Participation County Administration Building	110,355,307	99,099,825	8,256,287	November 15, 2031
Subtotal	\$158,066,296	\$104,978,674	\$15,002,491	
Funded by User Fees - Projects				
2014 Certificates of Participation Solid Waste Facilities	\$14,862,356	\$5,370,350	\$1,898,401	April 1, 2022
2018 Revenue Bonds CSA 31 (Flag City) Wastewater	13,462,531	12,923,375	538,501	August 1, 2042
Subtotal	\$28,324,887	\$18,293,725	\$2,436,902	
Total Debt	\$186,391,183	\$123,272,399	\$17,439,393	

Fleet Services Internal Service Fund

General Government

Kris Balaji, Public Works Director

Internal Service Fund	2017-2018 Actual	2018-2019 Adjusted	2019-2020 Requested	2019-2020 Recommended	Increase/ (Decrease)
Expenditures					
Salaries & Benefits	\$3,407,737	\$3,731,532	\$3,786,894	\$3,786,894	\$55,362
Services & Supplies	5,124,641	5,992,261	6,105,875	6,105,875	113,614
Centrally-Budgeted Expenses	695,015	553,871	480,866	480,866	(73,005)
Other Charges & Uses	15,389	2,509,586	2,509,586	2,509,586	0
Fixed Assets	3,116,800	3,355,000	2,700,995	2,700,995	(654,005)
Total Appropriations	\$12,359,582	\$16,142,250	\$15,584,216	\$15,584,216	(\$558,034)
Earned Revenues By Source					
Interest/Rents	\$202,114	\$220,000	\$220,000	\$220,000	\$0
Aid From Other Governments	60,082	160,000	310,000	310,000	150,000
Miscellaneous Revenues	599	130,000	200,000	200,000	70,000
MP-TEL-RADIO Revenue	11,182,208	11,787,386	12,095,000	12,095,000	307,614
Fund Balance	914,579	3,844,864	2,759,216	2,759,216	(1,085,648)
Total Revenues	\$12,359,582	\$16,142,250	\$15,584,216	\$15,584,216	(\$558,034)
Revenues Over/(Under) Expenses	\$0	\$0	\$0	\$0	\$0
Allocated Positions	37.0	37.0	38.0	38.0	1.0
Temporary (Full-Time Equivalent)	0.7	0.7	0.0	0.0	(0.7)
Total Staffing	37.7	37.7	38.0	38.0	0.3

- MP-TEL-RADIO Revenue includes Charges for Services for Fleet.

Purpose

The Fleet Services Division (#8190000000) provides fleet management services including replacement planning, financing, market research, specification development, and disposal. The Division's daily mission includes managing assigned vehicles, operating departmental motor pools, and performing maintenance and repair services, along with outfitting special application and patrol vehicles. The Division also operates several fueling stations throughout the County and is committed to adopting sustainability measures, such as electric vehicles, renewable fuels, and solar technology.

Fleet Services is an Internal Service Fund (ISF) that provides transportation services such as vehicles, fuel, repairs, and parts, and charges departmental customers for these services. Fleet costs, including asset replacement, are grouped into asset classes, and rates are set to recover those costs. These rates are analyzed and adjusted annually using historical and projected costs. Additional revenue is generated from

maintenance, repairs, and fuel provided to non-fleet managed vehicles.

Major Budget Changes

Salaries & Employee Benefits

- \$22,585 Salary and benefits adjustments.
- \$61,553 Add a Garage Attendant position.
- (\$28,776) Decrease in extra-help.

Services & Supplies

- \$200,000 Increase in fuel costs.
- \$185,000 Increase in electric vehicle charging costs.
- \$17,000 Increase in equipment costs.

Fleet Services Internal Service Fund

General Government

- \$10,000 Increase in tank repair costs.
- (\$190,000) Decrease in software costs for system upgrade.
- (\$92,386) Decrease in capital lease costs.
- (\$30,000) Decrease in department allocated costs.

Centrally-Budgeted Expenses

- (\$53,466) Decrease in Casualty insurance costs.
- (\$18,120) Cost Allocation Plan adjustment.

Revenues

- \$300,000 Increase in mileage revenue.
- \$150,000 Increase in revenue from electric vehicle grants.
- \$90,000 Increase in miscellaneous revenue.
- \$80,000 Increase in insurance recovery revenue.
- \$50,000 Increase in gasoline and oil revenue.
- (\$92,386) Decrease in lease and rent revenues.
- (\$50,000) Decrease in reimbursement for fleet services labor to repair non-fleet services owned vehicles and equipment.

Fixed Assets/Capital Improvement

- \$2,518,995 Replacement vehicles (61).
- \$150,000 Fuel management system.
- \$15,000 Scan tools (2).
- \$11,000 Lathe.
- \$6,000 Tire balancer.

Program Discussion

The 2019-2020 recommended Fleet Services budget totals \$15,584,216, which is a decrease of \$558,034 from the 2018-2019 adjusted budget. This change is due to decreases in extra-help, software, capital lease, department allocated costs, and Cost Allocation Plan adjustments, offset by increases in salary and benefits adjustments, addition of a Garage Attendant position, increases in fuel, electric vehicle charging

costs, equipment, and tank repair costs. The projected year-end fund balance (#38019) at June 30, 2019, is \$11.6 million.

Fleet Services' asset management strategy is to replace older, higher operating cost vehicles with newer, cleaner, and more efficient vehicles. Compact and intermediate cars feature hybrid and plug-in technologies that help reduce carbon fuel use and produce cleaner air. To help offset the cost of those new technologies and speed up adoption in the community at large, grant funding is leveraged to finance acquisitions. In addition, the re-purposing of returned assets and placing them into extended life applications avoids vehicle purchases and enables maximum asset utilization. In 2019-2020, the Division plans to replace 61 of the most aged, repair-intensive, or mission critical vehicles from the replacement reserves. In addition, the fuel access system and shop equipment are planned for replacement.

SJCars Fleet Sharing Program

Fleet Services operates seven rental sites that share over 170 cars, trucks, and vans serving 19 County departments. The system provides the convenience of checking vehicle availability, choosing a vehicle to match the need, and enhanced trip planning. It can also enable departments to identify opportunities for scheduling, ride sharing, multiple trip reservations, and dispatching to increase asset utilization, reduce fleet size, and encourage innovative resource use. To date, the system has allowed for a fleet reduction of 57 vehicles.

Fleet Innovation Team

Innovation in processes and technology creates opportunities for improvement in asset utilization and availability of resources for all employees. The Fleet Innovation Team seeks to strengthen the relationship between customers and Fleet service. A cloud-based fleet management system, Global Positioning System, and car sharing technology, along with customer involvement helps departments achieve maximum utility from fleet investments and lowers transportation costs. Fleet innovation aligns with the Board of Supervisors Strategic priorities to ensure fiscal responsibility, promote good governance, and increase organizational capabilities, along with enabling improvements to public safety and enhancing the overall criminal justice system.

Equipment Replacement and Air Quality

Improving air quality and reducing carbon impacts are ongoing concerns. Fleet services is collaborating with departments to identify and replace worn units with new equipment that offers higher utility and cleaner air. Fleet Services has an active role in planning replacements, analyzing life-extending repairs, reporting to California Air

Fleet Services Internal Service Fund

General Government

Resources Board, and working with customer departments to ensure operational and regulatory goals can be met. The County has also switched from petroleum diesel to renewable diesel, which reduces carbon emissions up to 90% and particulate matter by 33%.

Mileage Rates

Mileage rates are structured to reflect costs to Fleet Services' operations, including a fixed rate to recapture the capital (vehicle) cost and a variable rate to cover the Division's operating cost. Reflecting an average increase of 2.5% in the mileage rates and an average decrease of 2.1% in the monthly rate from 2018-2019, the 2019-2020 rates are set at the following levels:

Rental Unit	Mileage Rates	Mo. Rates
Compact Pickup	\$0.52	\$114
Compact Sedan	0.43	157
Full-Size Van	0.88	162
Intermediate Sedan	0.49	123
Mini-Van	0.62	142
Patrol Car	0.97	474
Pickup 1 Ton	0.80	217
Pickup 1/2 Ton	0.62	119
Pickup 1/2 Ton 4x4	0.55	250
Pickup 3/4 Ton	1.03	118
Pickup 3/4 Ton 4x4	0.79	122
Sedan-Emergency	0.54	121
Special Body Truck	0.79	378
Utility Vehicle	0.58	155
Utility Vehicle-Emergency	0.84	267

Vehicle Replacements

Based on current inventory, Fleet Services recommends replacing 61 vehicles at an estimated cost of \$2,518,995, funded from the ISF's replacement reserve. Prior to finalizing the list of the replacement vehicles, the Division will evaluate the condition and usefulness of vehicles turned in by departments, which may result in the purchase of fewer replacements.

Class of Vehicles	No. of Vehicles	Total Cost
Compact Pickup	1	\$28,000
Compact Sedans	4	115,995
Dump Truck	1	340,000
Full-Size Vans	3	105,000
Intermediate Sedans	1	32,000
Pickup 1 Ton	1	34,000
Pickups 1/2 Ton	6	170,000
Pickup 3/4 Ton	1	34,000
Patrol Cars	28	840,000
Sedans-Emergency	5	160,000
Street Sweeper	1	350,000
Tractor/Mower	2	60,000
Utility Vehicles	3	90,000
Utility Vehicles-Emergency	4	160,000
Total	61	\$2,518,995

Workload Data

	-----Actual-----			Est./Act.	Projected
	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020
Assigned Vehicles	975	978	984	995	1,000
Time and Material Vehicles	244	243	244	250	250
Preventative Maintenance Services (hours)	14,376	14,406	14,646	14,135	14,200
Unscheduled Vehicle Repairs (hours)	11,142	11,690	11,306	10,000	10,500
Garage Rental Trips	36,147	33,264	35,852	35,000	35,500
Garage Rental Miles	1,349,039	1,321,847	1,426,272	1,420,000	1,440,000
Vehicle Miles Driven (Millions)*	9.8	9.8	9.9	10.0	10.1

*Excludes time-and-materials vehicle mileage.



PROPOSED BUDGET CAPITAL MAINTENANCE



Capital Maintenance & Improvements

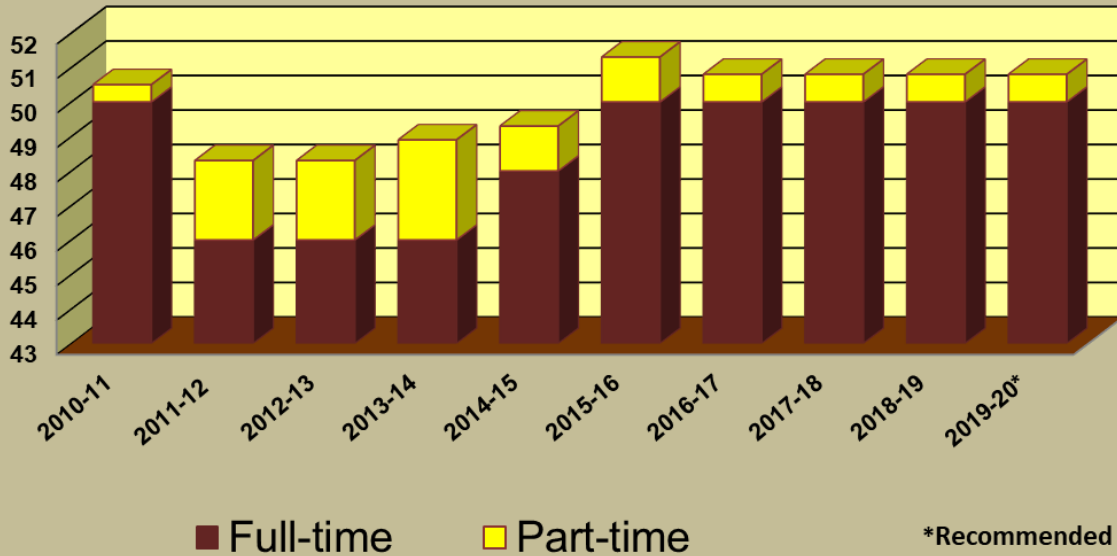
Appropriations

	Page Number	2018-2019 Adjusted	2019-2020 Requested	2019-2020 Recommended	Increase/ (Decrease)
Summary — All General Services Budgets	B-4				
1014000000 General Services Administration	B-6	\$0	\$0	\$0	\$0
1014200000 Facilities Management	B-8	8,750,363	1,726,030	1,726,030	(7,024,333)
1014300000 Capital Projects Administration	B-11	0	0	0	0
1040148000 Public Improvement	B-13	19,692,560	13,072,157	13,072,157	(6,620,403)
1014400000 Airpark 599	B-19	200,000	208,979	208,979	8,979
Total - Capital Maintenance & Improvements		\$28,642,923	\$15,007,166	\$15,007,166	(\$13,635,757)

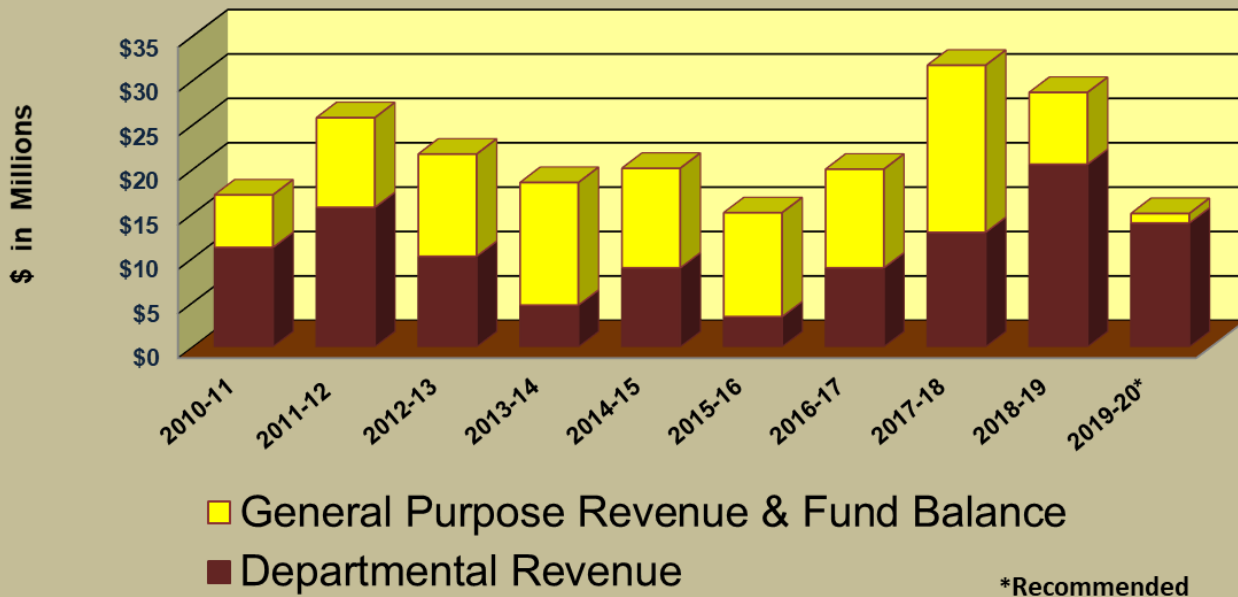
Capital Maintenance & Improvements

Appropriations

Staffing Trend

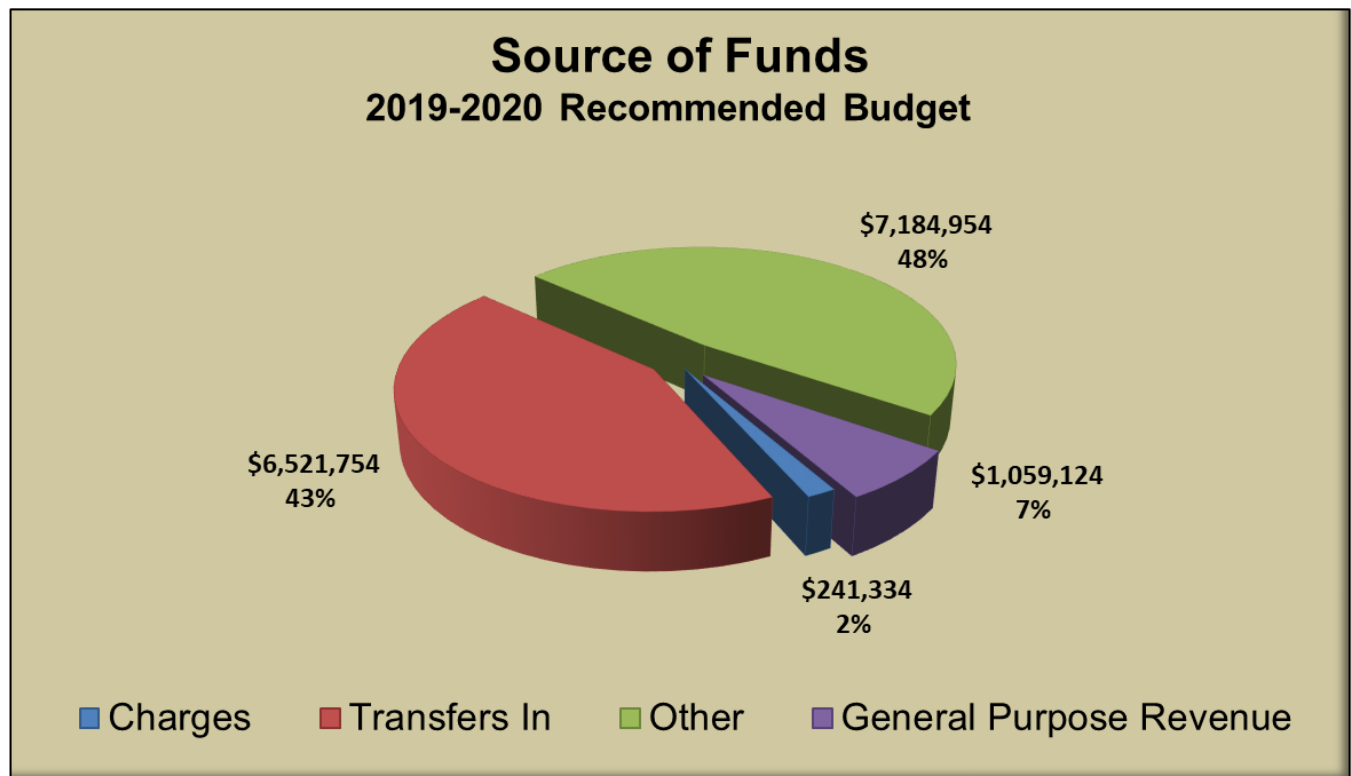
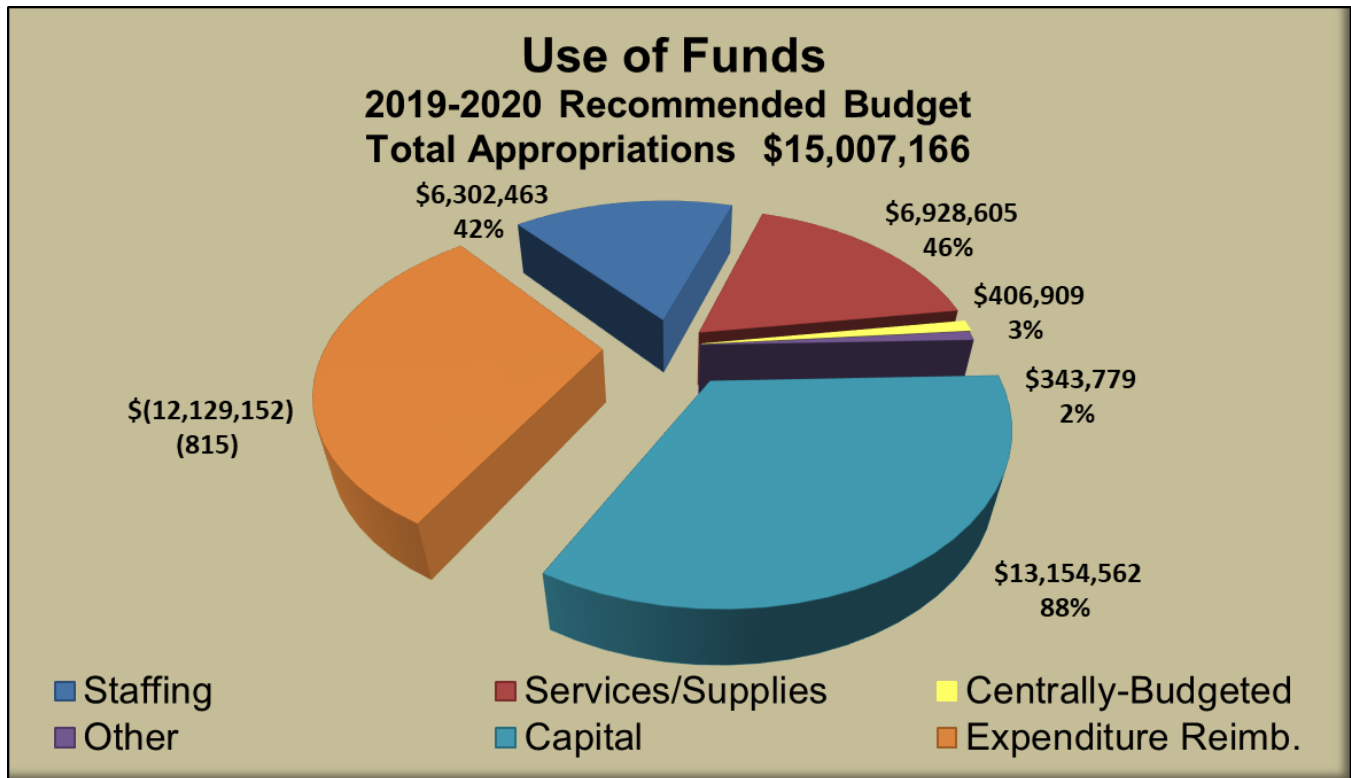


Appropriations by Source



Capital Maintenance & Improvements

Appropriations



Summary

All General Services Budgets

Marcia Cunningham, General Services Director

General Fund	2017-2018 Actual	2018-2019 Adjusted	2019-2020 Requested	2019-2020 Recommended	Increase/ (Decrease)
Expenditures					
Salaries & Benefits	\$10,110,950	\$10,497,498	\$10,738,462	\$10,738,462	\$240,964
Services & Supplies	7,910,733	8,480,913	8,607,920	8,607,920	127,007
Centrally-Budgeted Expenses	511,528	763,136	1,943,342	1,943,342	1,180,206
Other Charges & Uses	339,827	347,357	355,338	355,338	7,981
Fixed Assets	26,088	25,000	0	0	(25,000)
Total Expenditures	\$18,899,126	\$20,113,904	\$21,645,062	\$21,645,062	\$1,531,158
Expenditure Reimbursements	(5,594,849)	(5,277,180)	(12,547,631)	(12,547,631)	(7,270,451)
Total Appropriations	\$13,304,277	\$14,836,724	\$9,097,431	\$9,097,431	(\$5,739,293)
Earned Revenues By Source					
Interest/Rents	\$433,099	\$419,139	\$426,772	\$426,772	\$7,633
Aid From Other Governments	791,628	526,795	518,467	518,467	(8,328)
Charges For Services	1,981,978	2,065,296	2,004,558	2,004,558	(60,738)
Miscellaneous Revenues	8,259	1,950	1,950	1,950	0
Operating Transfers In	794,797	669,500	348,000	348,000	(321,500)
Total Revenues	\$4,009,761	\$3,682,680	\$3,299,747	\$3,299,747	(\$382,933)
Net County Cost	\$9,294,516	\$11,154,044	\$5,797,684	\$5,797,684	(\$5,356,360)
Staffing					
Allocated Positions	95.0	93.0	93.0	93.0	0.0
Temporary (Full-Time Equivalent)	22.8	10.3	9.9	9.9	(0.4)
Total Staffing	117.8	103.3	102.9	102.9	(0.4)

This is a summary of the five budgets administered by the Director of General Services.

- 1014000000 Administration
- 1014200000 Facilities Management
- 1014300000 Capital Projects Administration
- 2026000000 Emergency Services
- 7070300000 Parks and Recreation

Board Strategic Priorities 2019-2020 through 2021-2022

The 2019-2020 recommended budget for the General Services Department focuses on the implementation of the

Board Strategic Priorities as adopted by the Board on April 9, 2019. The Board Strategic Priorities for fiscal years 2019-2020 through 2021-2022 are a continuation of the Board's original five key priorities established in 2015. The Board has updated and augmented the goals associated with these strategic priorities to reflect the Board's direction related to water issues, health, collaboration, and homelessness. The following highlights provide an overview of several projects, programs and activities administered by the General Services Department.

Ensure Fiscal Responsibility

- Capital Projects Administration will continue to deliver capital projects, major repairs, and renovations in a timely, efficient, and cost-effective manner.
- Facilities Management will continue to manage the County's real estate needs by obtaining the best value

Summary

General Services

for leased space, which effectively and efficiently meets the growing and changing operational needs of County departments.

- An efficiency audit was completed on County Parks and Zoo operations to evaluate the operational and fiscal aspects of the Parks and Recreation Division. The audit benchmarked County Parks operations with comparison counties with similar operations and identified areas where efficiencies can be improved. In 2018-2019, the Division began implementation of the recommendations and will continue to focus on these areas in 2019-2020.

Promote Good Governance and Increase Organizational Capabilities

- The Department will continue to be a valued and trusted partner, delivering exceptional and reliable services for both its internal and external customers.
- Capital Projects Administration will provide customer service to plan, organize, and deliver projects in a collaborative manner with user departments.
- Facilities Management continues to coordinate Americans with Disability Act access issues for its internal and external customers to mitigate barriers and ensure full access to County facilities.
- Parks and Recreation will continue to collaborate with the General Relief Program, Alternative Work Program, and WorkNet to provide opportunities for training disadvantaged workers.
- Parks and Recreation will continue efforts to implement an automated fee collection system.

Improve Public Safety and Enhance Overall Criminal Justice System

- Capital Projects Administration will plan, organize, and deliver capital projects, major repairs, and renovations that improve or enhance the safety and security of the public and incarcerated individuals.
- Facilities Management will continue to provide preventative maintenance and repairs for the County's detention facilities to ensure they operate in a safe and efficient manner.
- Office of Emergency Services (OES) will continue to utilize social media tools such as YouTube, Twitter, and Facebook as a methodology to notify the public of an

emergency event. OES is developing a new public-facing preparedness website to educate and empower citizens to prepare their home, families, and businesses for disasters. During emergencies, the website will provide a trusted location for citizens to obtain real-time updates and instructions. OES will also continue to improve the agency web page to provide valuable information for stakeholders in the community and to be a repository for emergency plans and policy documents.

- The Emergency Operations Plan (EOP) explains the general concept of operations, reviews the expected mission execution for each emergency phase, and identifies the agencies that will have the lead for a given Emergency Support Function (ESF). The Basic Plan then outlines the ESFs activated during an emergency. With the completion of the Basic EOP in 2018-2019, OES will focus on further development of supporting annexes to the Basic Plan in 2019-2020.
- OES will continue to utilize the Integrated Public Alerting and Warning System to send emergency notifications.

Stay Informed and Proactive in Dealing with Water Issues

- Capital Projects Administration will plan, organize, and deliver capital projects that incorporate water conservation measures.
- Facilities Management will continue to monitor water utility bills and track consumption, trends, and costs for various County facilities.
- Facilities Management will explore water cooling tower operation strategies, which reduce excessive water consumption through regular maintenance and water treatment techniques.
- Parks and Recreation will look to reduce water consumption in the Parks by adopting smart-water technology irrigation controllers and the use of upgraded irrigation sprinklers with water-efficient nozzles.
- Parks and Recreation will continue to collaborate with the Public Works Water Resources Coordinator to pursue grant funding opportunities related to upgrading aging water delivery and irrigation systems infrastructure within the County Parks system.

1014000000—General Services Administration

Capital Maintenance & Improvements Marcia Cunningham, General Services Director

General Fund	2017-2018 Actual	2018-2019 Adjusted	2019-2020 Requested	2019-2020 Recommended	Increase/ (Decrease)
Expenditures					
Salaries & Benefits	\$564,454	\$662,456	\$667,588	\$667,588	\$5,132
Services & Supplies	26,871	19,109	19,109	19,109	0
Centrally-Budgeted Expenses	2,815	16,474	9,764	9,764	(6,710)
Total Expenditures	\$594,140	\$698,039	\$696,461	\$696,461	(\$1,578)
Expenditure Reimbursements	(594,140)	(698,039)	(696,461)	(696,461)	1,578
Total Appropriations	\$0	\$0	\$0	\$0	\$0
Earned Revenues By Source	\$0	\$0	\$0	\$0	\$0
Net County Cost	\$0	\$0	\$0	\$0	\$0
Allocated Positions	3.0	3.0	3.0	3.0	0.0

Purpose

General Services Administration provides oversight and direction for the General Services Department (GSD), which includes four divisions: Facilities Management, Capital Projects Administration, Office of Emergency Services (OES), and Parks and Recreation.

GSD's vision is "to be valued as a trusted partner, delivering exceptional and reliable services for our customers and the community." Its mission is "to provide sound stewardship of County resources; to provide extraordinary customer service; to plan, organize, and deliver projects and services that support our customers' needs, interests, and priorities; to minimize property damage and personal injury from emergencies; and to develop and maintain clean and safe parks."

Major Budget Changes

Salaries & Employee Benefits

- \$5,132 Salary and benefits adjustments.

Centrally-Budgeted Expenses

- (\$6,784) Decrease in data processing charges.

Expenditure Reimbursements

- (\$1,578) Decrease in cost reimbursements from the four GSD divisions.

Program Discussion

The 2019-2020 recommended budget for General Services Administration totals \$696,461, which is a decrease of \$1,578 from the 2018-2019 adjusted budget. This change reflects decreases in data processing charges and reimbursements, partially offset by increases in salary and benefits adjustments.

GSD provides centralized support of the business objectives of County departments, including facility management services, real estate leasing and acquisition support, and capital projects administration. The Department also manages the County's 18-park network, a Zoo, and a regional sports complex for the recreation and enjoyment of the public. OES coordinates the planning, preparation, and training in response to, and recovery from, emergencies in the San Joaquin Operational Area. The Director and Assistant Director, with the support of the Administrative Secretary, provide leadership, supervision, and oversight to the GSD divisions to ensure operational efficiency and exceptional service is achieved. The administrative overhead costs, inclusive of the aforementioned positions, are distributed across all GSD divisions as shown in the following table.

1014000000—General Services Administration

Capital Maintenance & Improvements

Administration Distribution

Budget	Name	Allocated Position	Admin Costs	Allocation
1014200000	Facilities Management	41	45.56%	\$317,277
1014300000	Capital Projects	6	6.67%	46,431
2026000000	Emergency Services	7	7.77%	54,169
7070300000	Parks and Recreation	36	40.00%	278,584
Total Distribution		90	100.00%	\$696,461

1014200000—Facilities Management

Capital Maintenance & Improvements

Marcia Cunningham, General Services Director

General Fund	2017-2018 Actual	2018-2019 Adjusted	2019-2020 Requested	2019-2020 Recommended	Increase/ (Decrease)
Expenditures					
Salaries & Benefits	\$4,465,293	\$4,840,590	\$4,871,741	\$4,871,741	\$31,151
Services & Supplies	6,004,637	6,498,129	6,595,078	6,595,078	96,949
Centrally-Budgeted Expenses	249,283	368,003	421,057	421,057	53,054
Other Charges & Uses	329,439	335,798	343,779	343,779	7,981
Total Expenditures	\$11,048,652	\$12,042,520	\$12,231,655	\$12,231,655	\$189,135
Expenditure Reimbursements	(4,059,551)	(3,292,157)	(10,505,625)	(10,505,625)	(7,213,468)
Total Appropriations	\$6,989,101	\$8,750,363	\$1,726,030	\$1,726,030	(\$7,024,333)
Earned Revenues By Source					
Interest/Rents	\$431,523	\$419,139	\$425,572	\$425,572	\$6,433
Charges For Services	201,909	250,455	241,334	241,334	(9,121)
Total Revenues	\$633,432	\$669,594	\$666,906	\$666,906	(\$2,688)
Net County Cost	\$6,355,669	\$8,080,769	\$1,059,124	\$1,059,124	(\$7,021,645)
Allocated Positions	41.0	41.0	41.0	41.0	0.0
Temporary (Full-Time Equivalent)	0.8	0.8	0.8	0.8	0.0
Total Staffing	41.8	41.8	41.8	41.8	0.0

Purpose

The Facilities Management Division provides facility-related services for all County-owned and leased facilities, except for San Joaquin General Hospital and Stockton Metropolitan Airport.

The Division is responsible for providing maintenance, repair, and construction services to 416 structures totaling 3,997,863 square feet. Other services include management of construction projects, major renovations and repair projects to existing structures, and property leasing and management. Three of the facilities that are maintained are 24-hour custodial facilities.

The Division is also responsible for the County's carpool and bus pass programs as well as billing for services such as the Hospital Lift Station, French Camp McKinley Fire District, and reclamation districts. Additionally, the Division is responsible for real property management for County-owned and County-leased facilities.

Major Budget Changes

Salaries & Employee Benefits

- \$31,151 Salary and benefits adjustments.

Services & Supplies

- \$116,148 Increase in costs for professional services, including enhanced on-site security screening at the County Administration Building.
- \$27,387 Increase in janitorial service costs.
- \$8,913 Increase in telephone service costs.
- \$8,790 Increase in fleet services costs.
- \$6,196 Increase in allocated cost for General Services Administration.
- (\$22,400) Decrease in fiscal management services costs.

1014200000—Facilities Management

Capital Maintenance & Improvements

- (\$19,869) Decrease in cost of Utility Maintenance Division charges for the Hospital Lift Station.
- (\$19,000) Decrease in cost of Hospital sewer charges based on actual costs.
- (\$18,722) Decrease in cost of alarm service based on contracted actuals.

Centrally-Budgeted Expenses

- \$135,861 Increase in Casualty insurance costs.
- \$7,748 Increase in automation equipment lease costs.
- (\$54,404) Decrease in data processing charges.
- (\$43,440) Decrease in Workers' Compensation insurance costs.

Expenditure Reimbursements

- \$7,221,500 Increase in reimbursement due to addition of Countywide Cost Allocation Plan charges to General Fund departments.
- \$7,107 Increase in reimbursement for non-maintenance work to County departments.
- \$6,947 Increase in reimbursement for services performed on Public Improvement projects.
- (\$22,086) Decrease in reimbursement of Utility Maintenance Division charges for the Hospital Lift Station.

Revenues

- \$10,598 Increase in rent and fee revenue.
- (\$14,463) Decrease in revenue for service costs for the Hospital Lift Station.

Program Discussion

The 2019-2020 recommended budget for Facilities Management totals \$12,231,655, which is an increase of \$189,135 from the 2018-2019 adjusted budget. This increase is primarily attributable to salary and benefits adjustments, the addition of enhanced security screening at the County Administration Building, and increased Casualty insurance costs, offset by decreases in fiscal management services, data processing charges, Hospital sewer charges, and Workers' Compensation insurance costs.

In 2019-2020, Facilities Management will continue to review and assess County facilities in order to identify building deficiencies. Included in this review is an effort to accurately inventory buildings and square footage of space occupied by the County, including County-owned and leased properties, and to provide improved identification of County-owned property that is eligible for sale as surplus property. Having a comprehensive means to track and record facility information will establish improved efficiencies in the identification of preventative maintenance requirements and deferred maintenance needs, as well as current and future space requirements. Currently, there are no long-term plans for funding deferred facility maintenance needs. Maintaining the County's facility infrastructure requires a strategic approach to identify both needs and costs.

Utilities

Increased utility usage and proposed rate increases have the potential to drive costs higher in 2019-2020. Facilities Management will continue to focus on utility cost management for County-owned and leased facilities. Staff will work with the County's utility service providers to review historical usage data and analyze trends, understand increasingly complicated tiered and time-of-use rate structures, identify best management practices, and implement cost-effective energy efficiency measures. The utilities budget will be closely monitored and the Division may return to the Board of Supervisors at midyear with recommendations to address increasing utility costs.

Administration Building On-site Security

The enhanced on-site security screening procedure implemented in 2018-2019 at the County Administration Building will continue in 2019-2020. The procedure requires two additional security guards to operate equipment to screen all visitors, clients, and staff entering the building for improved safety. The recommended Facilities Management budget has been augmented to address this additional cost.

1014200000—Facilities Management

Capital Maintenance & Improvements

Workload Data

	-----Actual-----			Est./Act.	Projected
	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020
<i>Number of Structures</i>	415	415	416	416	416
<i>Square Footage</i>	3,990,465	3,990,465	3,997,863	3,997,863	3,997,863
<i>Maintenance Work Orders</i>	21,784	20,928	24,222	25,818	25,500
<i>Capital Projects/Major Repairs & Renovations</i>	26	15	20	14	15
<i>Service Requests</i>	310	304	339	337	335
<i>Leases Negotiated/Renewed</i>	14	11	9	13	12

1014300000—Capital Projects Administration

Capital Maintenance & Improvements Marcia Cunningham, General Services Director

General Fund	2017-2018 Actual	2018-2019 Adjusted	2019-2020 Requested	2019-2020 Recommended	Increase/ (Decrease)
Expenditures					
Salaries & Benefits	\$578,648	\$715,575	\$763,134	\$763,134	\$47,559
Services & Supplies	57,742	113,513	114,418	114,418	905
Centrally-Budgeted Expenses	14,422	15,272	49,514	49,514	34,242
Total Expenditures	\$650,812	\$844,360	\$927,066	\$927,066	\$82,706
Expenditure Reimbursements	(630,810)	(844,360)	(927,066)	(927,066)	(82,706)
Total Appropriations	\$20,002	\$0	\$0	\$0	\$0
Earned Revenues By Source					
Charges For Services	\$19,628	\$0	\$0	\$0	\$0
Total Revenues	\$19,628	\$0	\$0	\$0	\$0
Net County Cost	\$374	\$0	\$0	\$0	\$0
Allocated Positions	6.0	6.0	6.0	6.0	0.0

Purpose

Management and coordination of capital improvements are the responsibility of the General Services Department (GSD). Staffing and other project-related administrative costs are included in the Capital Projects Administration budget. Staff duties include project planning, contract negotiation and monitoring, construction management, and fiscal administration.

➤ (\$18,000) Decrease in reimbursement from County departments.

Major Budget Changes

Salaries & Employee Benefits

➤ \$47,559 Salary and benefits adjustments.

Centrally-Budgeted Expenses

➤ \$33,128 Addition of Countywide Cost Allocation Plan charges.

Expenditure Reimbursements

➤ \$100,706 Increase in reimbursement for project administration.

Program Discussion

The 2019-2020 recommended budget for Capital Projects Administration totals \$927,066, which is an increase of \$82,706 from the 2018-2019 adjusted budget. This change reflects an increase in salary and benefits adjustments and the addition of Countywide Cost Allocation Plan charges. Reimbursement is from the Public Improvement budgets (#1040148000 and #1040148300) for projects and includes direct charges from County departments for project administration.

In 2018-2019, 53 projects were anticipated to be completed totaling approximately \$4.9 million. For 2019-2020, \$13.2 million in projects are proposed to include \$5.6 million for nine re-budgeted projects, \$1.5 million to augment funding for four existing projects and \$6.1 million for 19 proposed projects with new appropriations.

Job Order Contracting

In 2018-2019, for Year 3 of the Job Order Contracting (JOC) Program, 31 projects totaling \$2.7 million were completed. In December 2018, the Board of Supervisors awarded five master construction contracts for Year 4 the JOC Program.

1014300000—Capital Projects Administration

Capital Maintenance & Improvements

Under the Program, JOC contractors may be used to perform qualified individual projects during a one-year period. The JOC Program has allowed the GSD and other County departments to complete projects in a more cost-effective, timely, and collaborative manner. Other procurement methods, such as the traditional bid process and Purchasing and Support Services' Uniform Public Construction Cost Accounting Act (UPCCAA) process, will continue to be utilized in addition to the JOC Program.

In 2019-2020, work will continue on outstanding and planned projects related to existing facilities and major construction. A comprehensive listing of planned projects can be found in the Public Improvement budget (#1040148000). As resources allow, Capital Projects Administration may provide reimbursable project management assistance for direct charge to County department projects not included in the 2019-2020 Adopted Public Improvement budget.

1040148000—Public Improvement

Capital Maintenance & Improvements

Marcia Cunningham, General Services Director

Special Revenue Fund	2017-2018 Actual	2018-2019 Adjusted	2019-2020 Requested	2019-2020 Recommended	Increase/ (Decrease)
Expenditures					
Centrally-Budgeted Expenses	\$0	\$0	(\$82,405)	(\$82,405)	(\$82,405)
Fixed Assets	5,510,570	19,652,560	13,154,562	13,154,562	(6,497,998)
Operating Transfers Out	0	40,000	0	0	(40,000)
Total Appropriations	\$5,510,570	\$19,692,560	\$13,072,157	\$13,072,157	(\$6,620,403)
Earned Revenues By Source					
Interest/Rents	\$1,390,278	\$1,397,451	\$2,291,597	\$2,291,597	\$894,146
Aid From Other Governments	0	500,000	0	0	(500,000)
Operating Transfers In	12,274,487	11,975,192	6,521,754	6,521,754	(5,453,438)
Other Financing Source	675,415	56,082	56,082	56,082	0
Fund Balance	(8,829,610)	5,763,835	4,202,724	4,202,724	(1,561,111)
Total Revenues	\$5,510,570	\$19,692,560	\$13,072,157	\$13,072,157	(\$6,620,403)
Net County Cost	\$0	\$0	\$0	\$0	\$0

- Operating Transfers In includes a Tobacco Settlement Fund Contribution of \$5,110,000 for 2019-2020.

Purpose

The Public Improvement budgets for projects (#1040148000 and #1040148300) provide funding for new construction, building alterations, property acquisition, park improvements, facility planning, and major maintenance or equipment replacement. Project phases typically include scope development and programming, design/engineering, solicitation and award of bids, construction, and project acceptance.

Completion time for a capital project may be longer than a single fiscal year, depending on the complexity and magnitude. Funds for projects still in progress at the end of the fiscal year are either multiyear projects or are already contractually obligated and are re-budgeted in order to complete work in the new fiscal year. As a result, the budget includes appropriations re-budgeted from the prior fiscal year for projects in progress and new appropriations supported with either project-specific revenue or discretionary funding.

Following the close of the fiscal year, adjustments may be required to reconcile budgeted amounts with actual revenues and expenditures incurred during the prior fiscal year. The budget narrative includes projects administered by General Services.

Program Discussion

The 2019-2020 recommended budget for Public Improvement totals \$13,072,157, which is a decrease of \$6,620,403 from the 2018-2019 adjusted budget. The decrease is primarily attributable to reduced total budget appropriations for projects based on the actual work to be completed within the fiscal year. The budget includes approximately \$5.6 million for 9 projects with only re-budgeted funds; approximately \$1.5 million in combination of re-budgeted and augmented funds for 4 existing projects; and approximately \$6.1 million for 19 proposed projects with new appropriations.

In 2018-2019, it is anticipated that 53 projects will have been completed totaling approximately \$4.9 million, which is a 47% increase from the 36 projects completed in 2017-2018. For 2019-2020, approximately 100 facility-related budget requests were submitted by departments, totaling approximately \$20.2 million. Criteria for funding consideration for projects include safety and security; reduction in maintenance, utility, and/or operating costs; justification; and the availability of department matching funds. When possible, multiple requests may be combined; e.g., Countywide security improvements. Four complex multiyear projects that will be re-budgeted include: new morgue and office space at \$2.0 million; Public Health

1040148000—Public Improvement

Capital Maintenance & Improvements

Services Facility Replacement at approximately \$800,000; and County Facilities Master Planning at approximately \$500,000. The County Detention and Program Facility pursuant to Senate Bill (SB) 1022 has been re-budgeted with approximately \$1.5 million of remaining funding from the initial appropriation of \$4.3 million in 2013-2014. All other projects that will be re-budgeted are anticipated to be contractually obligated.

Projects are funded by interest earnings, rents, Tobacco Settlement monies, reimbursement from departments with specific projects, and the Capital Outlay Fund. Tobacco Settlement (#1010805000) funds are allocated 50% for Health Care-Related Facilities; 20% for Capital Improvements, 20% for Information Systems Division (#8240000000), and 10% for Delta Activities (#2023070000). For 2019-2020, this represents \$3,650,000 in reserve for future Health Care-Related Facilities and \$1,460,000 to be used for Capital Improvement projects.

Approximately \$59.4 million of the Capital Outlay Fund balance has not been recommended for appropriation at this time pending additional analysis to determine the viability of a number of projects.

Capital Outlay Fund Balance	Approx. \$ Million
<i>Associated with past allocations for healthcare-related facilities including the 2019-2020 allocation of \$3.7 million of Tobacco Settlement funds.</i>	\$32.7
<i>Associated with past allocations for future Law and Justice facilities.</i>	9.4
<i>Programmed for the anticipated construction cost of the New Morgue and Office Space facility.</i>	10.0
<i>Remaining is unprogrammed.</i>	7.3
Total	\$59.4

Funding is not recommended at this time for 56 requested projects totaling approximately \$12.2 million. Fourteen, or approximately 25%, of the unfunded project requests, did not provide a requested funding amount.

The following are descriptions of certain proposed projects recommended for funding in 2019-2020.

New Construction & Facility Planning (\$5.7 million)

- **County Detention and Program (SB 1022) Facility** - To fund the design, engineering, and construction of new medium security housing units and program facility to replace the existing Honor Farm barracks.

- **County Facilities Master Planning** - To fund master planning for various County departments and facilities.
- **District Attorney's (DA) Office Program Development and Space Planning** - To fund the development of programming and space planning for the DA Office for possible new construction.
- **Emergency Medical Services (EMS) Facility Replacement** - To fund master planning for a replacement facility for EMS to accommodate office space, training/meeting space, medical supply cache storage management, and Health Care Services Agency (HCSA) offices.
- **New Morgue and Office Space** - To fund the design and engineering costs as a precursor to the construction of a replacement morgue and office space facility.
- **Public Health Services (PHS) Facility Replacement** - To fund the design, engineering, and construction cost of a replacement PHS facility.

Existing Facilities (\$7.5 million)

- **222 E. Weber Avenue Building Repairs** - To fund continuing design, engineering, and construction costs for repairs and remaining DA's Office modifications.
- **Americans with Disabilities Act (ADA) Building Upgrades** - To address and ensure building compliance with ADA regulations within available funding. Select areas at the Agricultural Center, Canlis Building, Micke Grove Zoo, and Taft Community Center will be new projects for 2019-2020.
- **Administration Building 3rd & 5th Floor Reconfiguration for the DA's Office** - To fund design and engineering for the development of construction documents to reconfigure spaces for the DA's Office.
- **Canlis Building Day Reporting Center Remodel** - To fund the construction costs associated with remodeling select 1st floor Canlis Building spaces into four separate classrooms, with an exterior access, so clients outside of the Day Reporting Center can use the space for programming.
- **Facility Parking Lot Repairs** - To fund continuing construction costs to repair parking lots at County-owned facilities based on safety and high-priority need to be identified in the Countywide Parking Lot Repair Plan within available funding. The Oak Grove Regional Park project contract will carry over, and the Sheriff's Office Administration Building - Phase One will be a new project for 2019-2020.
- **Facility Flooring Replacements** - To fund continuing construction costs to replace flooring at County-owned

1040148000—Public Improvement

Capital Maintenance & Improvements

facilities based on safety and high priority need to be identified in the Countywide Facility Flooring Replacement Plan within available funding. The Canlis Building, Community Development Department, Honor Farm Program Core Administration Office, Sheriff's Jail Compound - Phase Three, Sheriff's Jail Compound - Phase Three, and the Sheriff's Gun Range Classroom will be new projects for 2019-2020.

- **Honor Farm Water Softener Replacement** - To fund the replacement of the existing Honor Farm water softening system.
- **Honor Farm 124 Barracks Security Lighting Upgrade Phase One** - To fund the replacement of lights in the 124 barracks on the Honor Farm with vandal resistant, high efficiency, light-emitting diode (LED) light fixtures.
- **Mary Graham Children's Shelter Playground Repairs** – To fund repairs to Mary Graham Children's Shelter's five exterior play areas equipped with play equipment that are installed on rubber flooring.
- **Delta Shelter Septic Upgrades** – To fund upgrades to increase the leach field/septic tank capacity at the Micke Grove Regional Park Delta Shelter, which is continually approaching, or at, maximum capacity.
- **Micke Grove Regional Park Gate Installation** - To fund the construction and installation of new gates at entrances to Micke Grove Park.
- **Micke Grove Regional Park Japanese Garden Fence Repair** - To fund the repairs to the fence and

surrounding area along the Japanese Garden perimeter at Micke Grove Park.

- **Micke Grove Memorial Building Roof Replacement** - To fund the repair and replacement of over 11,800 square feet of asphalt rolled roof on the Memorial Building at Micke Grove.
- **Micke Grove Zoo Gardner Mediterranean Aviary (GMA) Mesh Replacement** - To fund the replacement of GMA mesh at Micke Grove Zoo.
- **Public Works Road Maintenance Locks Replacement** - To fund the replacement of existing locks with electronic locks (key fob access) on the Road Maintenance building.
- **Coleman Range Facility Improvements** - To fund the programming, concept design development, and budget estimate for a multi-phase range improvement and expansion project for the San Joaquin County Sheriff's Office Coleman Range.
- **Jail Cells Emergency Lights Replacement** - To fund the replacement of "Nurse Call" Emergency lights above Cells and Interview Rooms in Intakes 1,2,3,4, Sheltered Housing, and Interview Rooms in South Jail Housing Units 1-8, with a vandal resistant, LED indicator light.
- **Jail Cells>Showers Heating, Ventilation, and Air Conditioning (HVAC) Vent Upgrades** - To fund the upgrades to bring the vents that are installed within the six general population-housing units and the two administrative segregation units to current Title 24 standards to be ligature resistant.

1040148000—Public Improvement

Capital Maintenance & Improvements

Estimated Capital Outlay Fund Balance at the Beginning of the 2019-2020 Fiscal Year: \$76,892,108

	Capital Outlay Funding	Department /Grant Funding	Other Funding	Total 2019-2020 Recommended
New Construction & Facility Planning				
County Detention (SB 1022) Facility	\$1,541,588			\$1,541,588
Capital Projects Contingency	150,000			150,000
County Facilities Master Planning	500,000			500,000
Capital Project Planning & Development	65,000		60,000	125,000
DA Office Program Development & Space Planning	280,000			280,000
EMS/HCSA Facility Replacement		300,000		300,000
New Morgue and Office Space	2,000,000			2,000,000
PHS Facility Replacement	801,720			801,720
Total New Construction & Facility Planning	\$5,338,308	\$300,000	\$60,000	\$5,698,308
Existing Facilities				
222 E. Weber Avenue Bldg Repairs	155,000			155,000
ADA Building Upgrades	475,000		140,000	615,000
Admin Building Floors 3 & 5 - DA Reconfiguration	150,000			150,000
Canlis Building Day Reporting Center Remodel		603,254		603,254
County Facility Exterior Paint & Repairs	150,000		100,000	250,000
Countywide Security Improvements	65,000	100,000	330,000	495,000
Countywide Unanticipated Major Repairs			300,000	300,000
Facility Parking Lot Repairs			670,000	670,000
Facility Flooring Replacements		250,000	500,000	750,000
Honor Farm				
Water Softener Replacement			50,000	50,000
124 Barracks Security Lighting Upgrade (Phase I)			85,000	85,000
Human Services Agency				
Mary Graham Children's Shelter Playground Repairs		58,500	31,500	90,000
Juvenile Probation Camp Peterson Landscaping Imp.		25,000		25,000
Micke Grove				
Delta Shelter Septic Upgrade			65,000	65,000
Gate Installation			250,000	250,000
Japanese Garden Fence Repairs			90,000	90,000
Memorial Building Roof Replacement			450,000	450,000
Zoo GMA Mesh Repairs			50,000	50,000

1040148000—Public Improvement

Capital Maintenance & Improvements

	Capital Outlay Funding	Department /Grant Funding	Other Funding	Total 2019-2020 Recommended
<i>Public Works Road Maintenance Lock Replacement</i>		\$75,000		\$75,000
<i>Sheriff's Office</i>				
<i>Coleman Range Facility Improvement</i>			50,000	50,000
<i>Jail Cells Emergency Light Replacement</i>			60,000	60,000
<i>Jail Central Control Upgrades</i>	20,000			20,000
<i>Preliminary Engineering</i>				
<i>Jail Cells/Showers HVAC Vent Retrofit</i>	1,581,000		302,000	1,883,000
<i>Underground Fuel Tanks Monitoring</i>			225,000	225,000
<i>Total Existing Facilities & Park Projects</i>	\$2,596,000	\$1,111,754	\$3,748,500	\$7,456,254
<i>Total Public Improvement Budget</i>	\$7,934,308	\$1,411,754	\$3,808,500	\$13,154,562
<i>Capital Outlay Fund</i>				
<i>Unprogrammed</i>				
<i>Health Care Facilities</i>				\$32,673,516
<i>Law and Justice Facilities</i>				9,435,179
<i>Capital Outlay Fund</i>				7,343,722
<i>Programmed</i>				
<i>Law and Justice Facilities</i>				10,000,000
				<u>\$59,452,417</u>
<i>Total Capital Outlay Fund</i>				\$72,606,979

1040148000—Public Improvement

Capital Maintenance & Improvements

Revenue Analysis

Funding for the Public Improvement budget is derived from a combination of fund balance and revenue sources outlined

below. The budget assumed the collection of most revenues in 2018-2019; however, those revenues not received by June 30, 2019, will be adjusted and included as revenue estimates for 2019-2020.

Revenue Description	2018-2019 Approved	2019-2020 Recommended	Increase/ (Decrease)
Fund Balances			
<i>Re-budgeted</i>	\$16,562,560	\$5,838,949	(\$10,723,611)
<i>Capital Outlay Fund</i>	(423,533)	2,013,775	2,437,308
<i>Reserve for Law & Justice Facilities</i>	(2,500,000)	0	2,500,000
<i>Tobacco Settlement/Health Care Facilities</i>	(3,650,000)	(3,650,000)	0
<i>Total Fund Balances</i>	\$9,989,027	\$4,202,724	(\$5,786,303)
Interest Earnings			
<i>Capital Outlay Fund</i>	\$1,142,000	\$2,000,000	\$858,000
<i>Total Interest Earnings</i>	\$1,142,000	\$2,000,000	\$858,000
Rents			
<i>Veterans Affairs Clinic</i>	\$255,451	\$291,597	\$36,146
<i>Total Rents</i>	\$255,451	\$291,597	\$36,146
Repayments			
<i>Klein Property Purchase</i>	\$56,082	\$56,082	\$0
<i>Total Repayments</i>	\$56,082	\$56,082	\$0
Aid From Other Governments			
<i>State Construction Fund</i>	\$500,000	\$0	(\$500,000)
<i>Total Aid From Other Governments</i>	\$500,000	\$0	(\$500,000)
Operating Transfers In			
<i>Human Services Agency</i>	\$0	\$58,500	\$58,500
<i>Local Tobacco Settlement</i>	5,110,000	5,110,000	0
<i>Law & Justice Facilities</i>	2,500,000	0	(2,500,000)
<i>Community Development Department</i>	0	100,000	100,000
<i>Emergency Medical Services</i>	0	300,000	300,000
<i>Probation</i>	0	878,254	878,254
<i>Public Works</i>	25,000	75,000	50,000
<i>Mental Health Fund</i>	75,000	0	(75,000)
<i>Total Operating Transfers</i>	\$7,710,000	\$6,521,754	(\$1,188,246)
Total Revenue Available	\$19,652,560	\$13,072,157	(\$6,580,403)

1014400000—Airpark 599

Capital Maintenance & Improvements

Monica Nino, County Administrator

Special Revenue Fund	2017-2018 Actual	2018-2019 Adjusted	2019-2020 Requested	2019-2020 Recommended	Increase/ (Decrease)
Expenditures					
Services & Supplies	\$55,183	\$200,000	\$200,000	\$200,000	\$0
Centrally-Budgeted Expenses	0	0	8,979	8,979	8,979
Total Appropriations	\$55,183	\$200,000	\$208,979	\$208,979	\$8,979
Earned Revenues By Source					
Fund Balance	\$55,183	\$200,000	\$208,979	\$208,979	\$8,979
Total Revenues	\$55,183	\$200,000	\$208,979	\$208,979	\$8,979
Net County Cost	\$0	\$0	\$0	\$0	\$0

Purpose

Airpark 599 (formerly known as Airport East Business Park) is a 275-acre, mixed-use warehouse and distribution center development with retail and commercial components located adjacent to the Stockton Metropolitan Airport. This public/private partnership involves initial County capital contribution, combined with land development expertise of the County's development partner.

Board Strategic Priorities 2019-2020 through 2021-2022

The 2019-2020 recommended budget for Airpark 599 focuses on the implementation of the Board Strategic Priorities as adopted by the Board on April 9, 2019. The Board Strategic Priorities for fiscal years 2019-2020 through 2021-2022 are a continuation of the Board's original five key priorities established in 2015. The Board has updated and augmented the goals associated with these strategic priorities to reflect the Board's direction related to water issues, health, collaboration, and homelessness. The following highlights provide an overview of several projects, programs, and activities administered by the County Administrator's Office.

Promote Economic Development

In its current conceptual configuration, Airpark 599 is anticipated to include 3.7 million square feet of industrial space, in addition to approximately 178,500 square feet of retail and restaurant space. Up to 4,100 jobs may be created, depending on the number and type of businesses that are located in the development.

Program Discussion

The 2019-2020 recommended Airpark 599 budget totals \$208,979, which is an increase of \$8,979 from the 2018-2019 adjusted budget. The increase reflects the addition of Countywide Cost Allocation Plan charges. The recommended budget includes anticipated project-related costs such as engineering and planning, utility expenses, landscape maintenance, and attorney fees.

Over the past several years, County staff and consultants have been working with the Federal Aviation Administration (FAA) to obtain a release from restrictions related to a portion of the Airpark 599 development referenced as Parcel B-5. This property comprises approximately 32.5 acres of the overall Airpark 599 development, which is otherwise not encumbered by the same development restrictions. The requested release will allow the entire 275 acres to be treated similarly when negotiating lease terms with potential tenants. Various issues, including FAA staffing changes over the years, have continued to impact progress in moving the Airpark 599 project forward; however, it appears a resolution of the Parcel B-5 issues could be reached in 2019. This action is expected to provide momentum to the ongoing site planning work between the County and its development partner, Catellus Stockton, LLC. An amended Master Development Agreement is tentatively scheduled for consideration by the Board in early 2019-2020.

Airport East Project Fund

The Airport East Project Fund (#20048) was established in June 2008 with a contribution of \$13.0 million in County capital funds to reimburse project-related costs. As of March 31, 2019, the fund balance totaled \$6,713,500.



PROPOSED BUDGET ENVIRONMENTAL PROTECTION



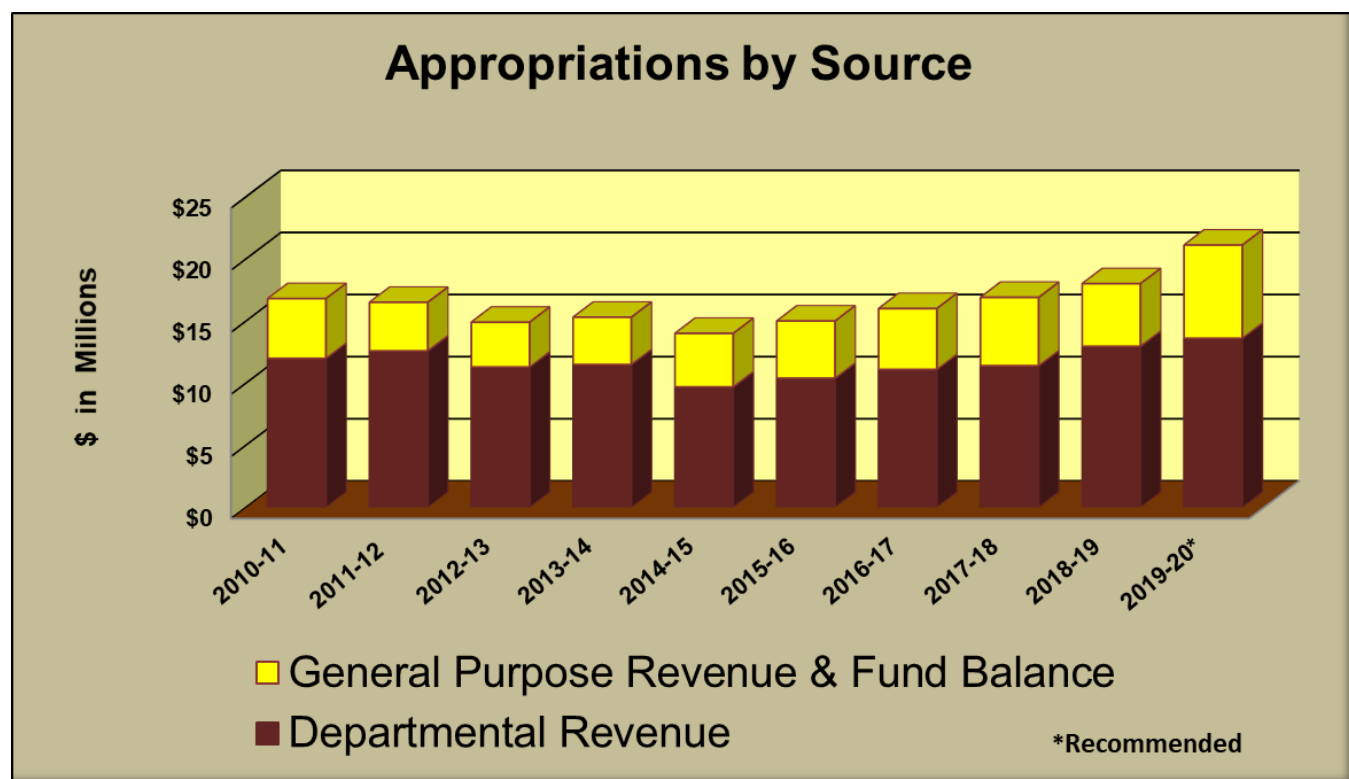
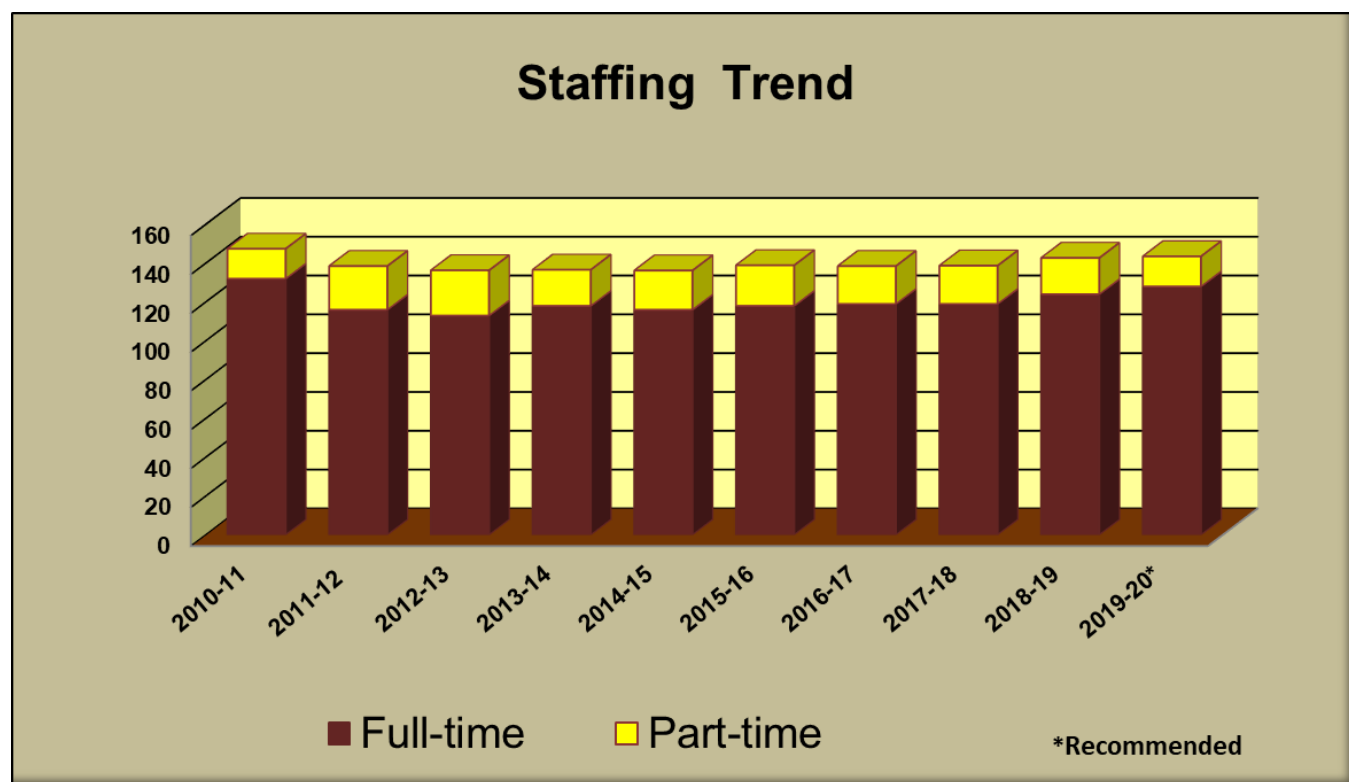
Environmental Protection

Appropriations

	Page Number	2018-2019 Adjusted	2019-2020 Requested	2019-2020 Recommended	Increase/ (Decrease)
Environmental Protection					
2024100000 Public Works-Flood Channel Maintenance	C-4	\$0	\$0	\$0	\$0
2024700000 Agricultural Commissioner	C-6	6,628,950	8,380,327	8,380,327	1,751,377
Summary — All Community Development Budgets	C-12				
2025600000 Community Development	C-14	8,660,577	9,732,944	9,732,944	1,072,367
2026000000 Emergency Services	C-19	1,205,321	1,452,731	1,452,731	247,410
2026000150 Homeland Security Grants	C-23	1,269,635	1,319,450	1,319,450	49,815
2026500000 Fish & Game	C-25	27,000	7,000	7,000	(20,000)
2026700000 LAFCo Contribution	C-26	216,300	222,800	222,800	6,500
Total - Environmental Protection		\$18,007,783	\$21,115,252	\$21,115,252	\$3,107,469

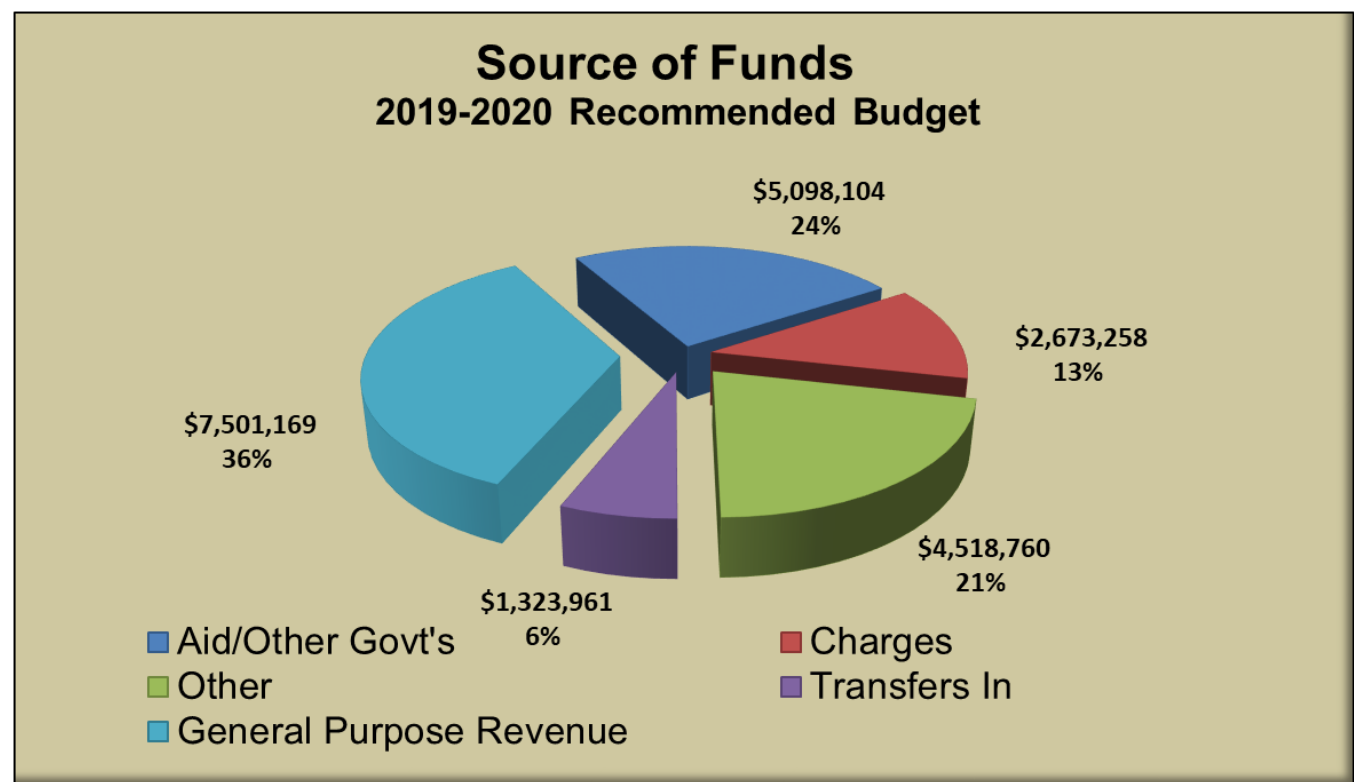
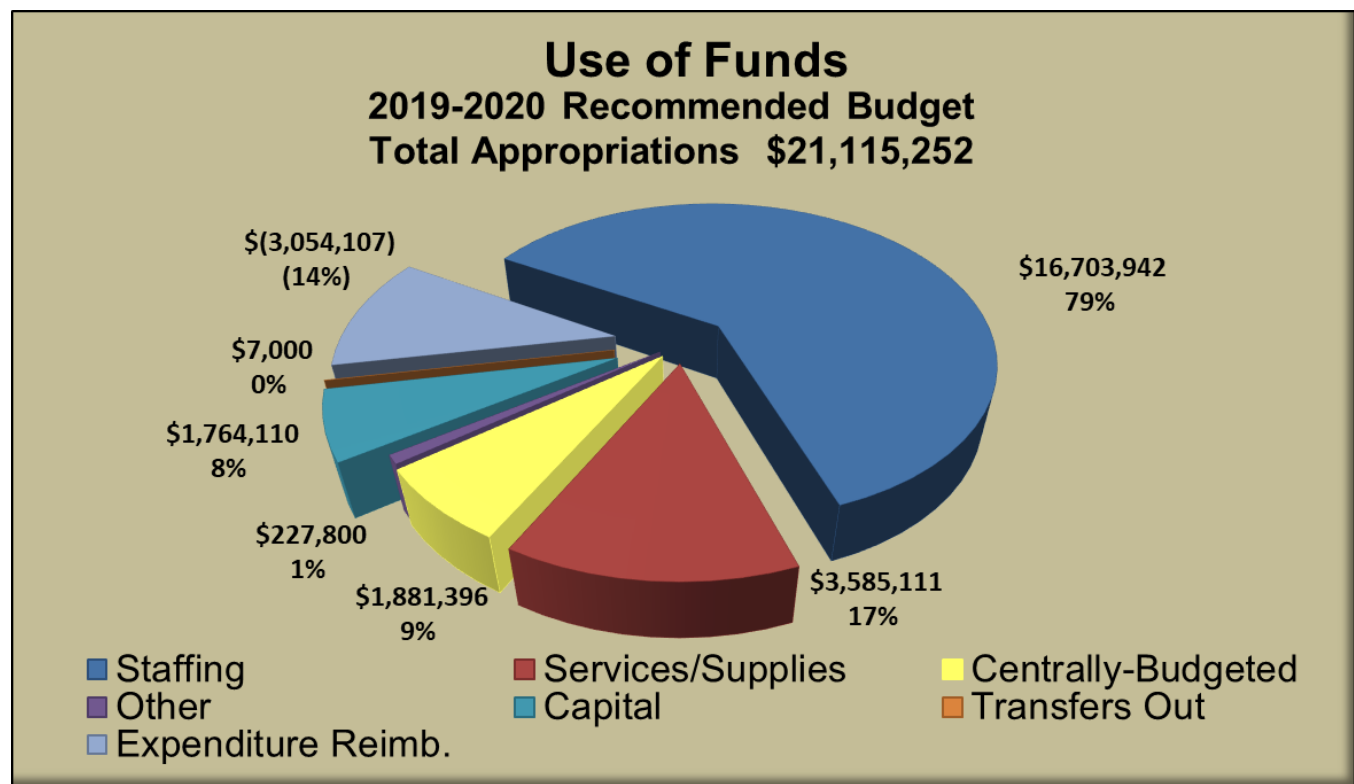
Environmental Protection

Appropriations



Environmental Protection

Appropriations



2024100000—Public Works-Flood Channel Maintenance

Environmental Protection

Kris Balaji, Public Works Director

General Fund	2017-2018 Actual	2018-2019 Adjusted	2019-2020 Requested	2019-2020 Recommended	Increase/ (Decrease)
Expenditures					
Salaries & Benefits	\$2,188,250	\$2,917,875	\$2,900,419	\$2,900,419	(\$17,456)
Centrally-Budgeted Expenses	136,177	158,236	112,388	112,388	(45,848)
Total Expenditures	\$2,324,427	\$3,076,111	\$3,012,807	\$3,012,807	(\$63,304)
Expenditure Reimbursements	(2,323,778)	(3,076,111)	(3,012,807)	(3,012,807)	63,304
Total Appropriations	\$649	\$0	\$0	\$0	\$0
Earned Revenues By Source	\$0	\$0	\$0	\$0	\$0
Net County Cost	\$649	\$0	\$0	\$0	\$0
Allocated Positions	28.0	28.0	28.0	28.0	0.0
Temporary (Full-Time Equivalent)	2.1	2.1	1.9	1.9	(0.2)
Total Staffing	30.1	30.1	29.9	29.9	(0.2)

Purpose

The Flood Channel Maintenance budget provides funding for personnel who perform the maintenance of channels and levees within the San Joaquin County Flood Control and Water Conservation District Zones 9 and 10, and flood control maintenance for the San Joaquin Area Flood Control Agency (SJAFCA). Maintenance activities include vegetation management programs, repair of washouts and erosions, maintenance of patrol roads, removal of siltation and debris, and rodent control programs.

The Division maintains over 300 miles of project and non-project levees and flood control channels. Project channels are those constructed as part of a State or Federal flood control project. These projects are maintained in accordance with the State Department of Water Resources and the United States Army Corps of Engineers (USACE) mandates. Non-project channels are existing unimproved waterways that carry storm runoff. These channels are maintained as funding and work priorities allow.

Major Budget Changes

Salaries & Employee Benefits

- (\$17,456) Salary and benefits adjustments.

Centrally-Budgeted Expenses

- (\$58,929) Decrease in Casualty insurance costs.
- \$18,347 Addition of Countywide Cost Allocation Plan charges.

Expenditure Reimbursements

- \$1,141,730 Increase in reimbursement from Zone 9 Fund.
- (\$1,205,034) Decrease in reimbursement from SJAFCA.

Program Discussion

The 2019-2020 recommended Flood Channel Maintenance budget totals \$3,012,807, which is a decrease of \$63,304 from the 2018-2019 adjusted budget. This change primarily reflects a decrease in Casualty insurance costs and salary and benefits adjustments, partially offset by the addition of the Countywide Cost Allocation Plan charges.

Enhanced maintenance programs for Federal project levees and channels will continue during 2019-2020 in an effort to address State and Federal inspection criteria. These efforts include meeting enhanced vegetation guidelines; addressing

2024100000—Public Works-Flood Channel Maintenance

Environmental Protection

minimally acceptable and unacceptable inspection ratings related to erosion repairs; rodent control; encroachments; and structures going through levees that require visual inspection or pressure testing. In addition, the Division continues to install erosion control material and remove debris flowing down the watershed, which resulted from localized flooding, reservoir releases, and snow melt in 2016-2017 and 2017-2018. These efforts are an integral part of maintaining full accreditation of County-maintained levees that provide critical urban flood protection.

Zone 9

The Flood Control and Water Conservation District Zone 9, consists of 110 miles of project levees and approximately 217 miles of non-project channels. The levels of service provided are identified in the annual Engineer's Report for Zone 9.

In 2019-2020, the primary focus will remain on vegetation removal and rodent control along project channels to meet USACE maintenance standards. Continued emphasis will be placed on addressing unauthorized urban and agricultural encroachments along Bear Creek, Calaveras River, and Mormon Slough. In 2016-2017, a video pipeline inspection system was obtained for Zone 9 to meet Federal requirements. A grant was secured to pay for this activity. Staff was certified during 2017-2018 and the pipeline inspection program will continue into 2019-2020.

The enhanced maintenance programs undertaken over the past five years significantly depleted Zone 9 reserves. Budget

reductions in the past two fiscal years avoided further depletion of the reserve, which has a projected balance of \$1.7 million at the end of 2018-2019. To ensure that services continue and levee accreditation is maintained, staff will continue to work with the Water Resources Division on a Proposition 218 effort to raise the fee for Zone 9, which has been flat-funded for over two decades.

Zone 10

The San Joaquin County Flood Control and Water Conservation District Zone 10 provides limited funding for emergency pumping in the event of a flood or emergency repairs to five miles of levee in the Woodbridge area. Levels of service provided are identified in the annual Engineer's Report. As of March 31, 2019, the fund balance (#21114) was \$251,770, and is used to support expenditures necessary to respond to an emergency flood event.

Assessment District 96-1

The SJAFCA has constructed improvements to various levees within Assessment District 96-1. The County provides maintenance for these improvements through a reimbursement agreement with SJAFCA. As the improvements age, increasing maintenance efforts are needed. Upon request, various special maintenance projects are performed for SJAFCA to provide enhanced flood protection within its jurisdiction. The allocation from SJAFCA is negotiated each year.

Workload Data

	-----Actual-----			Est./Act.	Projected
	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020
Channel Debris Clearing (cu yds*)	32,050	35,000	45,000	65,000	65,000
Erosion Control (cu yds*)	17,000	12,000	15,000	15,000	17,500
Illegal Dumping (cu yds*)	1,000	2,000	2,500	3,500	2,500
Levee Clearing (acres)	1,050	1,200	3,000	2,400	2,400
Mowing (acres)	2,650	2,800	3,000	3,000	2,500
Patrol Road Maintenance (miles)	32	36	40	40	40
Rodent Control (acres)	1,650	1,400	1,400	1,300	1,200
Rodent Hole Grouting (holes)	2,000	2,200	1,000	1,000	1,200
Structured Maintenance	N/A	N/A	N/A	N/A	300
Tree Trimming/Removal	3,000	3,000	3,500	4,500	4,500
Weed Control (acres)	1,000	1,000	1,000	1,000	1,000

*cu yds = cubic yards

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Environmental Protection

Tim Pelican, Agricultural Commissioner/Sealer

General Fund	2017-2018 Actual	2018-2019 Adjusted	2019-2020 Requested	2019-2020 Recommended	Increase/ (Decrease)
Expenditures					
Salaries & Benefits	\$5,130,567	\$5,274,301	\$5,708,739	\$5,708,739	\$434,438
Services & Supplies	820,413	1,046,516	1,137,020	1,137,020	90,504
Centrally-Budgeted Expenses	149,888	250,687	979,868	979,868	729,181
Other Charges & Uses	2,500	7,500	5,000	5,000	(2,500)
Fixed Assets	105,397	91,246	591,000	591,000	499,754
Operating Transfers Out	752	0	0	0	0
Total Expenditures	\$6,209,517	\$6,670,250	\$8,421,627	\$8,421,627	\$1,751,377
Expenditure Reimbursements	(39,550)	(41,300)	(41,300)	(41,300)	0
Total Appropriations	\$6,169,967	\$6,628,950	\$8,380,327	\$8,380,327	\$1,751,377
Earned Revenues By Source					
Licenses/Permits/Franchises	\$21,636	\$20,110	\$20,110	\$20,110	\$0
Aid From Other Governments	3,258,774	2,967,497	3,601,091	3,601,091	633,594
Charges For Services	607,841	668,500	648,500	648,500	(20,000)
Miscellaneous Revenues	68,897	35,300	50,450	50,450	15,150
Operating Transfers In	326,030	1,006,544	1,323,961	1,323,961	317,417
Total Revenues	\$4,283,178	\$4,697,951	\$5,644,112	\$5,644,112	\$946,161
Net County Cost	\$1,886,789	\$1,930,999	\$2,736,215	\$2,736,215	\$805,216
Staffing					
Allocated Positions	40.0	41.0	41.0	41.0	0.0
Temporary (Full-Time Equivalent)	14.9	13.1	12.4	12.4	(0.7)
Total Staffing	54.9	54.1	53.4	53.4	(0.7)

Purpose

The Agricultural Commissioner enforces the provisions of the California Food and Agricultural Code for the protection of public health, safety, and welfare, and to promote and protect the agricultural industry.

The Agricultural Commissioner is also the Sealer of Weights and Measures, responsible for testing and certifying all commercial weighing and measuring devices in the County; inspecting prepackaged items to assure content; testing and inspecting petroleum products for quality and label truth; and regulating procedures used by weighmasters to issue certificates for the sale of bulk products.

Board Strategic Priorities 2019-2020 through 2021-2022

The 2019-2020 recommended budget for the Agricultural Commissioner focuses on the implementation of the Board Strategic Priorities as adopted by the Board on April 9, 2019. The Board Strategic Priorities for fiscal years 2019-2020 through 2021-2022 are a continuation of the Board's original five key priorities established in 2015. The Board has updated and augmented the goals associated with these strategic priorities to reflect the Board's direction related to water issues, health, collaboration, and homelessness.

Ensure Fiscal Responsibility

The 2019-2020 Agricultural Commissioner's budget is a structurally-balanced budget. Accounting software implemented in 2017 is being used to track the budget

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throughout the year. This program has replaced several spreadsheets to track revenues and expenses, reducing the number of hours spent by staff to produce annual financial reports required by the State. The Office also worked with the Information Systems Division and Graviton Consulting Inc., to develop and implement a link between the Oracle Payroll System and the Project Costing application to assist with the reporting of daily activities required by State and Federal contracts. These activity reports are being used to prepare contract invoices and financial statements and track daily activities.

Promote Good Governance and Increase Organizational Capabilities

The Agricultural Commissioner's Office currently has 24 Agricultural Biologist/Standards Inspector III positions. In order to better utilize the Office's management team, a new classification study is being performed to add two new Agricultural Biologist/Standards Inspector IV positions. If approved, these new positions will be responsible for day-to-day supervision of field staff in the satellite offices, which is currently a responsibility of the Deputy positions. These lead positions will also be working in the field to cover workload as needed. This will allow the Agricultural Commissioner to utilize Deputy Agricultural Commissioners to manage their respective programs by spending more time in the centralized location. In addition, it offers the opportunity for departmental succession planning and internal growth. The current structure does not offer a clear supervisory career path for Agricultural Biologist/Standards Inspector III to become Deputy Agricultural Commissioners. Additionally, the Office continues to improve its Pesticide Use Enforcement program by enhancing the permitting and inspection process for the agricultural industry.

In December 2017, the Office started taking credit card payments on-line as well as the front counters utilizing the County's contract with Lexis Nexus. The on-line payment option is an added convenience for the customers to make payments without having to drive to the physical location of the Office and also helped customers to avoid any late payment penalties. The option of credit card payments has saved time and costs of generating late payment billings and has increased overall accounting staff efficiency. During 2018-2019, the Office collected \$21,477 through March 31, 2019.

Promote Economic Development

The Agricultural Commissioner's Office will continue to improve its effectiveness in the detection of pests, diseases, and other threats to agriculture, including responding to, and mitigating their presence within the County. The Office has reorganized the district boundaries within the County to provide better services to the agricultural industry. Staff will

continue to support new and existing businesses by assuring equity in the market place through the weights and measures inspection programs.

Stay Informed and Proactive in Dealing with Water Issues

The Agricultural Commissioner will continue to collaborate with growers, agricultural industries, the Resource Conservation District, the San Joaquin County Farm Bureau Federation, and the County Water Coalition to manage the use and handling of pesticides in order to minimize the accidental introduction of pesticides into local waterways.

Major Budget Changes

Salaries & Employee Benefits

- \$176,658 Salary and benefits adjustments.
- \$220,000 Funding for partial-year cost of two proposed new positions.
- \$55,439 Increase in overtime costs for Pest Exclusion work.
- (\$17,659) Decrease in extra-help.

Services & Supplies

- \$26,246 Increase in fleet services costs.
- \$15,400 Increase in rodent bait costs.
- \$15,000 Increase in cellular phone costs.
- \$9,000 Increase in various pesticide safety equipment and security cameras.
- \$5,380 Increase in janitorial costs for Agricultural Center room rental.

Centrally-Budgeted Expenses

- \$156,063 Increase in data processing charges.
- (\$28,390) Decrease in Workers' Compensation and Casualty insurance costs.
- \$598,235 Addition of Countywide Cost Allocation Plan charges.

Revenues

- \$351,941 Increase in State unclaimed gas tax funds.

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- \$304,037 Increase in funding from the Agricultural Inspection Trust Fund.
- \$152,200 Increase in State funding for Pest Exclusion.
- \$75,949 Increase in Specialty Crop Block Grant funds.
- \$74,000 New Bee Safe State Contract revenue.
- \$15,400 Increase in rodent bait sales revenues.
- \$5,380 Increase in funding from the Agricultural Facilities Trust Fund.
- (\$21,440) Decrease in weights and measures testing revenue.
- (\$15,833) Decrease in State Fruit and Vegetable and Seed Nursery funding.

Fixed Assets/Capital Improvement

- \$200,000 Weight truck.
- \$150,000 Weight truck crane.
- \$150,000 Parking area fence extension.
- \$56,000 Vehicles (2).
- \$35,000 Electric vehicle charging station-test standard.

Program Discussion

The 2019-2020 recommended Agricultural Commissioner budget totals \$8,421,627, which is an increase of \$1,751,377 from the 2018-2019 adjusted budget. The increase primarily reflects salary and benefits adjustments, funding for the addition of two proposed Agricultural Biologist/Standards Inspector IV positions, overtime, fleet services costs, data processing charges, new equipment being purchased, and the addition of Countywide Cost Allocation Plan charges.

The recommended budget includes the replacement of a 30-year old weight truck and crane used for testing large capacity scales. Repair and maintenance of the existing equipment is not viable due to age and limited availability of specialty parts. Other fixed assets and capital improvement costs include the extension of the parking area fence, vehicle purchases, and the purchase of an electric vehicle testing standard to test and certify electric vehicle charging stations.

The Agricultural Commissioner plans to continue developing a mobile application to track daily activities and enhance billing capabilities. The mobile application will also assist staff in meeting State and Federal contract requirements reported on a monthly basis. The activity reports will be used to prepare invoices for State contracts and will aide in compilation of the annual financial statement.

Unclaimed Gas Tax (UGT) Revenue

State law provides that refunds of fuel taxes may be requested for off-highway usage, such as for agricultural purposes; however, not all allowable refunds are requested. These unclaimed monies are deposited into a special fund administered by the California Department of Food and Agriculture (CDFA), with a portion distributed annually to county Agricultural Commissioners. The amount received by each county is based on the relative amount of General Fund support received in comparison to other counties and overall costs of agricultural programs. For the past few years, the County's annual share of gas tax revenues has generally ranged between \$700,000-\$1,000,000, and is budgeted at \$1,231,941 for 2019-2020.

The UGT revenue for 2019-2020 is projected to increase by \$351,941 due to the passage of Senate Bill 1 (2017). The Office is planning to utilize increased revenue for the two new Agricultural Biologist/Standards Inspector IV positions to meet anticipated workload. These positions will be utilized to cover day-to-day supervision activities at the satellite offices and seasonal increased workload for phytosanitary and exclusion programs. The increased UGT led to enhancement of the existing Pest Exclusion contract by \$152,200. The Office also received a new contract for apiary protection for \$74,000 and hired an Agricultural Biologist/Standards Inspector I in February 2019 to cover the beehive inspections required under this contract.

Pest Detection Programs

In recent years, the County experienced a number of new invasive plant pest infestations that resulted in quarantines and required significant resources to eradicate. State contracts typically provide funding for seasonal staff, vehicle expenses, and other supplies to deal with quarantine and eradication efforts.

- **Asian Citrus Psyllid (ACP)** - In 2016-2017, the discovery of ACP in nearly all incorporated cities within the County boundaries led to widespread delimitation efforts. In 2018, there were no new finds of ACP in the County resulting in the decrease of traps and the State contract by \$191,383, which will be reflected in the recommended budget later this year due to the timing of the Federal budget.

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- **European Grape Vine Moth (EGVM)** - The contract status for the EGVM program is uncertain due to Statewide eradication in 2016. In 2018-2019, a contract was received to continue survey work throughout the County to ensure the eradication of the EGVM is maintained. If a new State contract is received, the Office will present the item to the Board of Supervisors for consideration during 2019-2020 and any necessary budget adjustments.

In the long-term view, if State quarantine and pest detection projects scale down significantly, there will be an impact to the Agricultural Commissioner's budget. Aside from direct reductions in seasonal staff and other program expenditures, there will also be an impact to departmental overhead charges. Typically, State contracts allow a 25% overhead charge on part-time seasonal labor costs to help cover indirect administrative and support expenses. If contract revenue is eliminated, the ability to spread indirect costs to these programs is also eliminated, leaving overhead costs to be absorbed by remaining programs or the General Fund. Staff will continue to monitor the situation and reduce or adjust overhead costs as appropriate.

AgVenture Program

In 2018, a Specialty Crop Block Grant (SCBG) was awarded by CDFA to cover approximately 65% of the costs for the AgVenture Program from 2018-2021. The recommended budget includes a total of \$123,000 in salary and supply costs for the program. The Office is planning to transfer any costs not reimbursed by the SCBG funding from the AgVenture Trust Fund to cover transportation and a portion of the AgVenture Program Coordinator's salary.

Pesticide Enforcement Revenues

A State mill fee is assessed on pesticides sold in California with monies collected to pay for State Department of Pesticide Regulation programs and to help counties offset the cost of its Pesticide Use Enforcement program. Revenue is projected to remain steady at approximately \$1.2 million in 2019-2020.

State Fair Display

The State Fair (Fair) is an important venue to promote and highlight the County's agriculture and its tourism opportunities through producing a display. Many counties in the State have participated in the Fair through visitor bureaus and Chambers of Commerce. In 2019, the Office will collaborate with Visit Stockton and the Stockton Convention and Visitors Bureau to enhance the Fair display. The Commissioner's budget includes \$5,000 in funding to cover the costs of the County's display. It is anticipated this will be

completed and available to be viewed by the public attending the Fair.

Crop Report

Section 2272 of the California Food and Agriculture Code mandates the Agricultural Commissioner of each county to compile an annual crop report in accordance with the methods outlined by the National Agricultural Statistics Services. The Annual Crop Report helps in providing agriculture production data to private lending institutions, tax assessor, Federal, State, and local governmental agencies.

Calendar Year	Gross Ag Value
2018	Data Not Available
2017	\$2,527,989,000
2016	\$2,337,922,000
2015	\$2,732,917,000
2014	\$3,234,705,000
2013	\$2,976,997,000
2012	\$2,869,472,000

Weights and Measures

The Weights and Measures 2019-2020 Annual Device Registration Fees decreased slightly, but it is expected to increase as the economic development of the Port of Stockton continues to grow. The Division has seen an increase in large capacity devices being tested as existing businesses diversify by manufacturing and selling diverse products that require additional weighing and measuring equipment to be tested and certified. The Division purchased new test weights to increase testing capabilities to better serve rail clients and improve user safety at the Port of Stockton. The recommended budget adds a new weight truck and crane to replace a 30-year-old vehicle. There is a decrease in the revenues for Weights and Measures due to penalties that are no longer being applied.

Emerging Issues

Cannabis

The Agricultural Commissioner has been working closely with CDFA, and consulting with other county Commissioners to determine the impacts in the coming months as local ordinances are developed for the production, sale, and testing of commercial cannabis. The City of Stockton is currently in the process of permitting production facilities, which will directly impact departmental operations due to State-mandated requirements to oversee Pesticide Use Enforcement, Nursery, and Weights and Measures programs. The costs of this program will be partially covered by Pesticide Mill fees and device registration fees already being received by the Office. There is currently a Memorandum of

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Understanding being developed with Cal Cannabis and the California Agricultural Commissioners and Sealers Association (CACASA) that will cover some costs of the required inspections.

Hemp

A moratorium is currently in effect in San Joaquin County for the cultivation of hemp by research institutes. The Office been working with CACASA and its hemp-working group and is participating in hemp legislation development at the State level. In addition, staff has been attending Hemp Advisory Board meetings and conference calls with hemp regulators from throughout the United States. CDFA is currently developing regulations for hemp registrations, which will help with recovery of costs for commercial cultivation registrations. Any other oversight activities by staff will be covered by fees similar to those already in place for the issuance of export certifications and contracts with CDFA.

Trust Funds

Four special trust funds established by the Board of Supervisors to carry out different programs are maintained by this Office.

Agricultural Facilities Trust Fund

The Agricultural Facilities Trust Fund (#12005), established in 2010 (B-10-432), receives all fees collected for use of the County Agricultural Center. Funds are used for replacement of furnishings, window coverings, flooring and equipment, special maintenance needs, and incidental supplies for the public use areas. As of March 31, 2019, the fund balance totaled \$222,585. After the revision of facility use fees in October 2015, the fund has seen yearly increases in revenue.

Fiscal Year	Trust Revenues
2015-2016	\$37,105
2016-2017	\$66,448
2017-2018	\$78,400
2018-2019	\$80,549

AgVenture Trust Fund

As of March 31, 2019, the AgVenture Trust Fund (#12006) balance totaled \$218,449. Continuation of the program will be dependent on grant funding, private donations, and County funding.

Glassy-Winged Sharp Shooter (GWSS) Prevention Trust Fund

On January 5, 2000, the San Joaquin County GWSS task force was organized to address the threats of the GWSS in the County. Subsequently, the Board established the Trust Fund (#12002) to fund the program in the absence of local, State, or Federal funding availability. The original source of funding came through donations from the local agriculture industry. The GWSS program continues to be active, but is now funded with Federal monies through a State contract with the County. As of March 31, 2019, the fund balance totaled \$54,281.

Special Agriculture Inspection Trust Fund

The Special Agriculture Inspection Trust Fund (#12004) captures revenues from inspection and certification services. Average annual revenue is approximately \$635,000. As of March 31, 2019, the fund balance totaled \$2,148,765, and does not include revenue that would have been received from spring 2019 activities, including cherry inspections. The 2019-2020 recommended budget includes a transfer of \$1.2 million to support the Commissioner's operations.

Weights and Measures Trust Fund

The Weights and Measures Trust Fund (#12007) was established to transmit the administrative fee portion of device registration fees collected by the Agricultural Commissioner to the State Department of Measurement Standards. As of March 31, 2019, the fund balance totaled \$36 and the Office is proposing to eliminate this fund in 2019-2020 due to the creation of a separate line item in their budget for transparency purposes.

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Workload Data

	-----Actual-----			Est./Act.	Projected
	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020
Action					
Complaint Investigations	32	40	35	35	35
Insect Traps Monitored	13,361	13,286	13,300	13,300	10,528
Investigations	102	95	110	110	115
Pesticide Permits/I.D.#s Issued	2,117	1,668	1,846	1,846	2,000
Issuance					
Export Certificates Issued	12,941	16,158	16,250	16,700	16,700
Inspections					
Civil Penalty Actions	6	9	5	6	15
Establishments Inspected	2,835	2,899	2,750	2,750	2,750
Fruit and Vegetable Inspections	1,641	1,486	1,616	1,616	1,300
Measuring Devices Inspected	7,997	8,312	7,500	7,500	8,250
Nursery Inspections	84	85	85	85	53
Package Inspections	133	1,114	500	500	250
Pesticide Inspections	922	771	650	650	850
Petroleum Inspections	260	285	250	250	250
Seed Inspections	110	120	120	120	117
Weighing Devices Inspected	4,186	3,210	3,000	3,000	3,500
Weighmaster Inspections	40	31	25	25	20
Shipments					
Incoming Plant Shipments	1,864	6,231	4,887	4,922	8,500
AgVenture					
Program Student Participants	9,980	9,985	9,584	9,850	10,000
Program Volunteers	1,218	1,183	1,176	1,192	1,192

Summary

All Community Development Budgets

Zayante (Zoey) P. Merrill, *Interim Community Development Director*

General Fund	2017-2018 Actual	2018-2019 Adjusted	2019-2020 Requested	2019-2020 Recommended	Increase/ (Decrease)
Expenditures					
Salaries & Benefits	\$6,313,840	\$7,753,388	\$8,225,024	\$8,225,024	\$471,636
Services & Supplies	848,826	1,839,267	2,092,798	2,092,798	253,531
Centrally-Budgeted Expenses	147,171	75,110	541,727	541,727	466,617
Other Charges & Uses	7,223,482	7,443,405	16,391,562	16,391,562	8,948,157
Fixed Assets	197,282	789,000	793,000	793,000	4,000
Total Expenditures	\$14,730,601	\$17,900,170	\$28,044,111	\$28,044,111	\$10,143,941
Expenditure Reimbursements	(646,382)	(670,000)	(665,000)	(665,000)	5,000
Total Appropriations	\$14,084,219	\$17,230,170	\$27,379,111	\$27,379,111	\$10,148,941
Earned Revenues By Source					
Licenses/Permits/Franchises	\$4,932,646	\$3,815,000	\$4,440,000	\$4,440,000	\$625,000
Aid From Other Governments	9,118,766	8,608,088	17,684,662	17,684,662	9,076,574
Charges For Services	1,615,397	1,889,279	2,024,758	2,024,758	135,479
Miscellaneous Revenues	39,969	1,200	1,200	1,200	0
Total Revenues	\$15,706,778	\$14,313,567	\$24,150,620	\$24,150,620	\$9,837,053
Net County Cost	(\$1,622,559)	\$2,916,603	\$3,228,491	\$3,228,491	\$311,888
Staffing					
Allocated Positions	52.0	57.0	59.0	59.0	2.0
Temporary (Full-Time Equivalent)	1.2	2.0	1.2	1.2	(0.8)
Total Staffing	53.2	59.0	60.2	60.2	1.2

This presentation represents a summary of the two budgets administered by the Director of the Community Development Department. They include:

- 2025600000 Community Development
- 5055246000 Neighborhood Preservation

Board Strategic Priorities 2019-2020 through 2021-2022

The 2019-2020 recommended budget for the Community Development Department focuses on the implementation of the Board Strategic Priorities as adopted by the Board on April 9, 2019. The Board Strategic Priorities for fiscal years 2019-2020 through 2021-2022 are a continuation of the Board's original five key priorities established in 2015. The Board has updated and augmented the goals associated with

these strategic priorities to reflect the Board's direction related to water issues, health, collaboration, and homelessness. The following highlights provide an overview of several projects, programs, and activities administered by the Community Development Department.

Ensure Fiscal Responsibility

- Since the major staff reductions in 2009-2010, the Community Development Department has generally maintained staffing levels, only adding staff when workload volumes required it or if service levels would be compromised. In 2019-2020, two new staff will be added to the Planning/Development Services Division to address an increased planning workload for the Mountain House Community Services District and to meet long-term strategic goals. New staff costs will be covered through a projected increase in revenue and reimbursement from Mountain House developers.

Summary

Environmental Protection

Promote Good Governance and Increase Organizational Capabilities

- The Building Inspection Division is continuing its efforts to streamline permit issuance and inspections. Building Division Inspectors have been assigned electronic tablets allowing them network access at the job site to maximize efficiencies.
- The Department is implementing ePlanSoft and updating processes to allow for the acceptance of electronic plans for review.
- Code Enforcement Officers have tablets and portable printers for use in the field. Additionally, staff is developing an electronic case management system to track active code enforcement cases to assist in more efficient and timely resolution of cases.
- Code Enforcement Officers continue to participate in triage and respond to complaints as part of the Community Service Team, which includes the Sheriff's Office and the Environmental Health Department.

2019-2020 continuing Community Development Department projects that address homelessness issue include:

- Expansion of the number of beds in homeless shelters.
- Rental assistance for longer term housing.
- Support services such as counseling, child care, transportation, and employment assistance for shelter residents.
- Rapid re-housing for those at risk of losing their housing to prevent homelessness.
- Emergency and temporary shelter housing for those who cannot afford housing.
- Victory Gardens, a 49-unit supportive housing development for homeless veterans.

Promote Economic Development

- The Department completed the Mountain House Jobs Housing Review, as required in the approved Mountain

House Master Plan, and is scheduled to present it to the Planning Commission in June 2019. The Jobs Housing Review allows the Department to confirm that the Community is achieving its job-to-housing ratio goal of .99 jobs per household as it moves toward buildout.

- Staff is working with Mountain House developers on the Town Center, which is a mixed-use development project that would provide for public and administrative offices and retail/commercial uses. Construction has begun on the new Mountain House Administration Building, Town Hall, and Library, expected to be completed in late 2019. The Town Center project is expected to generate approximately 2,600 jobs. Additionally, two new commercial and retail plaza projects are proposed to be constructed during 2019-2020. One project consists of the first gas station, car wash, and full-service restaurant for the community, and is expected to generate 140 jobs. The other project, planned to begin construction is summer 2019, includes an advanced manufacturing facility, offices, and a light industrial complex and is expected to generate nearly 900 jobs.
- The Planning/Development Services Division will work with the County Administrator's Office and the Master Developer to revise the existing Special Purpose Plan (SPP), as necessary, for the development of the Airpark 599 project. This is expected to include a comprehensive revision to the SPP Site Plan and Development Guidelines, as well as coordinating the environmental review process.

Stay Informed and Proactive in Dealing with Water Issues

- The Planning/Development Division is working with the Department of Public Works on Senate Bill (SB) 5 issues regarding flooding and on the Sustainable Groundwater Management Act (SGMA) regarding groundwater management. The General Plan includes language and policies acknowledging the requirement to be consistent with State regulations pertaining to SB 5 and SGMA.

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Environmental Protection

Zayante (Zoey) P. Merrill, *Interim Community Development Director*

General Fund	2017-2018 Actual	2018-2019 Adjusted	2019-2020 Requested	2019-2020 Recommended	Increase/ (Decrease)
Expenditures					
Salaries & Benefits	\$5,623,367	\$6,898,462	\$7,260,957	\$7,260,957	\$362,495
Services & Supplies	782,041	1,690,817	1,925,348	1,925,348	234,531
Centrally-Budgeted Expenses	129,907	60,298	501,639	501,639	441,341
Fixed Assets	9,748	16,000	45,000	45,000	29,000
Total Expenditures	\$6,545,063	\$8,665,577	\$9,732,944	\$9,732,944	\$1,067,367
Expenditure Reimbursements	130	(5,000)	0	0	5,000
Total Appropriations	\$6,545,193	\$8,660,577	\$9,732,944	\$9,732,944	\$1,072,367
Earned Revenues By Source					
Licenses/Permits/Franchises	\$4,932,646	\$3,815,000	\$4,440,000	\$4,440,000	\$625,000
Aid From Other Governments	28,224	38,495	38,495	38,495	0
Charges For Services	1,615,397	1,889,279	2,024,758	2,024,758	135,479
Miscellaneous Revenues	39,969	1,200	1,200	1,200	0
Total Revenues	\$6,616,236	\$5,743,974	\$6,504,453	\$6,504,453	\$760,479
Net County Cost	(\$71,043)	\$2,916,603	\$3,228,491	\$3,228,491	\$311,888
Staffing					
Allocated Positions	45.0	50.0	52.0	52.0	2.0
Temporary (Full-Time Equivalent)	1.2	2.0	1.2	1.2	(0.8)
Total Staffing	46.2	52.0	53.2	53.2	1.2

Purpose

The Building Inspection Division protects the public's health and safety by regulating new building construction, inspecting existing buildings, and by reviewing all new development projects.

The Planning/Development Services Division processes building and development projects, including any necessary environmental review, and prepares reports for the Planning Commission and the Board of Supervisors. This Division also prepares, maintains, and implements the Development Title and the General Plan. Code Enforcement staff are responsible for investigating complaints and providing enforcement services for violations of the County's Development Title.

Additional Department functions include Administration, Fire Prevention, Geographic Information Systems, and Information Systems.

Major Budget Changes

Salaries & Employee Benefits

- \$205,289 Salary and benefits adjustments.
- \$167,773 Add a Principal Planner.
- \$68,254 Add an Office Assistant Specialist.
- (\$78,821) Decrease in extra-help.

Services & Supplies

- \$100,000 Lobby security improvements.
- \$56,500 Increase in costs for small tools, safety equipment, furniture, and field technology for Building Inspection and Planning.

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Environmental Protection

- \$51,826 Increase in professional consultant plan check services costs.
- \$50,000 Increase in fleet services costs.
- \$47,600 Increase in office expenses.
- (\$52,595) Decrease in professional consultant environmental review services.
- (\$30,000) Decrease in costs for aerial survey.

Centrally-Budgeted Expenses

- \$444,014 Cost Allocation Plan adjustment.

Revenues

- \$500,000 Increase in building fees reflecting higher volume/activity.
- \$125,000 Increase in plan check revenue reflecting higher volume/activity.
- \$103,574 Increase in planning fees reflecting higher volume/activity.
- \$75,000 Increase in reimbursement from Mountain House developers reflecting higher volume/activity.
- (\$52,595) Decrease in large environmental review projects.

Fixed Assets/Capital Improvements

- \$45,000 Terminal server replacements (3).

Program Discussion

The 2019-2020 recommended Community Development budget totals \$9,732,944, which is an increase of \$1,067,367 from the 2018-2019 adjusted budget. This change reflects increases in salary and benefits adjustments, the addition of a Principal Planner and an Office Assistant Specialist, lobby security improvements, increases in vehicle and field technology costs, and Cost Allocation Plan adjustments. The additional staff and services are necessary to meet increased demands in building and development activity, which has continued to trend upward since 2015 and which cost is partially offset by a decrease in extra-help. Between 2015 and 2018, building permit applications increased by more than 11% for residential and 5% for commercial, and land use development applications increased by 6%.

Building Inspection

The Building Inspection Division provides building plan check and inspection services to determine compliance with the California Building Code as adopted by the County. Continued growth within the Mountain House Community Services District (Mountain House) means additional demand for building permits and inspections for single-family residential homes, commercial, and industrial development. In addition, a new town hall, library, and administration building are under construction as well as an industrial park with advanced manufacturing businesses set to break ground in summer 2019. The Division may require additional staff in the future should building activity continue to grow.

Staff continues to evaluate additional means and methods to make the plan check and inspection processes as efficient as possible for the Division and the public. In 2018, the Division increased connectivity and efficiency by implementing the use of electronic tablets in the field. The Division will be accepting electronic master plan submittals on a limited basis in fall 2019 using ePlanSoft, an electronic plan check service, with full implementation offered for commercial and residential projects by the end of the year. The electronic plan check service will help reduce plan check turnaround times, the need for hard copy plans, and the number of required office visits.

Planning/Development Services

The Planning/Development Services Division reviews the land use development proposals of project applicants. The Division is divided into three focus areas: Current Planning, Advanced Planning, and Mountain House. Current Planning focuses on advising, processing, and conducting required environmental review of development projects. Advanced Planning focuses on long-term development projects, text amendments, Development Title updates, and implementation of the 2035 General Plan. Mountain House provides comprehensive current and long-range planning services to support buildout of the Mountain House master-planned community. The 2019-2020 recommended budget includes the replacement of a part-time Planner with a full-time Principal Planner to oversee Current Planning with the increased development demand and the new General Plan.

To accomplish projects and environmental review, the Division relies heavily on review by other County departments and non-County agencies. Planning staff currently utilizes Permits Plus software to assist with those activities and communications. In 2019-2020, the Division will be reviewing its processes, including its use of software and technology, in order to further streamline procedures, improve accountability, and enhance the customer experience.

2025600000—Community Development

Environmental Protection

Mountain House Community Services District

The Community Development Department provides building, planning, and land use development services to the unincorporated Mountain House community. Between 2015 and 2018 Mountain House saw an 85% increase in the number of residential building permits and a 250% increase in land use development applications (use permits, site approvals, and improvement plans). This trend is expected to continue through 2019-2020.

Two new commercial and retail plaza projects are proposed to be constructed during 2019-2020. One of the projects will include the first gas station, car wash, and full-service restaurant and is expected to generate 140 full-time jobs. The other project will consist of the first advanced manufacturing facility, offices, and a light industrial complex, and is expected to generate nearly 900 jobs. Residential Neighborhoods A and B located south of Grant Line Road are expected to result in the construction of 570 homes and 57 second-unit dwellings during 2020-2021. Within the Town Center (the future downtown for Mountain House), construction has begun on the new Town Hall, Library, and the Mountain House Administration Building. These buildings are expected to be completed in late 2019.

The 2019-2020 recommended budget includes the addition of an Office Assistant Specialist. This position is needed due to increased demands for the processing of Master Plan and Specific Plan amendments, development agreements, tentative maps, residential development permits, commercial and industrial building permits, and the ongoing maintenance of the comprehensive plans and programs for Mountain House. The Office Assistant Specialist will divide time between Mountain House and Advanced Planning.

Airpark 599 Project

The Planning/Development Services Division's Advanced Planning staff will continue to work with the County Administrator's Office and the Master Developer to revise the existing Special Purpose Plan (SPP) for development of Airpark 599. This is expected to include a comprehensive revision to the SPP Site Plan and Development Guidelines to maximize the value of the site in the current marketplace and to ensure consistency with the updated Airport Layout Plan. Advanced Planning staff will assist in discussions, process amendments, and perform any necessary environmental review.

Code Enforcement

The Code Enforcement Division is responsible for investigating complaints and providing enforcement services for violations of the County's Development Title. The majority of complaints relate to building code violations and land use. To ensure a safe and efficient County response, Code Enforcement staff participate in a weekly review, triage, and team investigation of complaints with the Sheriff's Office and Environmental Health Department staff. If a property owner found in violation of the Development Title does not voluntarily abate the conditions after notification from Department staff, then staff refers the property owner to the District Attorney's Office for further enforcement action.

Weed/Abandoned Vehicle Abatement Programs

Division staff also oversee the Weed Abatement Program enforcement and the abandoned vehicle removal, which is funded by the Abandoned Vehicle Abatement Service Authority. On March 26, 2019, the Board of Supervisors approved a new delegation of authority that will allow the Director of the Community Development Department to directly refer any unpaid amount for weed and rubbish services to the Auditor-Controller to place a special assessment on the property for which those services were performed. During 2019-2020, the Division anticipates the Weed Abatement Program enforcement to be shifted to the Fire Prevention Bureau Division.

During 2018-2019, Code Enforcement improved service delivery by adding a Code Enforcement Officer and Senior Office Assistant, and implemented the use of computer tablets and portable printers for officers' use in the field. The Division will continue to increase use and functionality of the tablets to respond more efficiently and effectively to complaints. Additionally, staff is exploring organizational changes that will allow for better overall enforcement of County Code violations.

Community Clean-Up Program

Initiated during 1997-1998, the Department's Code Enforcement Division organizes the County's Community Clean-Up Program, which continues to be successful in the communities. The Program places dumpsters for trash, electronics, and tires in nine County neighborhoods during advertised events. Staff also distributes landfill passes to Lovelace Materials Recovery Facility and Transfer Station, and North County Recycling Center and Sanitary Landfill to County residents to aid in the proper disposal of accumulated trash. Staff will continue to work with community stakeholders to explore ways to increase access to Program services.

2025600000—Community Development

Environmental Protection

In 2019-2020, the Program will again be conducted in the following nine neighborhoods:

Neighborhoods	Location
<i>Boggs Tract</i>	<i>Stockton</i>
<i>Country Club</i>	<i>Stockton</i>
<i>French Camp</i>	<i>French Camp</i>
<i>Garden Acres</i>	<i>Stockton</i>
<i>Gianone Park</i>	<i>Stockton</i>
<i>Kennedy</i>	<i>Stockton</i>
<i>Larch Clover</i>	<i>Tracy</i>
<i>Taft</i>	<i>Stockton</i>
<i>Thornton</i>	<i>Thornton</i>

Fire Prevention Bureau

The Fire Prevention Bureau Division is responsible for the administration and enforcement of the California Fire Code as adopted by the County. The Bureau is tasked with reviewing building plans and performing inspections to determine Fire Code compliance, reviewing appeals on fire protection issues, certifying occupancy, providing technical consultation with County stakeholders including County Fire Districts, and administering and enforcing the County's Weed Abatement Program. Additionally, the Bureau is tasked with coordinating and overseeing County Fire Districts and departments within the County that provide fire services through memoranda of understanding (MOU). The Bureau is staffed with a Fire Services Coordinator position, currently filled with a part-time employee.

Many functions have been redistributed to other divisions (mainly Building Inspections and Code Enforcement), outside contractors, or through the MOUs without sufficient County support or oversight. While the needs of individual applicants for plan review and inspection are currently being met with only minimal delay, the Bureau is unable to perform its necessary functions. Accordingly, the Department has requested that the current role of Fire Services Coordinator be elevated to a new full-time Deputy Fire Warden classification. The Department is working with Human Resources and anticipates bringing forward the new classification for Board consideration by the end of the 2018-2019 fiscal year and filling the position in the first quarter of 2019-2020. Depending on workload, the Department may also request to add a Fire Inspector and administrative support in the future.

Fee Schedule Review and Adjustment

Planning/Development Services and Building Divisions

On January 16, 2019, the Office of the Auditor-Controller issued a report on its 2018 audit of the Department's existing fee structure. The report was inconclusive and recommended that the Department complete a time and fee study for the Department's Planning/Development Services and Building Divisions. The purpose of the recommended study is to document the actual time spent by staff on applications and permits such that fees can be adjusted, if necessary, to recover departmental costs. The Department will have the study conducted by an outside consultant and is committed to completing the study before December 31, 2019. The Department may return to the Board should the study indicate the need for any fee adjustments. Fees were last adjusted in 2010-2011.

Fire Prevention Bureau Division

Fire operational permit and inspection fees were last adjusted in 2010. As of this writing, the Fire operational permit fee schedule has been reviewed by the Department and is scheduled for the June 2019 fee hearing for Board consideration of fee schedule adjustments in order to more accurately reflect Department and Fire District costs. In 2019-2020 the Department will also complete a comprehensive time and fee study and may return to the Board should the study indicate the need for any additional fee adjustments.

Department Information Systems

The Department is currently allocated two Information Systems positions, including a Department Information Systems Manager and a Department Information Systems Analyst II. These positions provide technical support to the Department by creating, implementing, maintaining, and training staff on the electronic tools necessary to accomplish the complex processes and activities in the Planning/Development Services, Building Inspection, and Code Enforcement Divisions. The Department is working with the Human Resources Division to review the appropriateness of the vacant Department Information Systems Manager allocation and may request the Board's consideration of an adjustment in order to better meet the Department's needs.

2025600000—Community Development

Environmental Protection

Workload Data

	-----Actual-----			Est./Act.	Projected
	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020
Building Permits					
Commercial	399	419	417	425	450
Residential	2,478	2,327	2,760	2,926	3,200
Over-the-Counter (roof, HVAC, etc.)	1,982	2,201	2,420	2,557	2,745
Total Permits	4,859	4,947	5,597	5,928	6,395
Planning					
Business License	276	305	304	334	368
Development Applications	266	245	295	332	373
Williamson Act	54	32	31	37	44
Total Applications	596	582	630	703	785
Enforcement					
Abandoned Vehicles	40	9	2	5	10
Community Service Complaints	1,352	1,555	1,738	1,890	1,800
Enforcement Cases					
Closed Cases	416	338	417	430	420
Open Cases	46	92	113	124	90
Total Enforcement	1,854	1,994	2,270	2,449	2,320
Fire Services					
Fire Access Roads	95	99	100	81	90
Fire Inspections	332	216	271	252	260
Permits Issued	546	477	443	476	455
Plan Reviews	79	66	55	49	50
Weed Abatement Parcels Abated	27	31	23	35	35
Total Fire Services	1,079	889	878	893	890

2026000000—Emergency Services

Environmental Protection

Marcia Cunningham, General Services Director

General Fund	2017-2018 Actual	2018-2019 Adjusted	2019-2020 Requested	2019-2020 Recommended	Increase/ (Decrease)
Expenditures					
Salaries & Benefits	\$796,663	\$673,166	\$833,827	\$833,827	\$160,661
Services & Supplies	379,113	396,687	330,865	330,865	(65,822)
Centrally-Budgeted Expenses	45,878	135,468	288,039	288,039	152,571
Total Appropriations	\$1,221,654	\$1,205,321	\$1,452,731	\$1,452,731	\$247,410
Earned Revenues By Source					
Aid From Other Governments	\$660,625	\$526,795	\$518,467	\$518,467	(\$8,328)
Total Revenues	\$660,625	\$526,795	\$518,467	\$518,467	(\$8,328)
Net County Cost	\$561,029	\$678,526	\$934,264	\$934,264	\$255,738
Allocated Positions	6.0	7.0	7.0	7.0	0.0
Temporary (Full-Time Equivalent)	1.5	0.0	0.0	0.0	0.0
Total Staffing	7.5	7.0	7.0	7.0	0.0

Purpose

The Office of Emergency Services (OES) is responsible for coordinating with County departments, local cities, and Special Districts to mitigate against, prepare for, respond to, and recover from disasters. OES does not execute tactical field operations, but instead supports requests from first responders in the field.

The central site for managing and coordinating the County's support of field operations is the San Joaquin County Emergency Operations Center (EOC). The EOC is not a "Command Post," rather, it is a multi-agency coordination point for emergencies affecting multiple jurisdictions or disciplines. During a disaster, the EOC is also the communication link with city/town EOCs, Department/Agency Operations Centers, adjacent counties, the California Inland Regional EOC, and other State and Federal offices.

Major Budget Changes

Salaries & Employee Benefits

- \$63,366 Salary and benefits adjustments.

- \$97,295 Full-year cost of an Emergency Planner position added midyear 2018-2019.

Services & Supplies

- \$177,114 Increase in allocated grant expenditures for 2019-2020.
- \$8,643 Increase in allocated cost for General Services Administration.
- (\$245,686) Decrease in 2018-2019 Department of Water Resources (DWR) Statewide Grant expenditures.

Centrally-Budgeted Expenses

- (\$73,469) Decrease in data processing charges.
- \$226,432 Addition of Countywide Cost Allocation Plan charges.

Revenues

- \$221,242 Increase in DWR Round 2 revenue.

2026000000—Emergency Services

Environmental Protection

- \$17,614 Increase in 2019-2020 DWR Statewide Grant revenue.
- (\$250,000) Decrease in 2018-2019 DWR Statewide Grant revenue.

Program Discussion

The 2019-2020 recommended OES budget totals \$1,452,731, which is an increase of \$247,410 from the 2018-2019 adjusted budget. This change reflects salary and benefits adjustments, the midyear addition of an Emergency Planner, and the addition of Countywide Cost Allocation Plan charges, offset by decreases in DWR Statewide Grant expenditures and data processing charges.

In 2019-2020, OES priorities will include continued progress in addressing recommendations for the County's Emergency Operations Plan (EOP) Functional and Hazard Annexes and continue to conduct the following activities:

- Continue to work with County Departments with roles in emergency response to update and/or develop specific EOP Functional and Hazard Annexes that meet the new Federal Emergency Management Agency (FEMA) required format.
- Maintain County Employee Preparedness Program (EPP).
- Maintain 24-hour disaster response coordination, including alert and warning systems.
- Perform local emergency response coordination, monitoring, and reporting.
- Execute planning, training, exercises, and stockpiling flood-fight resources.
- Update and implement the comprehensive five-year training and exercise plan, with expanded efforts to include cities and Special Districts.
- Develop a plan to become an Emergency Management Accredited Program accredited county within the next five years.

Emergency Operations Plan

The EOP explains the general concept of operations, reviews the expected mission execution for each emergency phase, and identifies the agencies that will have the lead for a given Emergency Support Function (ESF). The Basic Plan then outlines the ESFs activated during an emergency.

With the completion of the Basic EOP in 2018-2019, OES will focus on further development of supporting annexes to

the Basic Plan during 2019-2020. ESF Annexes focus on critical tasks, capability, and resources provided by emergency response agencies for the County throughout all phases of a major disaster. The Annexes clearly define escalation pathways and procedures for additional support from the State. The ESFs targeted for 2019-2020 include Transportation, Communications, Fire and Rescue, Care and Shelter, Resources and Logistics, Recovery, Public Information, and Volunteer Management. This endeavor will require continued cooperation by several County agencies. In addition, Hazard Annexes for Severe Weather and Drought will be completed with cooperation from several County agencies.

Communication of the EOP and subsequent annexes is vital. Quarterly Countywide Stakeholder meetings, which include County departments with roles in emergency response, cities, and Special Districts, will be held to ensure plans and training opportunities are effectively communicated throughout the community.

OES is developing a new public-facing preparedness website that will educate and empower citizens in the communities to prepare their homes, families, and businesses for disasters. During emergencies, the website will provide a trusted location for citizens to obtain real-time updates and instructions. OES will also continue to improve the agency webpage to provide valuable information for stakeholders in the community, and to be a repository for emergency plans and policy documents.

OES will also continue to utilize social media outlets, Facebook, Twitter, and NextDoor to share real-time information and instructions during severe weather or potentially hazardous conditions.

Emergency Preparedness Program (EPP)

The recommended budget includes \$17,136 in staffing costs dedicated to reducing the level of maintenance for the County EPP. The EPP was implemented in 2000-2001, and with OES oversight, places responsibility and accountability for the design and implementation of an emergency plan at the department level.

The goals for this Program include development of a video-based online training curriculum for Area Wardens and updated new employee preparedness orientations, which incorporate required trainings for public employees in the Standardized Emergency Management System (SEMS).

During 2018-2019, 29 facility evacuation drills were coordinated by OES. In 2019-2020, OES plans to coordinate 30 facility evacuation drills.

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Environmental Protection

Exercises

Exercises are an essential part of emergency preparedness and are commonly used to test and evaluate plans, policies, and procedures in place in a learning environment. OES has developed a five-year training and exercise plan, which builds up in complexity as mastery is achieved. OES will conduct six discussion-based exercises during 2019-2020. Exercise scenarios will be based on previously identified hazard vulnerabilities and will include participants from other County departments, cities, Special Districts, and non-government agencies where appropriate. After-Action Report and Improvement Planning reports will be developed following all OES facilitated exercises.

2017 Winter Storms Recovery – Retention Funds

For post-disaster recovery, OES serves as coordinator between local government, State, and Federal recovery agencies, while administering the County claims for State and Federal assistance, which supports both individuals (homes and businesses, including agri-businesses) and public agencies (local government and private nonprofits).

Claims for the 2017 Winter Storms Recovery totaled \$1,571,946. All County recovery claims have been completed to date and final documents forwarded to FEMA for final review. With the exception of a small amount of funds FEMA holds in retention, all funded reimbursements have been received and distributed. Final State retention funds will be released upon final notification from FEMA in 2019-2020.

Emergency Operations Center Preparedness

The 2019-2020 budget includes the purchase of nine laptop computers and software licensing through the PC Replacement Program. The computers will be used to support the EOC located in the Robert J. Cabral Agricultural Center and will ensure the EOC assigned leadership staff will have the tools necessary to communicate at all levels, share information, and request resources in the event of a disaster. Laptop computers that can be easily maintained to meet County computer security requirements, but also be quickly disconnected and transported to a back-up location should the need arise, will provide improved capabilities for the EOC.

Emergency Services Grants

The DWR Round 1 grant was audited by the California Department of Finance in 2018-2019, revealing a single finding of incomplete grant deliverables. This was a direct result of the lack of participation by a city and four Special Districts within the County that had initially indicated a desire to participate, but failed to complete their deliverables. DWR allowed OES to extend the grant until December 2019, to allow more time for the city and Special Districts to complete

their specific deliverables and to receive reimbursement through the grant.

A Desk Compliance Review by the California Office of Emergency Services of the 2016-2017 Emergency Management Performance Grant (EMPG) revealed that OES was in compliance with all established regulations.

Grant documents are maintained for three years after being closed-out, and a final expenditure report is sent to the agency that awarded the grant funds. During the three-year retention period, grant documents are subject to a potential audit. After the required three years, documents are discarded.

Emergency Management Performance Grant

Funding for the FEMA EMPG flows to the State and is allocated to counties on a per capita basis, requiring a 50% local match. These funds are used to enhance the ability of local emergency planning, response, and recovery. For many years, OES has successfully applied for, and been awarded EMPG funding. The 2019-2020 budget includes \$278,111 in revenue from this grant.

For planning efforts, this grant covers current emergency plans and annex revisions. FEMA priorities are adjusted annually, but flexibility is allowed in establishing specific local goals as long as they meet generic Federal goals.

Staff will continue to participate in local government exercises and County department exercises to test assigned Operational Area coordination procedures. OES also participates in annual dam failure exercises with 15 dam operators and State and Federal agencies.

Flood Emergency Response Projects Statewide Grant

In 2015-2016, OES was awarded \$598,250 to administer the Round 2 DWR Flood Emergency Response Projects Statewide grant. This grant is funded by Proposition 84 monies to assist in the development or revision of county and city flood emergency plans; flood response training programs; purchase of flood-fight supplies; and to build the working relationship between local jurisdictions and State OES. Grant participants in San Joaquin County are local water and irrigation agencies, the cities of Ripon and Escalon, and the County.

This grant award had a 36-month timeline covering 2016 through 2019. In order to allow more time to complete grant tasks, this grant has been extended by the DWR until June 2020. The recommended 2019-2020 budget includes \$17,614 in remaining grant funding.

The remaining tasks include development and delivery of four discussion-based exercises covering the cities of Ripon and

2026000000—Emergency Services

Environmental Protection

Escalon, and one each in the north and south unincorporated areas, the revision of EOPs for the cities of Ripon and Escalon, and finalization of updates to neighborhood evacuation maps and brochures.

Department of Water Resources Delta Flood Emergency Response Grant Program, Round 2

In 2018-2019, OES was awarded the DWR Delta Flood Emergency Response Grant Program, Round 2 grant, for

flood management solutions. This 36-month grant includes funding for tasks directed at improving the overall response within the five-county Delta region such as development of Delta-wide evacuation plans, evacuation re-entry pass policy updates, care and shelter database updates, neighborhood evacuation maps and brochures, public safety evacuation zone maps, and completion of mass brochure mailing to citizens in the Delta region. The 2019-2020 budget includes revenue in the amount of \$221,242.

Workload Data

	-----Actual-----			Est./Act. 2018-2019	Projected 2019-2020
	2015-2016	2016-2017	2017-2018		
<i>Employee Preparedness Program</i>					
<i>Department Plan Assistance</i>	45	40	45	34	34
<i>Disaster Responses</i>	4	4	3	0	4
<i>Employee Preparedness Orientation</i>	15	11	15	21	16
<i>Evacuation Drills</i>	8	26	26	29	30
<i>Facility Threat Plan Assistance</i>	26	24	26	28	25
<i>Warden Training</i>	4	4	4	2	8

2026000150—Homeland Security Grants

Environmental Protection

Chris Cruz, Information Systems Director

General Fund	2017-2018 Actual	2018-2019 Adjusted	2019-2020 Requested	2019-2020 Recommended	Increase/ (Decrease)
Expenditures					
Services & Supplies	\$108,130	\$58,648	\$191,878	\$191,878	\$133,230
Centrally-Budgeted Expenses	0	0	(538)	(538)	(538)
Fixed Assets	672,641	1,210,987	1,128,110	1,128,110	(82,877)
Total Appropriations	\$780,771	\$1,269,635	\$1,319,450	\$1,319,450	\$49,815
Earned Revenues By Source					
Aid From Other Governments	\$607,865	\$1,974,602	\$940,051	\$940,051	(\$1,034,551)
Total Revenues	\$607,865	\$1,974,602	\$940,051	\$940,051	(\$1,034,551)
Net County Cost	\$172,906	(\$704,967)	\$379,399	\$379,399	\$1,084,366

Purpose

The State of California is responsible for administering more than \$2.0 billion in funds for homeland security, emergency management, justice programs, and victim services. The majority of these grant funds are distributed to local and regional entities to enable the most effective prevention, detection, response, and recovery efforts.

In 2011, Information Systems Division (ISD) assumed responsibility for overall grant management of the Homeland Security Grants allocated to San Joaquin County: Homeland Security Grant Program and Urban Area Security Initiative. As Grant Administrator, ISD provides administrative oversight and financial management of the Homeland Security grant funds to ensure compliance with State and Federal laws, regulations, and policies.

Major Budgets Changes

Services & Supplies

- \$146,250 Increase in cybersecurity software expense for two-way radio system.
- (\$13,020) Decrease in management and administration costs.

Revenues

- (\$1,034,551) Decrease in net reimbursement for grant projects.

Fixed Assets/Capital Improvements

- \$597,765 Mednet communications system for emergency medical response.
- \$415,168 Two-way radio communications trunking site.
- \$115,177 Bio Terrorism Forensic Lab Genome Sequencer for Public Health Services.

Program Discussion

During 2018-2019, ISD met with the Local Approval Authority, which includes representatives from local police, local and rural fire, and emergency medical services agencies, to fund projects that directly support the County's first responders.

The 2019-2020 recommended budget reflects the priorities established by the Local Approval Authority and focuses on investing grant funds to support the region's multiyear Public Safety Interoperable Radio Communications Project and projects that benefit the County in the areas of law enforcement, fire protection, and medical response.

2026000150—Homeland Security Grants

Environmental Protection

In 2019-2020, Homeland Security grant funds will be used to complete the following projects:

- Upgrade the Mednet communications system for emergency medical response.
- Install a Bio Terrorism Forensic Lab Genome Sequencer for Public Health Services.
- Add a two-way radio communications trunking site to the County trunked radio system.
- Install radio communications firewall software to aid in the cybersecurity for the County two-way radio communications system.

In 2018-2019, the Department of Homeland Security grant funds were used to realize the following accomplishments:

- Completed construction of a 180-foot Communications Tower in Tracy.
- Purchased 967 trauma kits (Law Personnel Protective Equipment) for the County Sheriff.
- Purchased a bomb robot for the County Sheriff.
- Purchased a bomb robot for the City of Stockton.
- Purchased a bomb suit for the County Sheriff.
- Purchased and installed a VisionX Comparison Microscope for the Integrated Biometric Identification System Lab.

Workload Data

	-----Actual-----			Est./Act.	Projected
	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020
<i>Grants Administered</i>	2	2	3	3	3
<i>Value of Grants Administered</i>	\$1,267,088	\$823,864	\$2,429,117	\$2,457,961	\$2,476,694

2026500000—Fish & Game

Environmental Protection

Patrick Withrow, Sheriff-Coroner-Public Administrator

Special Revenue Fund	2017-2018 Actual	2018-2019 Adjusted	2019-2020 Requested	2019-2020 Recommended	Increase/ (Decrease)
Expenditures					
Salaries & Benefits	\$17,735	\$0	\$0	\$0	\$0
Other Charges & Uses	5,282	0	0	0	0
Operating Transfers Out	16,089	27,000	7,000	7,000	(20,000)
Total Appropriations	\$39,106	\$27,000	\$7,000	\$7,000	(\$20,000)
Earned Revenues By Source					
Fines/Forfeitures/Penalties	\$4,933	\$6,000	\$1,539	\$1,539	(\$4,461)
Fund Balance	34,173	21,000	5,461	5,461	(15,539)
Total Revenues	\$39,106	\$27,000	\$7,000	\$7,000	(\$20,000)
Net County Cost	\$0	\$0	\$0	\$0	\$0

Purpose

The Fish and Game Program provides funding for the protection and propagation of natural resources as prescribed by State Fish and Game code. This Program is fully supported by fines collected for Fish and Game violations and is operated at a level determined by available funding.

Major Budget Changes

Operating Transfers Out

- (\$20,000) Decrease in match for abandoned watercraft removal and patrol boat purchase.

Revenues

- (\$4,461) Decrease in projected revenues.
- (\$15,539) Decrease in use of fund balance.

Program Discussion

The 2019-2020 recommended budget for Fish and Game totals \$7,000, which is a decrease of \$20,000 from the 2018-2019 adjusted budget. This change reflects a decrease in budgeted match for abandoned watercraft removal and patrol boat purchase. The recommended budget includes funding for the Trout Stocking Program at Oak Grove Regional Park.

Historically, fund balance has provided for the overtime enforcement by Sheriff deputies, in conjunction with the State Department of Fish and Game, to conduct fishing and hunting license checks and compliance with regulations, as well as enforcement during dove and pheasant seasons, waterfowl hunting, and salmon and bass migrations. Starting in 2018-2019, overtime was no longer part of the recommended budget due to the dwindling balance of the Fish and Game Fund and will continue into 2019-2020.

Fish & Game Fund

Costs in this budget are paid from the Fish and Game Fund (#20005). A total of \$5,461 in fund balance is designated for use in the 2019-2020 recommended budget. The fund balance as of March 31, 2019 was \$8,373.

2026700000—LAFCo Contribution

Environmental Protection

Monica Nino, County Administrator

General Fund	2017-2018 Actual	2018-2019 Adjusted	2019-2020 Requested	2019-2020 Recommended	Increase/ (Decrease)
Expenditures					
<i>Other Charges & Uses</i>	\$210,000	\$216,300	\$222,800	\$222,800	\$6,500
<i>Total Appropriations</i>	\$210,000	\$216,300	\$222,800	\$222,800	\$6,500
Earned Revenues By Source	\$0	\$0	\$0	\$0	\$0
Net County Cost	\$210,000	\$216,300	\$222,800	\$222,800	\$6,500

Purpose

The Local Agency Formation Commission (LAFCo) is established under the provisions of the Cortese-Knox-Hertzberg Local Government Reorganization Act of 2000 (Government Code Sections 56000 - 57550). LAFCo is mandated in each California county for the purposes of discouraging urban sprawl, preserving open space and prime agricultural lands, efficiently providing government services, and encouraging the orderly formation and development of local agencies.

The five-member San Joaquin LAFCo consists of two County Supervisors, two Mayors or Council Members representing all the cities within the County, and a member of the general public. The LAFCo operating budget is governed by LAFCo, not by the Board of Supervisors. The County LAFCo budget reflects only the County's contribution toward the operation of the LAFCo, not the portion contributed by cities or other LAFCo revenues.

Program Discussion

The 2019-2020 recommended County contribution to LAFCo totals \$222,800, matching the total contribution amount from the seven cities within the County. For 2015-2016, 2016-2017, and 2017-2018, the County's contribution was \$210,000. An annual increase of 3% to minimize the ongoing budget deficit increased the County's contribution to \$216,300 in 2018-2019 and \$222,800 in 2019-2020.

The preliminary LAFCo operating budget for 2019-2020 totals \$728,958 consisting of \$448,255 in salary and benefits, and \$280,703 in operating expenses. Funding is provided by the County's contribution of \$222,800, the contribution from cities totaling \$222,800, filing fees and interest of \$29,000, and \$254,358 from LAFCo Contingency/Reserve funds, as needed.

2019-2020 Work Program

In 2019-2020, the LAFCo Work Program will include application processing for annexations, other organizational changes, and out-of-agency service requests. Municipal Service Reviews (MSRs) and Sphere-of-Influence (SOI) will be updated for the cities of Escalon and Lodi. In 2018-2019, LAFCo completed MSR and SOI updates for 21 reclamation districts. Based on LAFCo Commission direction, LAFCo may begin work on the remaining 29 reclamation districts in 2019-2020. Also pending Commission direction, LAFCo MSR and SOI updates may be completed for County rural fire districts as well as an MSR and SOI amendment for South San Joaquin Irrigation District.

In 2019-2020, LAFCo anticipates a consolidation proposal from Byron-Bethany Irrigation District and West Side Irrigation District.

In 2018-2019, LAFCo adopted a policy to require detachment of Tracy Rural First Protection District upon annexation to the City of Tracy.

The Commission will review and update, as needed, its operational policies and procedures.



PROPOSED BUDGET LAW & JUSTICE



Law & Justice

Appropriations

	Page Number	2018-2019 Adjusted	2019-2020 Requested	2019-2020 Recommended	Increase/ (Decrease)
Summary — All District Attorney Budgets	D-5				
2020200000 District Attorney	D-8	\$32,864,570	\$37,670,336	\$37,670,336	\$4,805,766
2020202000 Real Estate Fraud Prosecution	D-14	740,772	831,005	831,005	90,233
2020204000 Family Justice Center	D-16	1,529,066	1,153,131	1,153,131	(375,935)
2020205000 Victim Assistance Center	D-18	852,961	782,134	782,134	(70,827)
2020206000 Consumer Fraud	D-20	3,668,863	3,801,130	3,801,130	132,267
Proposition 64					
2020209000 Child Abduction Unit	D-22	596,596	634,207	634,207	37,611
2020210000 Narcotics Enforcement	D-24	137,000	76,164	76,164	(60,836)
2020212000 Auto Insurance Fraud	D-25	266,753	290,260	290,260	23,507
Prosecution					
2020216000 Workers' Compensation	D-27	499,330	499,330	499,330	0
Insurance Fraud					
2020217000 Public Assistance Fraud	D-29	0	0	0	0
Prosecution					
2020278250 Criminal Restitution Program	D-31	191,963	215,569	215,569	23,606
2020281000 State COPS	D-33	250,000	250,000	250,000	0
State Grant Programs	D-34	2,563,520	2,556,519	2,556,519	(7,001)
2020300000 Child Support Services	D-36	16,170,131	18,835,813	18,835,813	2,665,682
2020400000 Public Defender	D-41	16,297,237	18,086,757	18,086,757	1,789,520
2021000000 Grand Jury	D-47	199,834	196,384	196,384	(3,450)
2021274000 County Support to the Courts	D-49	11,523,263	9,527,251	9,527,251	(1,996,012)
2021300000 Court Assigned Counsel	D-51	5,269,034	5,560,930	5,560,930	291,896
Summary — All Sheriff Budgets	D-53				
2021602000 Boating Safety	D-57	1,756,902	1,899,310	1,899,310	142,408
2021615000 Mountain House	D-59	1,631,895	1,913,754	1,913,754	281,859
2021619000 Animal Services	D-61	2,816,992	2,872,555	2,872,555	55,563
2021620000 Patrol	D-63	35,536,873	35,777,025	35,777,025	240,152
2021622000 Communications	D-67	5,007,464	4,683,712	4,683,712	(323,752)
2021626000 Detectives	D-70	11,069,290	14,162,962	14,162,962	3,093,672
2021628000 Records	D-74	4,073,186	4,829,600	4,829,600	756,414
2021635000 Civil	D-77	2,390,970	2,375,347	2,375,347	(15,623)
2021640000 Office of the Medical Examiner	D-79	4,858,833	5,152,634	5,152,634	293,801
2021645000 Administration/Support	D-81	11,992,785	13,677,231	13,677,231	1,684,446
Services					
2021650000 Lathrop Police Contract	D-85	6,181,590	7,347,670	7,347,670	1,166,080
2021658000 Court Services	D-87	10,445,751	11,553,086	11,553,086	1,107,335
2022600000 Custody	D-89	57,403,506	64,391,535	64,391,535	6,988,029
2022610000 Local Community Corrections	D-93	6,033,093	6,466,959	6,466,959	433,866
2022620000 Work Programs	D-95	1,093,144	1,154,318	1,154,318	61,174
2025700000 Public Administrator	D-97	513,765	605,524	605,524	91,759
State COPS Patrol & Custody	D-99	1,438,834	1,598,740	1,598,740	159,906
Operational Grants	D-101	2,093,753	1,799,631	1,799,631	(294,122)

Law & Justice

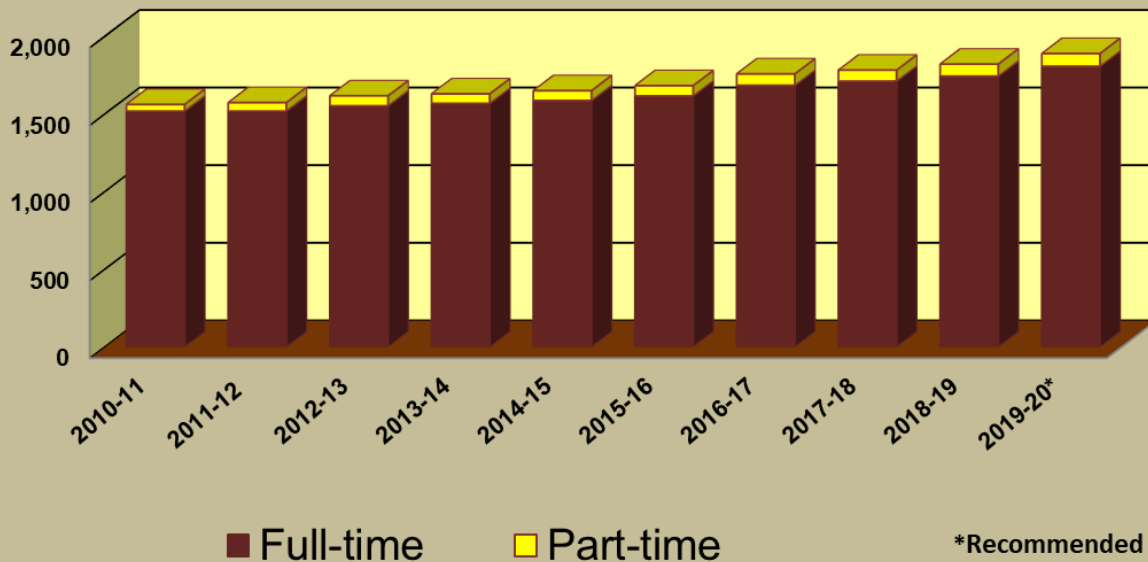
Appropriations

		Page Number	2018-2019 Adjusted	2019-2020 Requested	2019-2020 Recommended	Increase/ (Decrease)
	<i>Special Fund Programs</i>	D-104	1,913,320	1,962,261	1,962,261	48,941
2022621000	<i>Correctional Health Services</i>	D-106	11,678,386	13,536,341	13,536,341	1,857,955
Summary —	<i>All Probation Budgets</i>	D-110				
2022700000	<i>Juvenile</i>	D-114	5,578,368	5,750,731	5,750,731	172,363
2022702000	<i>Adult & Pretrial Services</i>	D-118	12,783,968	14,599,848	14,599,848	1,815,880
2022702510	<i>Local Community Corrections</i>	D-124	27,974,639	30,681,511	30,681,511	2,706,872
2022745000	<i>Administration</i>	D-130	5,525,483	5,853,122	5,853,122	327,639
2022785000	<i>Juvenile Supplemental Law Enforcement Act</i>	D-133	4,378,340	4,018,648	4,018,648	(359,692)
2022800000	<i>Juvenile Detention</i>	D-137	18,052,634	19,779,368	19,779,368	1,726,734
	<i>Justice Assistance Grants</i>	D-141	318,525	395,489	395,489	76,964
Total - Law & Justice			\$348,163,182	\$379,805,832	\$379,805,832	\$31,642,650

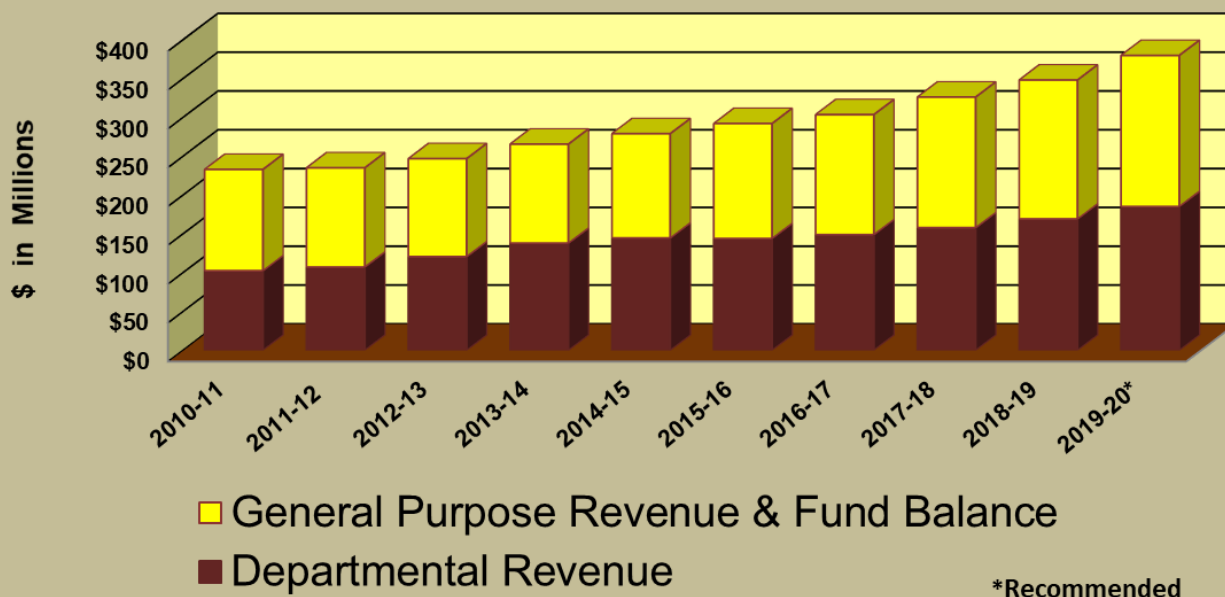
Law & Justice

Appropriations

Staffing Trend

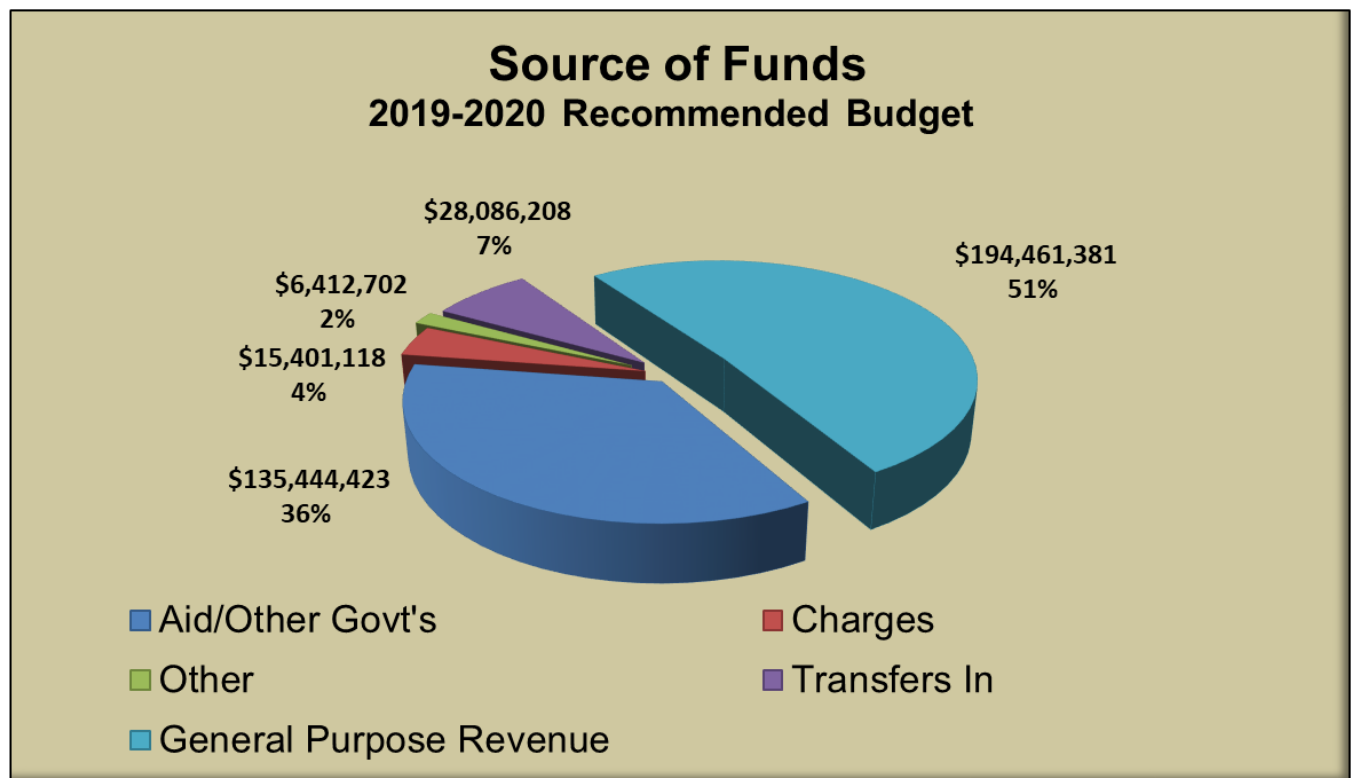
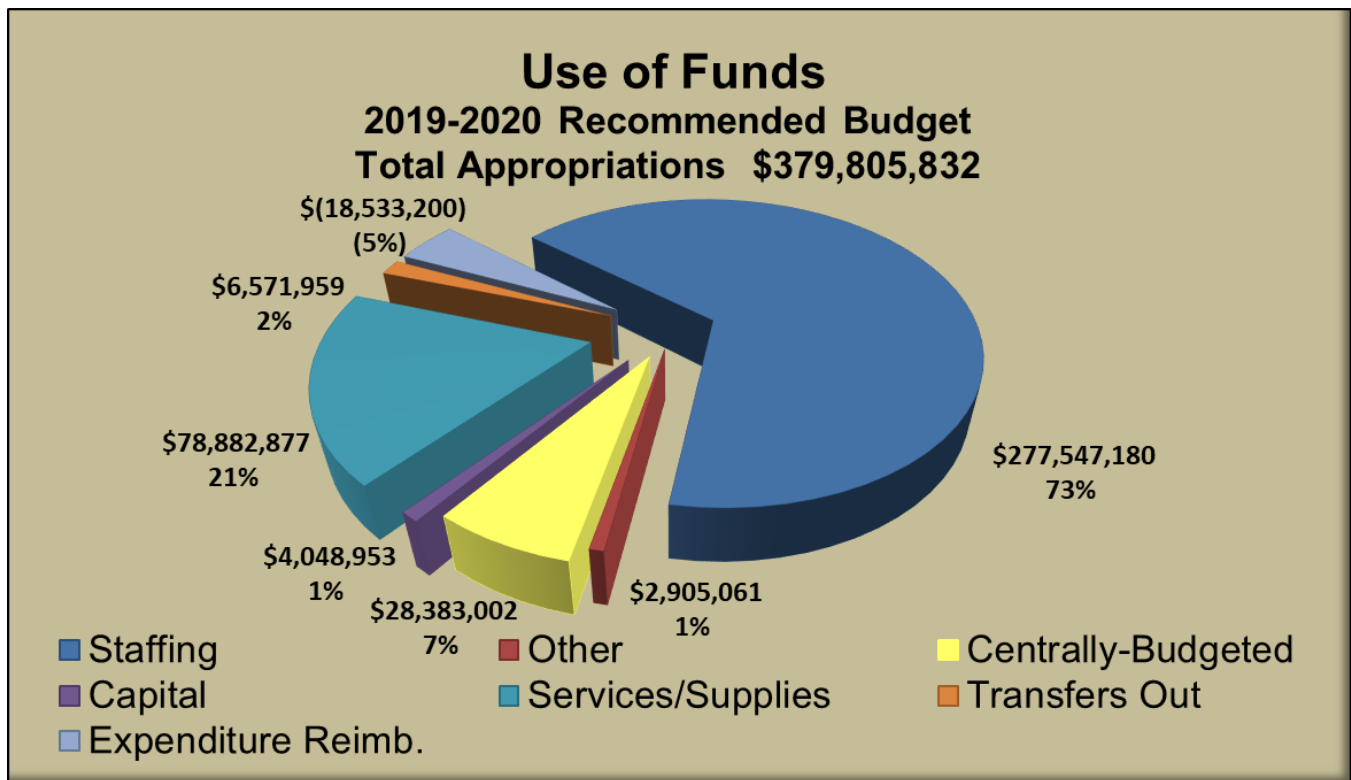


Appropriations by Source



Law & Justice

Appropriations



Summary

All District Attorney Budgets

Tori Verber Salazar, District Attorney

General Fund	2017-2018 Actual	2018-2019 Adjusted	2019-2020 Requested	2019-2020 Recommended	Increase/ (Decrease)
Expenditures					
Salaries & Benefits	\$36,177,272	\$41,337,077	\$44,512,865	\$44,512,865	\$3,175,788
Services & Supplies	6,172,876	8,043,082	7,841,367	7,841,367	(201,715)
Centrally-Budgeted Expenses	1,390,889	1,714,433	4,398,749	4,398,749	2,684,316
Fixed Assets	341,999	167,174	30,000	30,000	(137,174)
Operating Transfers Out	166,615	126,500	25,000	25,000	(101,500)
Total Expenditures	\$44,249,651	\$51,388,266	\$56,807,981	\$56,807,981	\$5,419,715
Expenditure Reimbursements	(6,466,054)	(7,226,872)	(8,048,196)	(8,048,196)	(821,324)
Total Appropriations	\$37,783,597	\$44,161,394	\$48,759,785	\$48,759,785	\$4,598,391
Earned Revenues By Source					
Fines/Forfeitures/Penalties	\$4,359	\$2,400	\$2,400	\$2,400	\$0
Interest/Rents	2,934	2,000	2,000	2,000	0
Aid From Other Governments	11,462,560	13,005,563	12,700,259	12,700,259	(305,304)
Charges For Services	312,511	429,900	434,900	434,900	5,000
Miscellaneous Revenues	197,338	137,000	76,164	76,164	(60,836)
Operating Transfers In	4,014,108	5,018,475	5,049,077	5,049,077	30,602
Fund Balance	(61,336)	0	0	0	0
Total Revenues	\$15,932,474	\$18,595,338	\$18,264,800	\$18,264,800	(\$330,538)
Net County Cost	\$21,851,123	\$25,566,056	\$30,494,985	\$30,494,985	\$4,928,929
Allocated Positions	241.0	261.0	271.0	271.0	10.0
Temporary (Full-Time Equivalent)	8.5	9.5	8.1	8.1	(1.4)
Total Staffing	249.5	270.5	279.1	279.1	8.6

This is a summary of the budgets administered by the District Attorney's Office:

- 2020200000 District Attorney
- 2020202000 Real Estate Fraud Prosecution
- 2020204000 Family Justice Center
- 2020205000 Victim Assistance Center
- 2020206000 Consumer Fraud Proposition 64
- 2020209000 Child Abduction Unit
- 2020210000 DA Narcotics Enforcement
- 2020212000 Auto Insurance Fraud Prosecution
- 2020216000 Workers' Compensation Insurance Fraud

- 2020217000 Public Assistance Fraud Prosecution
- 2020278250 Criminal Restitution Program
- 2020281000 DA State COPS
- State Grant Programs

Board Strategic Priorities 2019-2020 through 2021-2022

The 2019-2020 recommended budget for the District Attorney focuses on the implementation of the Board Strategic Priorities as adopted by the Board on April 9, 2019. The Board Strategic Priorities for fiscal years 2019-2020 through 2021-2022 are a continuation of the Board's original five key priorities established in 2015. The Board has updated

Summary

Law & Justice

and augmented the goals associated with these strategic priorities to reflect the Board's direction related to water issues, health, collaboration, and homelessness.

The following provides an overview of several projects, programs, and activities administered by the District Attorney. These Strategic Priorities will continue to be used as a guide when bringing new programs or initiatives to the Board of Supervisors.

Ensure Fiscal Responsibility

The District Attorney employs sound fiscal practices and procedures throughout the Department. The Department has expanded the use of technology, acquired grant funding, and invested in training to ensure a fiscally responsible approach in each of the services the Department provides.

The Department was successful in obtaining approximately \$11.0 million in grant funding for 2019-2020. The fiscal division staff strictly adheres to and follows the regulations associated with State and Federal funding sources. The District Attorney has established strong internal controls and grant monitoring to ensure compliance.

All new programs brought to the Board are vetted internally and include the best utilization of available resources. When local resources are unavailable, the Department seeks outside funding opportunities and builds upon the many community partnerships they have established.

Promote Good Governance and Increase Organizational Capabilities

For 2019-2020 and beyond, the District Attorney is committed to:

- Further development of an on-line presence to include platforms for resource sharing and on-line engagement.
- Enhance victim outreach and the reaching of victims in response to critical incidents.
- Promote opportunities for community training and emergency readiness for public places including schools, community groups, and places of worship.
- Expansion of the Neighborhood Deputy District Attorney Program to include a dedicated resource for each Supervisorial District.
- Develop and implement an office-wide Peer Support program for all District Attorney staff.

Improve Public Safety and Enhance Overall Criminal Justice System

The District Attorney is committed to proactive victim prevention through public awareness and education. Outreach efforts are designed to keep the community aware, informed and engaged when it involves threats to public safety. The Department attempts to reach potential victims of crime before they are targeted and thrust into the criminal justice system. This involves keeping the community informed of ongoing economic crime, fraud, embezzlement, identity theft, and sharing information through various media platforms to deter and help prevent victimization. Efforts to predict and address criminal behavior, and deter youth from becoming involved in gangs and narcotics is equally as important. The Department is encouraged by the results and will expand their efforts during 2019-2020.

The San Joaquin County Family Justice Center held the Grand Opening of its new location in October 2018. Expanding into the first floor of the District Attorney's Office, the Department is now serving the community in ways that were only imagined a few short years ago. On-site justice partners continue to deliver services and over 1,500 victims have been assisted to date.

The District Attorney is committed to ensuring fairness, protecting public safety, and promoting justice. In pursuit of these goals, the Department must always seek the truth and justice, even after a conviction occurs. The Department seeks to accomplish these goals through the work of a unit designed to review post-conviction issues.

Accordingly, on January 1, 2019, the Department created a Post-Conviction Review Unit (PCRU). The PCRU has been created to address several laws and appellate court cases that have greatly expanded the post-conviction relief available to California defendants. Two new laws allow inmates to directly petition the District Attorney, or the courts, without the need to use the normal appeals process. The Department is in the process of staffing the PCRU with experienced attorneys, paralegals, investigators, and victim advocates.

The Neighborhood District Attorney Program is now in its second year of operation and making a tremendous impact in the communities they serve. Working closely with law enforcement and local government agencies to address community concerns, the Department hopes to expand the Program in the near future.

Proposition 172

In 1993, Proposition 172 established a permanent Statewide half-cent sales tax to provide funding for qualifying public safety programs. Funds are collected by the State Board of

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Equalization and apportioned to each county based on its proportionate share of Statewide taxable sales.

Assembly Bill (AB) 2788 created a Maintenance of Effort (MOE) provision requiring cities and counties to maintain funding levels to public safety programs, which receive Proposition 172 funds. AB 2788 also established 1992-1993 as the MOE Base Year and required an adjustment to MOE levels based on the annual change in Proposition 172 revenues. In Base Year 1992-1993, the total for all qualifying budgets in San Joaquin County was \$68,997,254.

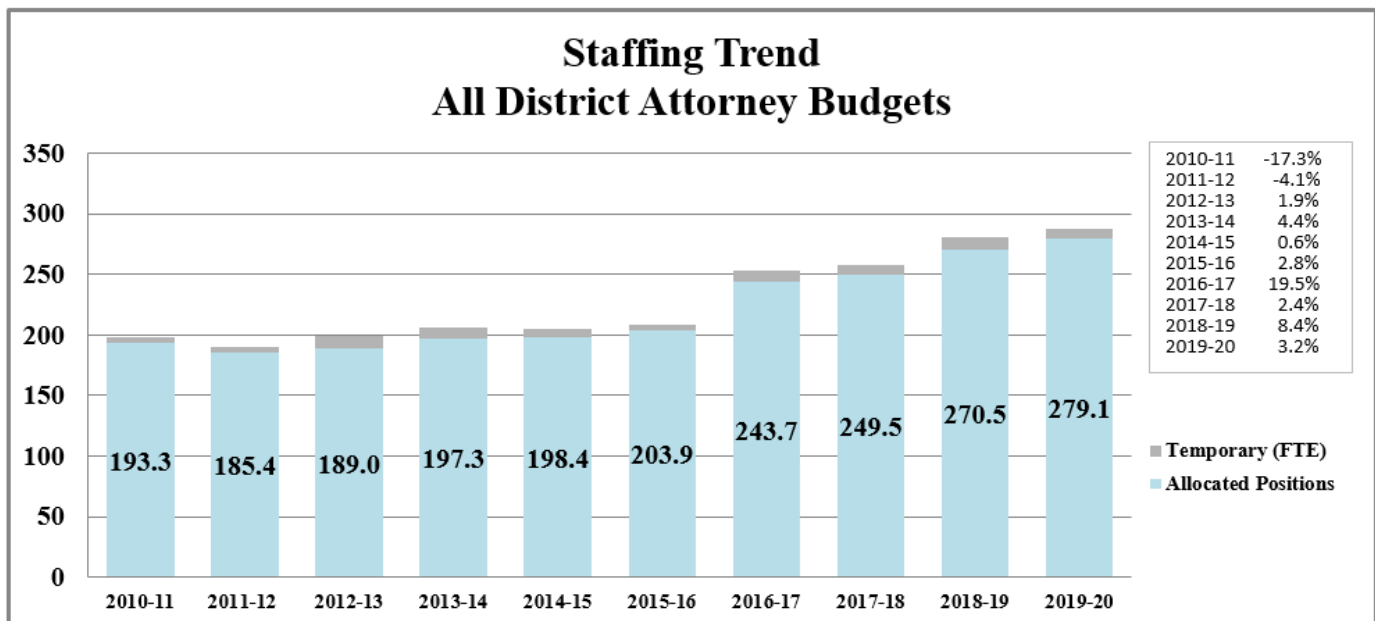
The current program allocation formula for San Joaquin County was established by the Board on May 24, 1994, which allocates Proposition 172 revenue to the Sheriff (68.1%), Probation (13%), District Attorney (11%), and the Public Defender/Court Assigned Counsel (7.9%). During 2019-

2020, the County Administrator's Office, working with Law and Justice departments, will review the current program allocation formula and determine if the Board of Supervisors should consider revising the percentage of allocation distributed to each department in 2020-2021.

In 2018-2019, the MOE for all qualifying public safety programs was \$106,870,787. The County's adjusted AB 2788 Certification for 2018-2019 was \$221,193,951. Overall, the General Fund provided overmatching funds of \$114,323,164 to all qualifying public safety programs. Not all budgets are included for each public safety department. The District Attorney's portion of the MOE was \$12.0 million. The chart below illustrates that County General Funds provided approximately \$19.4 million above the required MOE for 2018-2019.

Public Safety Fund (Proposition 172) - AB 2788 Maintenance of Effort

District Attorney	2018-2019 Adopted	AB 2788 Adjustments				Adjusted AB 2788	1992-1993	Prop 172	Overmatch
		State/Federal Grant	Charges for Services	Trust Fund	Fixed Assets		Base Year	MOE	
Administration	32,864,570	(896,707)	(425,000)	(608,840)	(50,000)	30,884,023	7,629,626	11,817,632	19,066,391
Victim/Witness	1,470,647	(942,866)	0	0	0	527,781	138,634	214,732	313,049
Total	34,335,217	(1,839,573)	(425,000)	(608,840)	(50,000)	31,411,804	7,768,260	12,032,364	19,379,440



2020200000—District Attorney

Law & Justice

Tori Verber Salazar, *District Attorney*

General Fund	2017-2018 Actual	2018-2019 Adjusted	2019-2020 Requested	2019-2020 Recommended	Increase/ (Decrease)
Expenditures					
Salaries & Benefits	\$28,691,249	\$31,984,948	\$34,478,772	\$34,478,772	\$2,493,824
Services & Supplies	3,139,541	2,811,893	2,906,793	2,906,793	94,900
Centrally-Budgeted Expenses	1,315,915	1,627,251	4,114,903	4,114,903	2,487,652
Fixed Assets	293,762	50,000	30,000	30,000	(20,000)
Total Expenditures	\$33,440,467	\$36,474,092	\$41,530,468	\$41,530,468	\$5,056,376
Expenditure Reimbursements	(3,105,721)	(3,609,522)	(3,860,132)	(3,860,132)	(250,610)
Total Appropriations	\$30,334,746	\$32,864,570	\$37,670,336	\$37,670,336	\$4,805,766
Earned Revenues By Source					
Fines/Forfeitures/Penalties	\$4,359	\$2,400	\$2,400	\$2,400	\$0
Interest/Rents	76	0	0	0	0
Aid From Other Governments	6,748,515	6,820,484	6,798,057	6,798,057	(22,427)
Charges For Services	312,531	429,900	434,900	434,900	5,000
Operating Transfers In	1,007,772	608,840	420,000	420,000	(188,840)
Total Revenues	\$8,073,253	\$7,861,624	\$7,655,357	\$7,655,357	(\$206,267)
Net County Cost	\$22,261,493	\$25,002,946	\$30,014,979	\$30,014,979	\$5,012,033
Allocated Positions	177.0	188.0	198.0	198.0	10.0
Temporary (Full-Time Equivalent)	3.2	3.7	3.3	3.3	(0.4)
Total Staffing	180.2	191.7	201.3	201.3	9.6

Purpose

The Office of the District Attorney (DA) is a constitutionally-mandated office whose primary function is to act as the public prosecutor of State law violations. To this end, the DA investigates such offenses and conducts collaborative investigations with local law enforcement agencies.

The DA also establishes policies and standards for filing criminal complaints; institutes proceedings for the arrest of persons suspected of public offenses; advises the Grand Jury; institutes criminal and/or civil proceedings to remedy consumer fraud, abate nuisances and environmental hazards; manages various grant programs; provides services to victims and witnesses of crime; and provides legal training for local law enforcement agencies.

The DA's Bureau of Investigations provides investigative support to the Department. The Bureau is also responsible for the service of criminal and civil processes.

Major Budget Changes

Salaries & Employee Benefits

- \$1,138,786 Salary and benefits adjustments.
- \$644,436 Add four Deputy DA positions.
- \$239,086 Add one Chief Deputy DA position.
- \$165,920 Add two Paralegal positions.
- \$137,202 Add one DA Investigator position.
- \$94,163 Add one Victim Advocate position.
- \$74,231 Add one Legal Technician position.

2020200000—District Attorney

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Services & Supplies

- \$250,000 Increase in consultant services costs.
- \$141,915 Increase in computer maintenance and software and related licenses costs.
- \$54,634 Increase in communications and electronic media costs.
- \$42,304 Increase in security guard costs.
- \$35,000 Increase in court reporting and transcription costs.
- \$20,000 Increase in transportation and training costs.
- \$20,000 Increase in fleet services costs.
- (\$137,500) Decrease in software maintenance costs.
- (\$133,492) Decrease in investigator costs.
- (\$93,270) Decrease in law enforcement equipment purchases.
- (\$58,363) Decrease in professional services program costs.
- (\$51,297) Decrease in small tools and furniture purchases.

Centrally-Budgeted Expenses

- \$304,437 Increase in radio maintenance costs and data processing charges.
- \$70,159 Increase in rents/leases-automation equipment costs.
- (\$133,219) Decrease in Workers' Compensation and Casualty insurance costs.
- \$2,246,275 Addition of Countywide Cost Allocation Plan charges.

Expenditure Reimbursements

- \$154,576 Increase in reimbursement from other DA budgets due to increase in labor costs and administrative charges.
- \$49,249 Increase in reimbursement of costs related to reducing recidivism and related activities.

- \$29,542 Increase in reimbursement from Local Community Corrections.

- \$17,243 Increase in reimbursement from Human Services Agency.

Revenues

- \$765,257 Increase in Proposition 172 funding.
- (\$787,684) Decrease in State revenue received for Ready to Work Program in 2018-2019.
- (\$101,500) Decrease in transfer from DA-Narcotics budget.
- (\$87,340) Decrease in transfer from Identity Theft Piracy and Privacy grant.

Fixed Assets/Capital Improvement

- \$30,000 Vehicle.

Program Discussion

The 2019-2020 recommended DA main budget totals \$41,530,468, which is an increase of \$5,056,376 from the 2018-2019 adjusted budget. This change reflects salary and benefits adjustments, the addition of four Deputy DA positions, a Chief Deputy DA position, two Paralegal II positions, a DA Investigator II position, a Victim Advocate II position, and a Legal Technician II position, increases in costs for consultant services, computer maintenance, software and related license, security guard, court reporting and transcription, electronic media, communications, radio maintenance and rents/leases-automation equipment, and the addition of Countywide Cost Allocation Plan charges, offset by decreases in software maintenance, professional services, allocated insurance costs, law enforcement equipment purchases, and small tools and furniture purchases.

Felony Trial Unit

The Felony Trial Unit is responsible for the vertical prosecution of all main line criminal felony cases heard in the Stockton Court. Additionally, the Unit prosecutes Operation Ceasefire cases generated by the Stockton Police Department in a collaborative effort to reduce gun violence. The Unit has absorbed circuit court operations and is responsible for the prosecution of all South County felonies.

2020200000—District Attorney

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Misdemeanor Unit

The Misdemeanor Trial Unit is responsible for the prosecution of all misdemeanor criminal cases brought before District Attorney's Office. This includes four separate weekly calendars: Driving Under the Influence; Domestic Violence; In-Custody Misdemeanors; and Out-of-Custody Misdemeanors. In addition to keeping calendars, the Unit is responsible for all misdemeanor motions, hearings, and trials. The Unit works collaboratively with misdemeanor prosecuting attorneys in both the North and South County circuit courts.

In 2018-2019, the Department began keeping detailed statistics on cases that go to trial. This includes tracking such information as the type of crime, the location of the crime, racial/gender statistics of both defendants and victims, case results, and the number of Court days between arraignment and the resolution of the case. This data collection will enable the Department to pinpoint the drivers of violence, destabilize organized crime, and make informed decisions.

Violent Criminal Enterprise Unit (VCEU)

The VCEU is responsible for prosecuting the individuals and groups who commit and drive serious and violent crime in the County. As the lead agency in the County's Gang Task Force, VCEU fosters collaboration and information sharing between and among the local, State, and Federal law enforcement agencies who investigate violent crime in the County as well as gun, drug, and human trafficking crimes committed by criminal street gangs. Through the Task Force, VCEU members provide education and training to law enforcement regarding changes in the law and stay apprised of changes in gang rivalries, alliances, and criminal behavior on the streets and in the jails and prisons.

In addition to prosecution, VCEU has also taken a leading role in efforts aimed at gang crime prevention and intervention. Members of the VCEU are actively involved in leading and contributing to community discussions regarding the dangers and risks related to gang crime and gang violence. Another example of the Unit's important community engagement is its active participation in the City of Stockton's Project Ceasefire program, which is aimed at combatting Stockton's longstanding firearm-related violence problems. In 2018, through partnership with the Stockton Police Department and other community agencies and organizations, VCEU helped reduce homicides in Stockton by 40% and non-fatal shootings by 34%. Part of that reduction is likely attributable to several proactive investigations in 2018 aimed at several feuding criminal street gangs operating in Stockton. These groups were believed, by community members and law enforcement, to be responsible for a staggering number of homicides and shootings in recent years. The investigative efforts, led in the DA's Office by VCEU and the Homicide Unit, resulted in the

apprehension and prosecution of a core group of individuals identified as repeat gun violence offenders for multiple homicides and related violent offenses.

For many years, criminal street gangs and gang members have called San Joaquin County home and have done business and waged war with each other in the streets, jails, and prisons of the community. Through a collaborative approach, the DA's Office, led by VCEU, fights to identify those relative few who choose to exploit and bring violence into the community, intervene with them and prevent criminal behavior whenever possible, and incarcerate whenever necessary.

Homicide Unit

The Homicide Unit reviews, charges and prosecutes murders, cold-case homicides, unlawful killings, and vehicular homicides. Additionally, the Unit reviews completed homicide cases in anticipation of Lifer Parole Hearings. Cases prosecuted by this Unit involve some of the most heinous and violent crimes committed within the County and usually entails substantial follow-up investigations, trial preparation, and the use of cutting-edge forensic DNA and social media analysis and evidence.

Experienced attorneys work closely with the law enforcement agencies responsible for investigating a crime from the inception. Prosecutors in this Unit understand surviving family members and friends suffer shock and grief. Together with staff from the Victims Witness Unit, prosecutors meet with victims' families to not only provide support, but also explain the criminal justice system.

While the overall number of homicides declined in the County for the calendar year, the number of cases filed actually increased as law enforcement agencies increased their case solved rates.

As part of the review of Lifer Parole Hearings, the Unit is working with Re:store Justice, a 501(c)(3) organization designed to facilitate engagement opportunities for victims of violent crimes, incarcerated violent offenders, District Attorneys, and the community with the goal to heal. Part of the mission of this approach is for all sides to discuss their experience with what happened, how victims were harmed, encourage the offender to take responsibility, and create consensus on how the offender can attempt to repair the damage of their crime.

Bureau of Investigation (BOI)

The DA's BOI provides investigative and trial support services to the DA and Deputy DAs who prosecute homicide, felony, and misdemeanor cases. The Bureau also supports regional crime reduction efforts, collaborating with local, State, and Federal law enforcement agencies, and is the

2020200000—District Attorney

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primary law enforcement agency in the County authorized to conduct investigations of Child Abduction, Public Assistance Fraud and In-Home Supportive Services, Real Estate Fraud, Public Integrity, Environmental and Consumer Crimes, Witness Relocation, and Officer-Involved Critical Incidents.

In 2018, the Mainline Criminal Investigations Division completed over 4,000 tasks and personally served over 5,700 subpoenas. With the formation of the Witness Protection and Transportation Unit in 2018-2019, the Department was able to conduct 180 transportations of witness safely to and from their court appearances. In addition, the Mainline Division added a newly formed Lead Investigator position. This supervisory position, along with the current Division Lieutenant, reorganizes the Investigator supervision and increases the span of control ratio of Supervisor to Investigator. This change effectively increases monitoring, productivity, and efficiency of the Division, as well as enables Investigators to have a more direct contact with a supervisor.

In the Special Operations Division, Investigators in the Cold Case Homicide Unit reviewed over 28 unsolved investigations throughout the County, and at the current time were able to solve and close one of those investigations. This was done with one full-time Investigator and one part-time Investigator. These types of cases are time-consuming and require many hours reviewing hundreds of pages of reports, photographs, interviews, and evidence items. Many of these cases are several years old, and have not received the attention needed to bring closure due to the limited resources of law enforcement agencies in this area. Often times evidence can be resubmitted to a forensic lab for retesting using state of the art technologies not available at the time of the original investigation. From these tests, the Department is able to develop new investigative leads and follow-up to solve the case. Another example is the use of DNA testing along with genealogy databases.

The BOI has one Investigator assigned to the California Department of Corrections and Rehabilitation (CDCR) - Del Norte Vocational Institution. This partnership MOU provides investigative support to CDCR's Special Investigations Unit at the prison, by assisting with a multitude of investigations that range from inmate crimes, visitor crimes, and employee crimes. The Investigator provides training, advance investigative skills to their staff, and is a liaison between the prison and the DA's Office. In 2018, the BOI participated in 137 criminal investigations and 35 special internal criminal investigations at the direction of the Warden.

The Child Abduction Team (CAT) often uses the Hague Convention in order to process a child's return from other countries around the world. The Hague Convention was drafted originally in 1980 to ensure the prompt return of

children who have been abducted from their country of habitual residence or wrongfully retained in a signatory state, not their country of habitual residence. Currently, there are 77 countries who are partners in the treaty. The CAT Unit currently has four pending Hague cases; three in Mexico and one in Japan.

Recently, CAT Investigators were able to negotiate the return of a child from the Philippines, which was a great success since they are not a Hague country.

In 2018-2019, the prosecution team of the CAT did intake on 90 cases, which were all resolved. Of the 90 cases, the DA's Office assisted in the recovery or return of 33 children. Recoveries spanned through several states, including, Arizona, North Carolina, Nevada, and Texas. There were also several from California including Los Angeles, Sacramento, San Diego, Tracy, and other cities in San Joaquin County. Cases ranged from assistance with locating and serving a parent whose location was unknown and violations of family court orders, to parental and non-parental abductions.

Quality of Life Crimes Unit

The BOI Environmental Protection and Consumer Fraud Units had a successful year with a total of 127 investigations in 2018-2019. These investigations directly affect the everyday lives of County residents and the environment to unwanted waste products and toxins being released into the air, water, and ground, which if gone undetected, could have lasting impacts for generations to come.

The Real Estate Fraud Unit conducted 47 investigations in 2018-2019. These are often involved and complex cases requiring many hours to investigate and see the cases through the prosecution and court process.

The BOI Public Integrity Unit is fully staffed and in 2018-2019 handled and investigated 20 cases. These are difficult investigations and often times involve prominent public figures and/or County employees. These cases are carefully scrutinized and investigated in a professional and ethical manner. These types of investigations often times act as a deterrent and hold public figures and government employees accountable for their actions. The goal is prevention of criminal and unethical behavior in the future. The Unit has begun to provide community education presentations to various community organizations and government agencies.

The DA Insurance Fraud Units, Workers' Compensation and Auto Insurance Fraud, diligently investigated 93 cases in 2018-2019. These investigations are much like any other financial case that requires many hours of work by the Investigators.

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Law & Justice

Identity Theft Unit

Over the last several years, the DA's Office has seen a tremendous upswing in identity theft-related crimes by groups and individuals. These groups often share their criminal information with other groups or criminal enterprises. Due to the voluminous nature of the evidence, additional resources and staffing were added in 2018-2019, in order to investigate and prosecute these rapid growing crimes.

The BOI Identity Theft Unit investigated over 240 cases in 2018-2019, which has more than doubled from previous years. Many cases go unreported to law enforcement and are settled by financial institution fraud departments. These financial losses are often passed down to consumers.

Identity theft is a personal crime, an attack on individual identity, and can affect anyone of any social or economic background. Identity theft is a crime that elders in the community fall prey to. The majority of these types of cases take up to three months to investigate and gather all the documentation, three months for forensic consultant to organize the evidence, and an additional three months until a Defense Attorney can review the evidence and be ready for a preliminary court hearing.

Identity theft investigations and prosecutions involve suspect and victim identification, record auditing, certified document collection and verification, interviews of those involved, account audits, and expert review and testimony. The Unit's proactive approach targets and monitors known identity theft criminals, subjects on probation and parole, identifying active and past participants in the County, and monitoring the Dark Web for victim profiles. Until contacted by a DA Investigator, many victims may not realize their identities have been stolen and utilized to make illegal purchases including vehicles, open credit cards and accounts, secure loans, offer items for sale they do not own, and steal deposits or rents. In some cases, information is used to make fraudulent driver's licenses.

The Unit works collaboratively with law enforcement. The Department has been working to expand community outreach, training, and education to assist with early intervention, prevention, and education.

Family Crimes Unit

The Family Crimes Unit (FCU) is responsible for the vertical prosecution of all felony domestic violence, elder abuse, child abuse, sexual assault, and human trafficking cases. In 2018-2019, the Unit reviewed nearly 6,000 cases for possible charges. The FCU attorneys are responsible for community outreach and education on child abuse, sexual assault and consent, dating violence prevention, elder fraud prevention,

and human trafficking. Outreach and education presentations are conducted regularly for schools, community organizations, faith communities, youth programs, law enforcement, and civic groups.

In addition, the San Joaquin County Family Justice Center (FJC) opened its doors in October 2018. The FJC is a one-stop location for victims of family crimes to access the outstanding services provided within the community. Attorneys from the FCU staff the FJC and are available to assist victims and witnesses with their cases.

Also in 2018, the County CAT and Sexually Violent Predator (SVP) Unit joined the FCU. The CAT investigates, locates, and recovers abducted children and prosecutes the perpetrators responsible. The SVP Unit prosecutes those convicted sex offenders who have served their custody time, and are deemed an unreasonably high-risk to commit another sex crime, and seeks to have them committed to a State Hospital.

Long-Term Planning

The Department anticipates the need of funding in future budget cycles for Information Systems Technology equipment to support a move to a paperless environment.

Supplemental Requests

The DA is requesting additional funding of \$1,479,938 for the following:

Re-Entry Post Conviction Team (8 Positions)

Funding of \$1,148,720 is requested to add a new Post-Conviction Review Unit (PCRU), which would be placed in the Special Operations Unit as an adjunct and complement to the Writs and Appeals Unit. Beginning in 2015, several laws and Supreme Court cases have greatly impacted post-conviction relief. The PCRU will consist of a Chief Deputy District Attorney, two Deputy District Attorneys, two Paralegals, a District Attorney Investigator, a Legal Technician, and a Victim Advocate. The PCRU will have responsibility over various post-conviction relief petitions, which include habeas petitions, appellate court remands, and alike.

Deputy District Attorney IV for Collaborative Courts

Funding of \$165,609 is requested to add a Deputy District Attorney position to staff the eight San Joaquin County Collaborative Courts. The Collaborative Courts serve as a post-incarceration, post-conviction program for individuals with felony and misdemeanor crimes. The County Superior Court bench has requested the DA to participate to bring a continuity of representation, an understanding of the criminal

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Law & Justice

justice process, and protecting the due process rights of clients.

Deputy District Attorney IV for Cold Case

Funding of \$165,609 is requested to add a Deputy District Attorney IV to the BOI's Cold Case Homicide Unit to investigate, review, and prosecute cold case homicides and

sexual assault cases. Currently, the County has approximately 500 pending and unsolved Cold Case Homicide cases and over 200 pending and unsolved Cold Case Sexual Assault cases.

The recommended budget has been augmented by \$1,479,938 in order to address these requests.

Workload Data

	Actual			Est./Act.	Projected
	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020
Felony Filings					
Countywide	4,827	5,254	5,349	5,249	5,250
Stockton	3,518	3,923	3,848	3,741	3,576
Lodi*	400	427	433	434	510
Manteca/Ripon/Escalon/Tracy	909	904	1,068	1,074	1,164
Misdemeanor Filings					
Countywide	21,026	16,589	16,210	10,861	12,330
Stockton	14,752	10,055	9,461	6,061	6,678
Lodi*	2,801	2,495	2,343	1,514	1,320
Manteca/Ripon/Escalon/Tracy	3,473	4,039	4,406	3,286	4,332
Traffic**					
Countywide	N/A	N/A	N/A	4,434	4,880
Stockton	N/A	N/A	N/A	3,175	3,500
Lodi*	N/A	N/A	N/A	357	534
Manteca/Ripon/Escalon/Tracy	N/A	N/A	N/A	902	846
Parole/Probation/Transfer in Filings					
PRCS	N/A	690	444	426	480
PS	N/A	169	149	143	132
Transfer In	N/A	119	302	150	156
Countywide	N/A	N/A	N/A	719	768
Juvenile Division					
Felony	418	486	420	543	354
Misdemeanor	326	341	180	329	282
PRCS/PS/Transfer In	N/A	56	29	48	42
Countywide	744	827	600	920	678
Total Filings	26,597	23,704	23,083	22,183	23,906
Investigations					
Investigations Opened	400	450	1,870	1,400	2,000
Investigations Tasks	5,529	5,950	6,800	4,600	7,200
Subpoenas Served	2,028	4,075	5,600	3,900	5,750

* Lodi Court closed April 2013; reopened January 2015.

** N/A - Data separated and unavailable.

2020202000—DA-Real Estate Fraud Prosecution

Law & Justice

Tori Verber Salazar, *District Attorney*

General Fund	2017-2018 Actual	2018-2019 Adjusted	2019-2020 Requested	2019-2020 Recommended	Increase/ (Decrease)
Expenditures					
Services & Supplies	\$566,000	\$740,099	\$829,596	\$829,596	\$89,497
Centrally-Budgeted Expenses	794	673	1,409	1,409	736
Total Appropriations	\$566,794	\$740,772	\$831,005	\$831,005	\$90,233
Earned Revenues By Source					
Operating Transfers In	\$566,794	\$740,772	\$831,005	\$831,005	\$90,233
Total Revenues	\$566,794	\$740,772	\$831,005	\$831,005	\$90,233
Net County Cost	\$0	\$0	\$0	\$0	\$0

Purpose

California Government Code Section 27388 authorizes counties to impose a recordation fee on certain real estate documents. The fund receives an \$8 recording fee per eligible document. These funds can only be used for programs which enhance the capacity of local district attorneys and local law enforcement to deter, investigate, and prosecute crimes involving real estate fraud.

Major Budget Changes

Services & Supplies

- \$64,497 Increase in program expense for a Legal Technician from 50% to 100%.
- \$25,000 Increase in costs for outreach, training, and public engagement services.

Operating Transfers In

- \$90,233 Increase in reimbursement from Real Estate Fraud Prosecution Trust Fund.

Program Discussion

The 2019-2020 recommended budget for Real Estate Fraud Prosecution totals \$831,005, which is an increase of \$90,233 from the 2018-2019 adjusted budget. The change primarily reflects an increase in staff assigned to this program, and increases in costs for outreach, training, and public engagement services.

Recommended funding in the Real Estate Fraud Prosecution budget for 2019-2020 will be used to reimburse the District Attorney's main and Consumer Fraud Proposition 64 budgets for a Deputy District Attorney, two District Attorney Investigators, and a Legal Technician.

The budget also includes funding for expert witnesses, such as forensic accountants and other experts who specialize in real estate transactions, interpreters, transcribers, outreach, and fleet services expenses.

Real Estate Fraud Prosecution Trust Fund

The Real Estate Fraud Prosecution Trust Fund (#12128) receives revenue from a real estate document recordation fee. Fund proceeds are used to offset costs of deterring, investigating, and prosecuting real estate fraud cases.

The fund balance as of March 31, 2019 was \$1,096,956. Annual revenue is projected at approximately \$603,696 for 2019-2020.

2020202000—DA-Real Estate Fraud Prosecution

Law & Justice

Workload Data					
	-----Actual-----			Est./Act.	Projected
	2015-2016	2016-2017	2017-2018		
Real Estate Fraud					
<i>Prosecution Cases</i>	9	8	8	9	10
<i>Investigations</i>	30	20	20	45	45
Mortgage Fraud					
<i>Prosecution Cases</i>	0	1	1	1	0
<i>Investigations</i>	12	6	6	3	3

2020204000—DA-Family Justice Center

Law & Justice

Tori Verber Salazar, District Attorney

General Fund	2017-2018 Actual	2018-2019 Adjusted	2019-2020 Requested	2019-2020 Recommended	Increase/ (Decrease)
Expenditures					
Salaries & Benefits	\$116,945	\$314,626	\$371,627	\$371,627	\$57,001
Services & Supplies	78,681	1,147,682	776,691	776,691	(370,991)
Centrally-Budgeted Expenses	0	1,584	4,813	4,813	3,229
Fixed Assets	0	65,174	0	0	(65,174)
Total Appropriations	\$195,626	\$1,529,066	\$1,153,131	\$1,153,131	(\$375,935)
Earned Revenues By Source					
Aid From Other Governments	\$68,598	\$1,529,066	\$1,153,131	\$1,153,131	(\$375,935)
Charges For Services	(20)	0	0	0	0
Total Revenues	\$68,578	\$1,529,066	\$1,153,131	\$1,153,131	(\$375,935)
Net County Cost	\$127,048	\$0	\$0	\$0	\$0
Allocated Positions	4.0	4.0	4.0	4.0	0.0
Temporary (Full-Time Equivalent)	0.0	0.8	1.0	1.0	0.2
Total Staffing	4.0	4.8	5.0	5.0	0.2

Purpose

The San Joaquin County Family Justice Center (FJC) purpose is to establish a multi-disciplinary team of professionals under one roof to provide services to victims of elder abuse, child abuse, sexual abuse, domestic violence, stalking and human trafficking.

The FJC is funded by multiple grants including the California Office of Emergency Services (CalOES), FJ Program grant funded through State General funds, and the County Victim Services XC Program grant, which provided one-time Federal Victims of Crime Act funding, also administered through CalOES. Additionally, the FJC received Federal funding via the United States Department of Justice Improving Criminal Justice Responses (ICJR) grant through Violence Against Women Act funding.

Major Budget Changes

Salaries & Employee Benefits

- \$57,001 Salary and benefits adjustments.

Services & Supplies

- \$70,200 Increase in consultant services for volunteer coordinator.
- \$31,000 Increase in administrative costs.
- \$21,499 Increase in travel costs.
- (\$493,690) Decrease in equipment costs.

Centrally-Budgeted Expenses

- \$2,790 Increase in Casualty insurance costs.

Revenues

- \$250,000 Increase in Federal grant funds.
- (\$625,935) Decrease in State grant funds.

2020204000—DA-Family Justice Center

Law & Justice

Program Discussion

The 2019-2020 recommended FJC budget totals \$1,153,131, which is a decrease of \$375,935 from the 2018-2019 adjusted budget. The change primarily reflects a decrease in one-time equipment costs in 2018-2019, offset with salary and benefits adjustments, and increases in consultant services, administrative costs, and travel costs. Staffing consists of two Victim Witness Advocates and two Senior Office Assistants.

The Board of Supervisors approved a two-year contract with CalOES and established the FJC budget in October 2016. In December 2017, the Board approved two additional supplemental funding awards in the amount of \$588,279 under the XC grant, and an award of \$750,000 under the ICJR grant. In November 2018, a Request for Application was submitted to the State and the Department was successful in receiving one-time funding of \$365,263 for a grant subaward performance period of January 1, 2019 through December 31, 2020.

The one-stop (central location) approach of the FJC allows a victim seeking help to meet with either a police officer, Deputy District Attorney, mental health professional, victim advocate, child support staff member, teacher to pursue a high school diploma, or to apply for financial assistance; or obtain information on shelters and transportation. If the victim arrives with children, childcare is provided while the victim obtains services. A centralized intake has streamlined the process for victims having to complete multiple forms to receive services.

Services include, but are not limited to, access to food, shelter, housing, clothing, criminal and family law advocacy services, restraining order assistance, case management, individual and group counseling services, education, financial aid, tutoring, and childcare. The vision of the FJC is to reduce the generational cycles of abuse.

During 2018-2019, on-site partners included the District Attorney's Victim Witness Division, Stockton Police Department, District Attorney's Family Crimes Unit Prosecutors, County Office of Education, Child Abuse Prevention Council, Women's Center-Youth and Family Services, Behavioral Health Services, and the Department of Child Support Services. Off-site partners include the Human Services Agency representatives from Financial Aid Eligibility and Adult Protective Services.

In October 2018, the FJC opened a newly modified space at 222 E. Weber Avenue, Stockton. The new space allows for a better flow of delivery of services for victims and their children. The FJC will remain under the umbrella of the District Attorney's Office.

It is anticipated additional service providers in 2019-2020 will include, but are not limited to, the San Joaquin Pride Center, Civil Legal Services, and the Financial Literacy Education Program provided by the County Office of Education.

Workload Data

	-----Actual-----			Est./Act. 2018-2019	Projected 2019-2020
	2015-2016	2016-2017	2017-2018		
<i>New/Continuing FJC Cases</i>	N/A	195	594	964	1,205
<i>Number of New Adults Served</i>	N/A	124	290	465	581
<i>Number of New Children Served</i>	N/A	13	44	58	73
<i>Number of Referrals Outside of FJC</i>	N/A	56	162	797	996

2020205000—DA-Victim Assistance Center

Law & Justice

Tori Verber Salazar, *District Attorney*

General Fund	2017-2018 Actual	2018-2019 Adjusted	2019-2020 Requested	2019-2020 Recommended	Increase/ (Decrease)
Expenditures					
Salaries & Benefits	\$724,410	\$852,205	\$882,561	\$882,561	\$30,356
Services & Supplies	25,997	33,688	21,606	21,606	(12,082)
Centrally-Budgeted Expenses	6,841	8,566	64,125	64,125	55,559
Total Expenditures	\$757,248	\$894,459	\$968,292	\$968,292	\$73,833
Expenditure Reimbursements	0	(41,498)	(186,158)	(186,158)	(144,660)
Total Appropriations	\$757,248	\$852,961	\$782,134	\$782,134	(\$70,827)
Earned Revenues By Source					
Aid From Other Governments	\$816,220	\$782,134	\$782,134	\$782,134	\$0
Total Revenues	\$816,220	\$782,134	\$782,134	\$782,134	\$0
Net County Cost	(\$58,972)	\$70,827	\$0	\$0	(\$70,827)
Allocated Positions	9.0	10.0	10.0	10.0	0.0

Purpose

The Victim Assistance Center provides claims verification services for the California Victim Compensation Board (CalVCB). The Center provides local verification of claims to ensure timely issuance of payments to victims in San Joaquin County. This discretionary program operates through a Joint Powers Agreement with the CalVCB. The agreement includes processing claims for seven counties in addition to San Joaquin County. The program provides payment for expenses; such as, funeral/burial, counseling, relocation, medical/dental, loss of wages, and home/vehicle modifications.

Major Budget Changes

Salaries & Employee Benefits

- \$30,356 Salary and benefits adjustments.

Services & Supplies

- (\$12,090) Decrease in labor costs.

Centrally-Budgeted Expenses

- \$56,657 Addition of Countywide Cost Allocation Plan charges.

Expenditure Reimbursements

- \$144,660 Increase in reimbursement from District Attorney's main budget.

Program Discussion

The 2019-2020 recommended Victim Assistance Center budget totals \$968,292, which is an increase of \$73,833 from the 2018-2019 adjusted budget. The change primarily reflects salary and benefits adjustments and the addition of Countywide Cost Allocation Plan charges, offset by a decrease in labor costs. Staffing consists of a Victim Claims Supervisor, eight Victim Claims Specialists, and a Senior Office Assistant. The budget also provides funding for shared cost of the Program Manager position allocated to the Victim/Witness Program budget.

The three-year agreement with the CalVCB ends June 30, 2021. The Department intends to apply for the grant renewal prior to the end of this term.

2020205000—DA-Victim Assistance Center

Law & Justice

The Victim Assistance Center also services Amador, Calaveras, Madera, Mariposa, Merced, Stanislaus, and Tuolumne counties. As of May 1, 2018, the CalVCB temporarily took over the work for the additional seven counties to assist with the backlog. This is currently still in place. More advocates were hired throughout all eight counties during 2018-2019, impacting the number of applications submitted on behalf of victims. CalVCB will revisit this plan in the future to determine if the action is still needed.

In 2018-2019, the District Attorney received one-time supplemental funding of \$70,827 to fund an additional Victim Claims Specialist position for one year to assist in processing an increase in applications and bills. The Department's

current eligibility aging list is at 0%, which indicates that all of the eligibility determination workload has been processed within 90 days old. The law states that applications shall be approved or denied within an average of 90 calendar days and no later than 180 days of acceptance by the Center. The Department has requested that CalVCB fund the position beginning in 2019-2020. The County's No Back-Fill Policy requires that departments seek replacement funding from non-County sources or to eliminate or phase-out programs when grant funding is reduced eliminated. If the Department does not receive funding for the position from the CalVCB in June, program expenditures will be reduced and the position will be moved to a vacant position or terminated.

Workload Data

	-----Actual-----			Est./Act.	Projected
	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020
<i>Applications Processed</i>	3,284	3,672	4,344	3,580	3,580
<i>Bills Processed</i>	6,684	5,491	5,225	3,909	3,909
<i>Benefits Secured for San Joaquin County Victims</i>	\$1,173,255	\$1,429,763	\$1,407,074	\$1,530,430	\$1,530,430

2020206000—DA-Consumer Fraud Proposition 64

Law & Justice

Tori Verber Salazar, *District Attorney*

General Fund	2017-2018 Actual	2018-2019 Adjusted	2019-2020 Requested	2019-2020 Recommended	Increase/ (Decrease)
Expenditures					
Salaries & Benefits	\$2,383,367	\$3,018,866	\$3,144,874	\$3,144,874	\$126,008
Services & Supplies	322,499	859,424	859,424	859,424	0
Centrally-Budgeted Expenses	23,945	28,434	48,984	48,984	20,550
Total Expenditures	\$2,729,811	\$3,906,724	\$4,053,282	\$4,053,282	\$146,558
Expenditure Reimbursements	(226,360)	(237,861)	(252,152)	(252,152)	(14,291)
Total Appropriations	\$2,503,451	\$3,668,863	\$3,801,130	\$3,801,130	\$132,267
Earned Revenues By Source					
Operating Transfers In	\$2,439,542	\$3,668,863	\$3,798,072	\$3,798,072	\$129,209
Total Revenues	\$2,439,542	\$3,668,863	\$3,798,072	\$3,798,072	\$129,209
Net County Cost	\$63,909	\$0	\$3,058	\$3,058	\$3,058
Staffing					
Allocated Positions	14.0	18.0	18.0	18.0	0.0
Temporary (Full-Time Equivalent)	1.5	0.0	0.0	0.0	0.0
Total Staffing	15.5	18.0	18.0	18.0	0.0

Purpose

The District Attorney Consumer Fraud Proposition 64 budget (#2020206000) was established to account for civil penalties received under the Business and Professions Code from those who participate in unfair competition. Penalties are placed in the Consumer Fraud Trust Fund and Environmental Code Enforcement Trust Fund to be used by the District Attorney for enforcement of consumer protection laws. Limited case-specific funding is also received from the Craig Thompson Environmental Protection Prosecution (CTEPP) Fund, to reimburse costs for investigation and prosecution of environmental violations by large companies throughout the State of California (DA-EPU #2020207000).

Major Budget Changes

Salaries & Employee Benefits

- \$126,008 Salary and benefits adjustments.

Centrally-Budgeted Expenses

- (\$4,686) Decrease in Workers' Compensation insurance costs.
- \$24,481 Addition of Countywide Cost Allocation Plan charges.

Expenditure Reimbursements

- \$14,291 Increase in reimbursement for labor costs from District Attorney's main budget.

Operating Transfers In

- \$129,209 Increase in funding from the Consumer Fraud Trust Fund.

Program Discussion

The 2019-2020 recommended Consumer Fraud Proposition 64 budget totals \$4,053,282, which is an increase of \$146,558 from the 2018-2019 adjusted budget. This change mainly

2020206000—DA-Consumer Fraud Proposition 64

Law & Justice

represents salary and benefits adjustments, the addition of the Countywide Cost Allocation Plan charges, offset by a decrease in Workers' Compensation insurance costs. The budget provides funding to investigate and enforce consumer protection laws and prosecute environmental violations by large companies. Staff and program expenses are funded mainly by various trust funds, with a portion of costs reimbursed from the District Attorney's Real Estate Fraud Prosecution budget. A contribution of \$3,058 from the General Fund is included in this budget to cover Countywide Cost Allocation Plan costs charged to the DA-Environmental Protection Unit budget, which cannot be used to fund such costs.

Consumer Fraud & Environmental Code Enforcement Trust Funds

Costs in this budget are reimbursed primarily from the Consumer Fraud Trust Fund (#12129) and the Environmental

Code Enforcement Trust Fund (#12130). Annual revenues vary depending on civil penalties and settlements received. As of March 31, 2019, trust fund balances were \$1,071,919 and \$9,563,175, respectively. A total of \$3,239,072 is designated from these trust funds for use in the 2019-2020 recommended budget.

Craig Thompson Environmental Protection Prosecution (CTEPP) Fund

Monies in the CTEPP Fund (#12131) are also used to supplement this budget for case-specific investigations and prosecution-related costs. Annual revenues vary depending on the number and types of cases investigated and prosecuted. As of March 31, 2019, the CTEPP Fund balance was \$656,932. A total of \$559,000 is designated for use in the 2019-2020 recommended budget.

Workload Data

	-----Actual-----			Est./Act.	Projected
	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020
<i>Local Civil Filings*</i>	N/A	N/A	18	8	12
<i>Statewide Criminal Filings*</i>	N/A	N/A	430	1,096	1,150
<i>Statewide Civil Investigations</i>	N/A	N/A	17	67	65

**Filings include referrals from following agencies:*

<i>Alcoholic Beverage and Control</i>	<i>Department of Consumer Affairs</i>
<i>Board of Equalization</i>	<i>Department of Forestry and Fire</i>
<i>Bureau of Automotive Repair</i>	<i>Department of Veteran Affairs</i>
<i>California Department of:</i>	<i>Employment Development Department</i>
<i> Fish and Wildlife</i>	<i>Local and County Fire Departments</i>
<i> Forestry and Fire Protection</i>	<i>San Joaquin County:</i>
<i> Motor Vehicles</i>	<i> Agriculture Commissioner's Office</i>
<i> Toxic Substances Control</i>	<i> Community Development Department</i>
<i>California Environmental Protection Agency</i>	<i> Environmental Health Department</i>
<i>California State Bar</i>	<i> Metro Narcotics Task Force</i>
<i>California Structural Pest Control Board</i>	<i> Mosquito and Vector Control District</i>
<i>Central Valley Regional Water Quality Control Board</i>	<i> Parks and Recreation Department</i>
<i>City and County Municipalities</i>	<i>San Joaquin Valley Air Pollution Control District</i>
<i>City and County Public Works Departments</i>	<i>United States Coast Guard</i>
<i>Contractors State License Board</i>	<i>United States Department of Agriculture</i>

2020209000—DA-Child Abduction Unit

Law & Justice

Tori Verber Salazar, *District Attorney*

General Fund	2017-2018 Actual	2018-2019 Adjusted	2019-2020 Requested	2019-2020 Recommended	Increase/ (Decrease)
Expenditures					
Salaries & Benefits	\$333,775	\$388,242	\$423,021	\$423,021	\$34,779
Services & Supplies	148,292	222,172	222,172	222,172	0
Centrally-Budgeted Expenses	4,014	4,223	7,055	7,055	2,832
Total Expenditures	\$486,081	\$614,637	\$652,248	\$652,248	\$37,611
Expenditure Reimbursements	0	(18,041)	(18,041)	(18,041)	0
Total Appropriations	\$486,081	\$596,596	\$634,207	\$634,207	\$37,611
Earned Revenues By Source					
Aid From Other Governments	\$556,304	\$594,596	\$632,207	\$632,207	\$37,611
Miscellaneous Revenues	985	2,000	2,000	2,000	0
Total Revenues	\$557,289	\$596,596	\$634,207	\$634,207	\$37,611
Net County Cost	(\$71,208)	\$0	\$0	\$0	\$0
Allocated Positions	3.0	3.0	3.0	3.0	0.0

Purpose

The District Attorney is mandated, under the Family Code, to enforce custody and visitation decrees; locate and return children unlawfully taken by a parent; proceed with civil court action; and guarantee appearance of offenders in court. The Uniform Child Custody Jurisdiction and Enforcement Act requires staff to locate children who are unlawfully detained in San Joaquin County and return them to courts in other jurisdictions.

- (\$947) Decrease in Workers' Compensation insurance costs.

Revenues

- \$37,611 Increase in reimbursement for State-mandated functions.

Major Budget Changes

Salaries & Employee Benefits

- \$34,779 Salary and benefits adjustments.

Centrally-Budgeted Expenses

- \$3,696 Addition of Countywide Cost Allocation Plan charges.

Program Discussion

The 2019-2020 recommended Child Abduction Unit budget totals \$652,248, which is an increase of \$37,611 from the 2018-2019 adjusted budget. The change primarily reflects salary and benefits adjustments and the addition of Countywide Cost Allocation Plan charges. This budget will provide funding for a District Attorney Investigator, an Investigative Assistant, and an Office Assistant. Reimbursement is also provided for approximately 5% of a Deputy District Attorney allocated in the District Attorney main budget.

2020209000—DA-Child Abduction Unit

Law & Justice

Workload Data

	-----Actual-----			Est./Act.	Projected
	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020
<i>Child Abduction Cases</i>	41	31	34	33	38
<i>Child Visitation Cases</i>	42	32	34	18	38
<i>Notification/Good Cause Cases</i>	18	11	17	16	25
<i>Recovered Children</i>	29	35	35	13	20

2020210000—DA-Narcotics Enforcement

Law & Justice

Tori Verber Salazar, *District Attorney*

Special Revenue Fund	2017-2018 Actual	2018-2019 Adjusted	2019-2020 Requested	2019-2020 Recommended	Increase/ (Decrease)
Expenditures					
Services & Supplies	\$10,948	\$10,500	\$10,500	\$10,500	\$0
Centrally-Budgeted Expenses	0	0	40,664	40,664	40,664
Operating Transfers Out	166,615	126,500	25,000	25,000	(101,500)
Total Appropriations	\$177,563	\$137,000	\$76,164	\$76,164	(\$60,836)
Earned Revenues By Source					
Interest/Rents	\$2,858	\$2,000	\$2,000	\$2,000	\$0
Miscellaneous Revenues	196,353	135,000	74,164	74,164	(60,836)
Fund Balance	(21,648)	0	0	0	0
Total Revenues	\$177,563	\$137,000	\$76,164	\$76,164	(\$60,836)
Net County Cost	\$0	\$0	\$0	\$0	\$0

Purpose

This budget unit serves as a pass-through account for transferring funds from the District Attorney's Narcotics Enforcement Special Revenue Fund to the District Attorney's General Fund budget. The Special Revenue Fund holds the District Attorney's share of proceeds from the forfeiture of assets seized from narcotics dealers.

Major Budget Changes

Centrally-Budgeted Expense

- \$40,664 Addition of Countywide Cost Allocation Plan charges.

Operating Transfers Out

- (\$101,500) Decrease in General fund transfer due to one-time purchases made in 2018-2019.

Revenues

- (\$60,836) Decrease in projected Seized Asset Forfeiture revenue.

Program Discussion

The 2019-2020 recommended Narcotics Enforcement budget totals \$76,164, which is a decrease of \$60,836 from the 2018-2019 adjusted budget, primarily due to a decrease in a General Fund transfer for one-time purchases made in 2018-2019, offset by the addition of Countywide Cost Allocation Plan charges.

The District Attorney proposes to use asset forfeiture proceeds to continue to enhance the technology for the District Attorney's Office. In order to facilitate the line of communication between the new courthouse and the District Attorney building, funds will be used to purchase additional laptops, scanners, and printers. Annual revenue to the District Attorney Narcotics Enforcement Special Revenue Fund (#20034) anticipated in 2019-2020 is approximately \$51,000.

As of March 31, 2019, the fund balance was \$232,910.

2020212000—DA-Auto Insurance Fraud Prosecution

Law & Justice

Tori Verber Salazar, *District Attorney*

General Fund	2017-2018 Actual	2018-2019 Adjusted	2019-2020 Requested	2019-2020 Recommended	Increase/ (Decrease)
Expenditures					
Services & Supplies	\$287,882	\$266,507	\$289,781	\$289,781	\$23,274
Centrally-Budgeted Expenses	301	246	479	479	233
Total Appropriations	\$288,183	\$266,753	\$290,260	\$290,260	\$23,507
Earned Revenues By Source					
Aid From Other Governments	\$288,660	\$266,753	\$290,260	\$290,260	\$23,507
Total Revenues	\$288,660	\$266,753	\$290,260	\$290,260	\$23,507
Net County Cost	(\$477)	\$0	\$0	\$0	\$0

Purpose

The Auto Insurance Fraud Prosecution program provides State funding for the District Attorney to investigate and prosecute automobile insurance fraud cases. Funds are provided through a special surcharge collected by the State Insurance Commission on automobile insurance policies. Funding levels are based on San Joaquin County's proportionate share of the State population and the proportionate share of automobile insurance suspected fraudulent claims submitted to the California Department of Insurance, Fraud Division.

Major Budget Changes

Services & Supplies

- \$17,421 Increase in labor costs reimbursed to District Attorney's main budget.
- \$9,616 Increase in administrative costs.
- (\$4,743) Decrease in fleet services costs.

Revenues

- \$23,507 Increase in State funding.

Program Discussion

The 2019-2020 recommended Auto Insurance Fraud Prosecution budget totals \$290,260, which is an increase of \$23,507 from the 2018-2019 adjusted budget. The change reflects an increase in labor and administrative costs, offset with a decrease in fleet services costs. The budget provides funding for 55% of a Deputy District Attorney, 20% of a District Attorney Investigator, 15% of a District Attorney Investigative Assistant, and 20% of a Paralegal, all of whom are allocated in the District Attorney's main budget. Also included in this budget are the cost of communications, trainings, vehicle usage, audit expenses, and administrative charges.

2020212000—DA-Auto Insurance Fraud Prosecution

Law & Justice

Workload Data					
	-----Actual-----			Est./Act.	Projected
	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020
<i>Auto Insurance Fraud Cases</i>					
Referrals	56	61	63	67	50
Convictions	12	14	15	13	10
<i>Misdemeanor</i>					
Award/Value of Convictions	\$11,366	\$13,389	\$3,237	\$3,237	\$3,400
Fines	\$235	\$0	\$0	\$0	\$0
<i>Felony</i>					
Award/Value of Convictions	\$24,379	\$10,783	\$47,828	\$47,828	\$40,000
Fines	\$0	\$590	\$1,285	\$1,285	\$0
Declined Cases	8	7	7	7	7
Still Investigating	6	5	5	4	6

2020216000—DA-Workers' Compensation Insurance Fraud

Law & Justice

Tori Verber Salazar, District Attorney

General Fund	2017-2018 Actual	2018-2019 Adjusted	2019-2020 Requested	2019-2020 Recommended	Increase/ (Decrease)
Expenditures					
Services & Supplies	\$489,776	\$498,773	\$497,176	\$497,176	(\$1,597)
Centrally-Budgeted Expenses	661	557	2,154	2,154	1,597
Total Appropriations	\$490,437	\$499,330	\$499,330	\$499,330	\$0
Earned Revenues By Source					
Aid From Other Governments	\$475,000	\$499,330	\$499,330	\$499,330	\$0
Total Revenues	\$475,000	\$499,330	\$499,330	\$499,330	\$0
Net County Cost	\$15,437	\$0	\$0	\$0	\$0

Purpose

The Workers' Compensation Insurance Fraud Prosecution program allows the District Attorney to expand the investigation and prosecution of those who commit workers' compensation insurance fraud, including applicant fraud, premium fraud, medical provider fraud, and uninsured employer fraud.

Funds are provided through a special assessment collected by the State Insurance Commission on workers' compensation insurance policies. Funding levels are based on the number of workers and the County's proportion of suspected fraudulent workers' compensation claims reported.

Major Budget Changes

Services and Supplies

- \$20,015 Increase in costs for witness fees.
- (\$19,270) Decrease in administrative fees.

Centrally-Budgeted Expenses

- \$1,876 Cost Allocation Plan adjustment.

Program Discussion

The 2019-2020 recommended Workers' Compensation Insurance Fraud Prosecution budget totals \$499,330. This will provide funding for 70% of a Deputy District Attorney, 75% of a District Attorney Investigator, 30% of a District Attorney Investigative Assistant, and 30% of a Paralegal, all of whom are allocated in the District Attorney's main budget. Also included in this budget are the cost of office supplies, communications, trainings, vehicle usage, audit expenses, and administrative charges.

Fighting insurance fraud, particularly medical provider fraud, continues to be an important priority for the California Department of Insurance and the District Attorney's Office. Medical provider fraud in the workers' compensation system has monetary losses that significantly surpass the losses seen in other types of insurance fraud. However, the cost associated with investigation and prosecution of medical provider fraud is costly due to the requirement of medical experts, billing experts, and forensic analysis of computers and financial documents. Therefore, the 2019-2020 recommended budget includes \$25,000 to be utilized for expert witness costs. With the partnership of the California Department of Insurance, the District Attorney will make sustained efforts to investigate and root out medical provider fraud in San Joaquin County, while still maintaining a commitment to the other types of workers' compensation fraud.

2020216000—DA-Workers' Compensation Insurance Fraud Law & Justice

Workload Data

	-----Actual-----			Est./Act.	Projected
	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020
<i>Workers' Compensation Cases</i>					
<i>Referrals</i>	41	55	63	70	65
<i>Convictions</i>	8	13	2	2	5
<i>Declined</i>	5	5	5	15	10
<i>Still Investigating</i>	3	5	5	9	6

2020217000—DA-Public Assistance Fraud Prosecution

Law & Justice

Tori Verber Salazar, District Attorney

General Fund	2017-2018 Actual	2018-2019 Adjusted	2019-2020 Requested	2019-2020 Recommended	Increase/ (Decrease)
Expenditures					
Salaries & Benefits	\$2,482,023	\$2,575,348	\$3,006,215	\$3,006,215	\$430,867
Services & Supplies	408,702	398,698	398,698	398,698	0
Centrally-Budgeted Expenses	23,404	25,667	55,395	55,395	29,728
Total Expenditures	\$2,914,129	\$2,999,713	\$3,460,308	\$3,460,308	\$460,595
Expenditure Reimbursements	(2,948,420)	(2,999,713)	(3,460,308)	(3,460,308)	(460,595)
Total Appropriations	(\$34,291)	\$0	\$0	\$0	\$0
Earned Revenues By Source	\$0	\$0	\$0	\$0	\$0
Net County Cost	(\$34,291)	\$0	\$0	\$0	\$0
Allocated Positions	17.0	17.0	17.0	17.0	0.0

Purpose

The Public Assistance Fraud Prosecution Unit operates through a Memorandum of Understanding between the District Attorney (DA) and the Human Services Agency (HSA). This Unit investigates and prosecutes criminal welfare fraud, including Aid to Families with Dependent Children, CalFresh (food stamps), and vendor fraud cases. Funding is primarily provided from Federal and State welfare administration funds received by the HSA.

Major Budget Changes

Salaries & Employee Benefits

- \$430,867 Salary and benefits adjustments.

Centrally-Budgeted Expenses

- \$31,908 Addition of Countywide Cost Allocation Plan charges.

Expenditure Reimbursements

- \$460,595 Increase in reimbursement from HSA.

Program Discussion

The 2019-2020 recommended Public Assistance Fraud Prosecution budget totals \$3,460,308, which is an increase of \$460,595 from the 2018-2019 adjusted budget. The change primarily reflects salary and benefits adjustments. The budget continues to provide funding for a DA Lieutenant Investigator (1), DA Investigators (10), DA Investigative Assistants (4), and DA Legal Technicians (2).

In 2019-2020, DA staff, both sworn and non-sworn, will continue to vigorously pursue the recovery of fraudulently obtained public assistance benefits. Staff will, in a fair and timely manner, preserve and ensure program integrity with fraud prevention, detection, and investigation, including internal fraud. Staff will work diligently to protect taxpayer dollars and ensure that only those who are truly eligible for public assistance benefits receive those benefits. The additional Income and Eligibility Verification System (IEVS) cases, criminal prosecutions, and intentional program violations processed by the Unit have resulted in penalties with longer disqualification periods and a total of \$247,112 of restitution collected. In addition, the DA Bureau of Investigations has reorganized the Unit into two separate teams, which are overseen by the designation of two Lead DA Investigators. The Lead Investigators directly supervise each team and are managed by a Lieutenant. This reorganization allows for a manageable span of control ratio with increased effective supervision, and will increase the productivity and efficiency of the Investigators. In addition, due to policy

2020217000—DA-Public Assistance Fraud Prosecution

Law & Justice

changes and new investigative practices put in place, the workload data numbers for Ongoing Fraud Investigations and Convictions have increased, and Arrest/Bench Warrant data numbers have significantly decreased.

As of February 28, 2019, the Unit has achieved an increase of recovered public funds in 2018-2019. These increases reflect an estimated cost avoidance of \$1,344,071 for cash assistance, and \$496,425 for the CalFresh program according to the

formula of the State Department of Social Services. Prior to benefit distribution, early fraud detection efforts resulted in a cost avoidance of \$856,358 for cash assistance, and \$304,950 for CalFresh in 2018-2019. Overall cost avoidance totals \$3,001,804. The Department anticipates these cost avoidance savings of public funds to substantially increase by year-end. Cost avoidance saves public funds that would otherwise be inappropriately given to public assistance applicants.

Workload Data

	-----Actual-----				
	2015-2016	2016-2017	2017-2018	Est./Act. 2018-2019	Projected 2019-2020
Referrals					
<i>Convictions</i>	67	32	50	119	160
<i>Declined</i>	7	0	2	2	0
DA Investigations					
<i>Ongoing Fraud</i>	1,280	911	900	942	960
<i>Duplicate Warrants - Aid to Families with Dependent Children</i>	11	8	8	3	3
<i>Arrest/Bench Warrants</i>	30	39	39	0	0
<i>Early Fraud Cases</i>	1,239	720	720	577	580

2020278250—DA-Criminal Restitution Program

Law & Justice

Tori Verber Salazar, District Attorney

General Fund	2017-2018 Actual	2018-2019 Adjusted	2019-2020 Requested	2019-2020 Recommended	Increase/ (Decrease)
Expenditures					
Salaries & Benefits	\$234,768	\$275,274	\$288,279	\$288,279	\$13,005
Services & Supplies	59	0	0	0	0
Centrally-Budgeted Expenses	2,168	2,625	5,497	5,497	2,872
Total Expenditures	\$236,995	\$277,899	\$293,776	\$293,776	\$15,877
Expenditure Reimbursements	(32,762)	(85,936)	(78,207)	(78,207)	7,729
Total Appropriations	\$204,233	\$191,963	\$215,569	\$215,569	\$23,606
Earned Revenues By Source					
Aid From Other Governments	\$120,987	\$191,963	\$215,569	\$215,569	\$23,606
Total Revenues	\$120,987	\$191,963	\$215,569	\$215,569	\$23,606
Net County Cost	\$83,246	\$0	\$0	\$0	\$0
Allocated Positions	3.0	3.0	3.0	3.0	0.0

Purpose

The Criminal Restitution Program is funded by a grant from the California Victim Compensation Board (CalVCB). The purpose of the program is to ensure the imposition of restitution fines and orders against criminal offenders in all cases involving an applicant who has filed a victim compensation claim.

Major Budget Changes

Salaries & Employee Benefits

- \$13,005 Salary and benefits adjustments.

Centrally-Budgeted Expenses

- (\$594) Decrease in Workers' Compensation insurance costs.
- \$3,350 Addition of Countywide Cost Allocation Plan charges.

Expenditure Reimbursements

- (\$7,729) Decrease in reimbursement from District Attorney's main budget.

Revenues

- \$23,606 Increase in State revenue.

Program Discussion

The 2019-2020 recommended Criminal Restitution Program budget totals \$293,776, which is an increase of \$15,877 from the 2018-2019 adjusted budget, primarily due to salary and benefits adjustments, and the addition of Countywide Cost Allocation Plan charges. The CalVCB grant will provide funding for 1.75 full-time equivalent Paralegals. An Office Assistant and 25% of a Paralegal will provide support to the District Attorney's main line felony unit.

The current agreement with the CalVCB ends June 30, 2019. The Department is currently negotiating with the State for additional grant funding. If the Department is not successful in renewing the grant, program expenditures will be reduced and staff moved to vacant positions or terminated.

Staff will work to ensure that restitution is imposed by the court in all eligible cases, unless the court waives imposition for compelling and extraordinary reasons that are stated on the record.

2020278250—DA-Criminal Restitution Program

Law & Justice

Workload Data

	-----Actual-----			Est./Act.	Projected
	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020
<i>Restitution Orders Reviewed</i>	1,804	2,015	2,286	2,213	2,213
<i>Amount of Restitution Ordered for Crime Victims or CalVCB</i>	\$276,302	\$257,769	\$373,365	\$354,398	\$354,398

2020281000—DA-State-COPS

Law & Justice

Tori Verber Salazar, *District Attorney*

Special Revenue Fund	2017-2018 Actual	2018-2019 Adjusted	2019-2020 Requested	2019-2020 Recommended	Increase/ (Decrease)
Expenditures					
Services & Supplies	\$249,650	\$249,687	\$249,756	\$249,756	\$69
Centrally-Budgeted Expenses	350	313	244	244	(69)
Total Appropriations	\$250,000	\$250,000	\$250,000	\$250,000	\$0
Earned Revenues By Source					
Aid From Other Governments	\$289,688	\$250,000	\$250,000	\$250,000	\$0
Fund Balance	(39,688)	0	0	0	0
Total Revenues	\$250,000	\$250,000	\$250,000	\$250,000	\$0
Net County Cost	\$0	\$0	\$0	\$0	\$0

Purpose

The State Citizens' Option for Public Safety (COPS) program provides funding to local agencies for front-line law enforcement services, enhanced prosecution efforts, and for jail operation/construction. Funding is provided from the State Vehicle License Fees and allocated by formula to city and county law enforcement, the District Attorney's Office, and the County Jail. This narrative represents the program funding allocated by the State to the District Attorney.

Program Discussion

The 2019-2020 recommended budget for the District Attorney's COPS program totals \$250,000. Funding will be used to underwrite the cost of a Deputy District Attorney allocated in the District Attorney's main budget to prosecute felony cases.

Supplemental Law Enforcement Services Fund

The Supplemental Law Enforcement Services Fund receives funding for the State COPS programs (operated by the Sheriff and the District Attorney), as well as Juvenile Justice Crime Prevention Act activities (operated by Probation). For 2018-2019, the beginning fund balance for District Attorney COPS was \$296,236.

DA-State Grant Programs

Law & Justice

Tori Verber Salazar, District Attorney

General Fund	2017-2018 Actual	2018-2019 Adjusted	2019-2020 Requested	2019-2020 Recommended	Increase/ (Decrease)
Expenditures					
Salaries & Benefits	\$1,210,735	\$1,927,568	\$1,917,516	\$1,917,516	(\$10,052)
Services & Supplies	444,849	803,959	779,174	779,174	(24,785)
Centrally-Budgeted Expenses	12,496	14,294	53,027	53,027	38,733
Fixed Assets	48,237	52,000	0	0	(52,000)
Total Expenditures	\$1,716,317	\$2,797,821	\$2,749,717	\$2,749,717	(\$48,104)
Expenditure Reimbursements	(152,791)	(234,301)	(193,198)	(193,198)	41,103
Total Appropriations	\$1,563,526	\$2,563,520	\$2,556,519	\$2,556,519	(\$7,001)
Earned Revenues By Source					
Aid From Other Governments	\$2,098,588	\$2,071,237	\$2,079,571	\$2,079,571	\$8,334
Total Revenues	\$2,098,588	\$2,071,237	\$2,079,571	\$2,079,571	\$8,334
Net County Cost	(\$535,062)	\$492,283	\$476,948	\$476,948	(\$15,335)
Allocated Positions	14.0	18.0	18.0	18.0	0.0
Temporary (Full-Time Equivalent)	3.8	5.0	3.8	3.8	(1.2)
Total Staffing	17.8	23.0	21.8	21.8	(1.2)

Purpose

The California Governor's Office of Emergency Services (Cal OES) provides financial and technical assistance to agencies throughout the State, including various public safety and crime victim support grants. Cal OES provides grants to the District Attorney's Office for the Victim/Witness Program (#2020273000) and Unserved/Underserved Victim Advocacy and Outreach (#2020278270). The Department also receives a grant for Rural Crime Prevention (#2020278240), which is allocated directly from the State Local Law Enforcement Safety Account.

Major Budget Changes

Salaries & Employee Benefits

- \$46,987 Salary and benefits adjustments.
- (\$42,094) Decrease in extra-help.
- (\$14,945) Decrease in overtime.

Services & Supplies

- \$3,500 Increase in cellular phone costs.
- (\$21,103) Decrease in one-time consultant services.
- (\$8,191) Decrease in travel costs.

Centrally-Budgeted Expenses

- (\$1,915) Decrease in Workers' Compensation insurance costs.
- \$40,092 Addition of Countywide Cost Allocation Plan charges.

Expenditure Reimbursements

- (\$41,103) Decrease in reimbursement from Victim Assistance budget.

DA-State Grant Programs

Law & Justice

Revenues

- \$8,334 Increase in Proposition 172 funding.

Program Discussion

Victim/Witness Program

This program provides support services to victims and witnesses of crimes, including responding to crime scenes with a mobile unit to provide on-call crisis intervention and emergency services; providing information and referrals to other service agencies; providing court support services such as emergency transportation, courtroom escorts, information on case status and disposition, and general orientation to the criminal justice system; and assisting victims with claims for assistance from the California Victim Compensation Fund.

The 2019-2020 recommended budget of \$2,275,704 consists of \$1,561,726 from the Cal OES grant, \$72,845 from Proposition 172 sales tax revenue, a General Fund contribution of \$447,935, and \$193,198 reimbursed from the Victim Assistance and Unserved/Underserved budgets. Funding is provided for 80% of 1 Victim/Witness Program Manager, 1 Victim/Witness Advocate Supervisor, 14 Victim/Witness Advocates, 2 Office Assistants, and 5 part-time Victim/Witness Advocates.

Unserved/Underserved Victim Advocacy & Outreach Program

This Program is incorporated with the District Attorney's Victim/Witness Program and enhances the provision of elder abuse training and victim services. This is a Statewide competitive grant intended to provide services to unserved and underserved populations. The current grant expires April 2021.

The 2019-2020 recommended budget of \$204,013 is comprised of \$175,000 in grant funds and \$29,013 in required matching funds. This will fund 1.0 full-time equivalent (FTE) of a Victim/Witness Advocate position and 0.75 FTE of an Office Assistant allocated in the Victim/Witness Program budget.

Rural Crime Prevention Program

The District Attorney's Office provides administrative oversight for the Rural Crime Task Force consisting of the District Attorney, Sheriff, Agricultural Commissioner, and rural farm owners and operators. The mission of the task force is education, loss prevention, recovery of property, and prosecution of criminal activity in rural areas.

The 2019-2020 recommended budget is \$270,000, based on activity over the previous year. However, if the amount of State funding changes significantly, the Department will return to the Board of Supervisors to request budget adjustments as appropriate.

Workload Data

	-----Actual-----			Est./Act.	Projected
	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020
<i>Victim/Witness Program</i>					
<i>New victims served</i>	5,765	6,812	7,485	6,952	6,952
<i>Continuing victims served</i>	1,587	5,643	7,857	7,575	7,575
<i>Victims provided crisis intervention</i>	1,289	989	994	922	922
<i>Rural Crimes Prosecuted (Felony)</i>	N/A	N/A	16	16	40

2020300000—Child Support Services

Law & Justice

Lori Cruz, *Child Support Services Director*

Special Revenue Fund	2017-2018 Actual	2018-2019 Adjusted	2019-2020 Requested	2019-2020 Recommended	Increase/ (Decrease)
Expenditures					
Salaries & Benefits	\$12,461,796	\$13,075,085	\$15,848,706	\$15,848,706	\$2,773,621
Services & Supplies	1,490,082	1,983,809	2,087,203	2,087,203	103,394
Centrally-Budgeted Expenses	1,044,184	1,112,737	724,524	724,524	(388,213)
Fixed Assets	96,751	0	176,880	176,880	176,880
Operating Transfers Out	447,165	0	0	0	0
Total Expenditures	\$15,539,978	\$16,171,631	\$18,837,313	\$18,837,313	\$2,665,682
Expenditure Reimbursements	(1,242)	(1,500)	(1,500)	(1,500)	0
Total Appropriations	\$15,538,736	\$16,170,131	\$18,835,813	\$18,835,813	\$2,665,682
Earned Revenues By Source					
Interest/Rents	\$20,358	\$20,000	\$26,500	\$26,500	\$6,500
Aid From Other Governments	14,932,346	15,883,340	18,599,651	18,599,651	2,716,311
Miscellaneous Revenues	119,504	126,791	209,662	209,662	82,871
Operating Transfers In	0	140,000	0	0	(140,000)
Fund Balance	466,528	0	0	0	0
Total Revenues	\$15,538,736	\$16,170,131	\$18,835,813	\$18,835,813	\$2,665,682
Net County Cost	\$0	\$0	\$0	\$0	\$0
Allocated Positions	144.0	133.0	159.0	159.0	26.0
Temporary (Full-Time Equivalent)	0.0	0.0	2.5	2.5	2.5
Total Staffing	144.0	133.0	161.5	161.5	28.5

Purpose

The Department of Child Support Services (DCSS) works with parents to establish financial support orders for the benefit of children. The DCSS also works with parents and other caretakers when a child's needs require that a support order be adjusted. Additionally, the DCSS collects, disburses, and accounts for child support payments under the Title IV-D Child Support Enforcement Program.

Board Strategic Priorities 2019-2020 through 2021-2022

The 2019-2020 recommended budget for the DCSS focuses on the implementation of the Board Strategic Priorities as adopted by the Board on April 9, 2019. The Board Strategic Priorities for fiscal year 2019-2020 through 2021-2022 are a continuation of the Board's original five key priorities

established in 2015. The Board has updated and augmented the goals associated with these strategic priorities to reflect the Board's direction related to water issues, health, collaboration, and homelessness. These Priorities will be used as a guide when bringing new programs or initiatives to the Board. The following highlights provide an overview of several projects, programs, and activities administered by the DCSS.

Ensure Fiscal Responsibility

The DCSS strongly supports the goal to ensure the fiscal responsibility of the County. The Department uses State and Federal grant funding as its only revenue sources and does not request additional funds from the County.

However, State funding remained static from 2000 through 2017, making it difficult to offer the same level of services that families receive throughout California. Therefore, in 2017, at the direction of the Board of Supervisors, the DCSS

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executive managers assembled a coalition of child support Directors to collectively request an appropriate amount of funding to enable each county to offer uniform and consistent child support services to the State's children and families. The coalition asked the State to support a \$38.8 million annual increase from the State General Fund to be appropriated to the 19 underfunded counties. The request was pared down to \$3.0 million State General Funds and distributed to 19 under parity counties for 2018-2019. The County funding efforts continued during the fall of 2018, in collaboration with the State DCSS and the Child Support Directors Association (CSDA). In the Governor's January budget address, \$19.1 million State General Fund dollars (a total of \$56 million with the Federal match of \$36.9 million) was allocated to 21 underfunded Local Child Support Agencies (LCSAs). The DCSS executive managers are working with the CSDA to support the Governor's budget and educate legislators regarding the need to make the child support funding a part of the Governor's final budget.

Promote Good Governance and Increase Organizational Capabilities

October 2019 will mark the conclusion of the Department's Behavioral Interventions for Child Support (BICS) grant project. The DCSS has made a Statewide impact with its improvement to the summons and complaint package, by focusing on what is important to the customer and reordering documents to make it easier for the customer to understand. The Department will now use what it has learned and apply behavioral interventions to all aspects of its program, as well as to administrative procedures.

The Department continues to offer technology to staff that will help them work more efficiently. In 2017, Lobby Central was implemented. Lobby Central provides staff a tool to track appointments and statistics electronically rather than manually. Lobby Central is a fully automated check-in system that securely captures the customer's name, reason for visit, time in, and other relevant information. To assist with delivering timely service, it reminds employees when a customer has waited beyond the customized maximum five-minute time limit. This has reduced the average wait time for walk-in customers from four minutes to one minute. In 2019-2020, the Department will be implementing a self-check-in process where customers will enter their information into Lobby Central via an electronic tablet, automatically entering them into the appointment queue. This will eliminate the need for customers to stand in line to check in with the lobby front desk, making the check-in process more efficient. Plans are also underway to link a text messaging system to Lobby Central so that customers with court hearings can wait in other areas and receive a text message when it is time for their appointment. The Department monitors the wait time, in

addition to the service period, wherein a complete picture is captured of the customer's visit to the office. Statistical reports are generated from Lobby Central, which allow management to analyze staffing and training needs.

The DCSS recently implemented a same-day court order initiative. In the past, customers had to wait up to 10 days before receiving a copy of their filed court order. The new initiative will allow most customers to leave court with a copy of their order in hand. Not only does this shorten the time frame for customers to receive their orders, but it allows the DCSS to save resources by reducing time and materials spent on mailing filed orders to customers.

The DCSS plans to re-implement a local call center to provide case information to customers by January 2020. The implementation of a call center and the provision of excellent case management will now be possible after the allocation of additional funding as provided in the State Budget for the 2019/2020 fiscal year. Calls have been answered by the Butte County Local Child Support Agency since 2015.

Improve Public Safety and Enhance Overall Criminal Justice System

In a joint effort with the District Attorney's Office, the DCSS is providing services to survivors of domestic violence and human trafficking at the San Joaquin County Family Justice Center. A trained Child Support Officer (CSO) is located on-site to assist clients with child support case-related matters. The CSO is also responsible for overseeing cases where family violence has been identified and an active restraining order is in place.

Promote Economic Development

In 2018, the DCSS began collaborating with the Superior Court and San Joaquin County WorkNet on a new referral program. The Court Commissioner and caseworkers refer DCSS customers to WorkNet to utilize the valuable employment services it offers. The program is also being used as an alternative to Contempt action. This holistic approach helps customers address barriers to complying with their court orders.

The Department will collaborate with approximately 50 community agencies for its fourth Annual Block Party, scheduled for July 30, 2019. The Block Party is a fun event for families to learn about the resources available to promote self-sufficiency and reduce childhood poverty. The DCSS will also co-host two job fairs with WorkNet in 2019-2020. E-mail invitations will be sent to unemployed and underemployed DCSS customers. Additionally, the job fairs and employment opportunities will be advertised via social media, at outreach events, and in the DCSS customer lobby.

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Major Budget Changes

Salaries & Employee Benefits

- \$497,371 Salary and benefits adjustments.
- \$1,519,848 Add 20 Child Support Officer positions.
- \$259,468 Add four Office Assistants.
- \$176,722 Add an Administrative Secretary and an Administrative Assistant.
- \$173,541 Adjustments to fund long-term leaves unfunded in 2018-2019.
- \$105,000 Funding for partial-year cost of proposed new position.
- \$92,234 Add a Child Support Supervisor.
- \$91,875 Add an Accountant.
- (\$158,829) Delete an Office Assistant Specialist and a Legal Technician.
- \$16,391 Increase in extra-help for department-wide clerical support.

Services & Supplies

- \$936,225 Increase in rent due to new lease.
- \$25,000 Increase in training expense.
- \$22,000 Increase in communications costs due to phone service for new staff.
- \$14,478 Increase in office supplies costs.
- (\$525,680) Decrease in utilities, janitorial, and maintenance costs due to relocation.
- (\$244,537) Decrease in capital facilities project expenses due to end of debt service payments.
- (\$112,500) Decrease in professional services due to completion of relocation.
- (\$15,000) Decrease in printing expenses due to completion of orders related to Department relocation.

Centrally-Budgeted Expenses

- (\$17,137) Decrease in data processing charges.

- (\$12,402) Decrease in Workers' Compensation and Casualty insurance costs.

- (\$356,030) Cost Allocation Plan adjustment.

Revenues

- \$1,753,039 Increase in Federal Child Support Enforcement Program funding.
- \$1,047,322 Increase in State Child Support funding.
- \$82,871 Increase in revenue due to extension of inter-jurisdictional contract with State DCSS.
- \$6,500 Increase in interest income.
- (\$140,000) Decrease in Child Support County recoupment funds.
- (\$84,050) Decrease in Federal grant funding for Behavioral Interventions for Child Support Demonstration Program.

Fixed Assets/Capital Improvement

- \$176,880 Modular workstations (20).

Program Discussion

The 2019-2020 recommended budget for the DCSS totals \$18,837,313, which is an increase of \$2,665,682 from the 2018-2019 adjusted budget. The change is primarily due to the addition of 28 new permanent positions, 2.5 full-time equivalent extra-help positions, and costs related to the new facility lease, offset with the deletion of an Office Assistant Specialist and a Legal Technician II, and decreases in utilities, building maintenance, professional services, data processing charges, Cost Allocation Plan adjustments, and the completion of debt service payments. The recommended 2019-2020 budget includes \$3.1 million in additional Child Support Enforcement formula funds, based on the Governor's Budget released in January 2019. If any change is made in the DCSS allocation in the Adopted State Budget, the Department will return to the Board of Supervisors for midyear budget adjustments.

All but one of the proposed new positions are casework staff. The Department is also requesting a new position to act as a Chief Child Support Attorney. This position would be a new classification to the County and would report to the Director. This position would be responsible for planning, organizing,

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directing, and evaluating the legal work and policies of the Department. Human Resources (HR) is currently conducting an evaluation of the Department's classification study request. Once the evaluation is complete and if an additional classification is appropriate, HR will prepare an item for Board consideration and approval.

The Governor's proposed budget includes an increase of \$56 million (\$36.9 million Federal funds and \$19.1 million State General Fund) for LCSA administrative costs. This increase represents the first year of a three-year, phased-in implementation of a new funding methodology. This new funding will be allocated to the 21 LCSAs with the highest case-to-employee ratios in the State. The LCSAs include: Alameda, Contra Costa, Fresno, Glenn, Imperial, Kern, Kings, Los Angeles, Madera, Merced, Monterey, Placer, Riverside, Sacramento, San Bernardino, San Diego, San Joaquin, Solano, Stanislaus, Tehama, and Ventura. At full phase-in, the County's allocation would be \$25.1 million, approximately \$9.6 million or 62% more than its 2018-2019 Child Support Enforcement base allocation, finally bringing San Joaquin County into parity with other LCSAs. The addition of these long-needed funds will enable the Department to enhance and increase the level of services it provides to the children and families of San Joaquin County.

San Joaquin County DCSS serves over 36,000 children, representing 17.8% of the children in the County. In 2017-2018, DCSS collected over \$61 million, where 86% of in-state collections went directly to families. Steady, reliable child support payments contribute to the stability of families, leading to less poverty, increased likelihood of children attending college, greater parental involvement, and a decreased use of public assistance programs.

Beginning in October 2018, DCSS launched the enhancement to its Family Involvement Team (FIT) business model - Forward-Above-Beyond (FAB). FAB builds on the original FIT model by utilizing best practices and focusing on improving the customer experience.

Department managers have established a goal of a 3% increase in collections for 2019-2020 and will manage approximately 36,000 active cases.

Department Relocation

The Department will be relocating to 405 E. Market Street in downtown Stockton in late spring 2019. The move will

alleviate staff safety concerns, provide more work area, and will be in closer proximity to the Superior Court and other County departments, improving overall efficiencies. The DCSS will lease 46,405 square feet of space for a 10-year term. The monthly rental is \$1.76 per rentable square foot and annual increases shall be no more than 3% of the basic monthly rent.

Child Support Services Fund

Child Support Services Fund (#20038) serves as the operating fund for Department expenditures. The Child Support Enforcement Fund (#20381) serves as the depository for State DCSS funding advances. Actual costs are reconciled on a quarterly basis through the CS356 Local Child Support Agency Administrative Expense Claim Schedule and Certification, and funds are transferred from Fund #20381 to Fund #20038 to cover Department expenditures. Unspent funds received in Fund #20381 are returned to the State DCSS after finalization of the fiscal year activities. Any remaining fund balance in Fund #20038 at the end of the fiscal year primarily exists due to unreconciled program expenses for the fiscal year and unspent incentive funds. Unspent incentive funds serve as a reserve for unanticipated costs. For 2018-2019, the beginning fund balance in Fund #20038 was \$97,388.

In addition to Fund #20038, the Department also has additional reserves in Fund #81452 and Fund #81453. The balance in Fund #81452 is from a dormant fund that was created to transfer funds to the San Joaquin County Human Services Agency and the State for Title IV-A assistance recoupment, and to forward monies to families that were collected above what was due to the County and State. As of March 31, 2019, the fund balance was \$150,615.

The balance in Fund #81453 exists from General Fund contributions and a General Fund Revolving Fund closeout retained prior to 2008-2009. As of March 31, 2019, the fund balance was \$447,165. This fund has remained stagnant since 2014-2015. If the 2019-2020 State adopted budget includes additional funding for DCSS as expected, the Department will work with the Auditor-Controller's Office to transfer half of the fund balance in Fund #81453 (\$223,582) to the Undesignated/Unreserved in the General Fund by the 2018-2019 fiscal year-end. The remaining funds will be transferred to the General fund during the 2019-2020 fiscal year-end close.

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	Workload Data			Est./Act. 2018-2019	Projected 2019-2020
	-----Actual-----				
	2015-2016	2016-2017	2017-2018		
Total Collections	\$60,406,947	\$61,326,945	\$61,549,250	\$62,164,743	\$64,029,685
Distribution to Families	\$49,185,894	\$49,539,472	\$50,453,175	\$51,198,454	\$52,734,408
Individuals Served	N/A	N/A	N/A	102,488	105,563
Percentage of County Population	N/A	N/A	N/A	13.7%	14.2%
Percent of Cases Paying at Least 75% of Monthly Child Support	51.22%	51.38%	50.35%	51.36%	53.00%
Lobby Visitors	N/A	N/A	15,817	19,771	24,714
Case Opening to Court Order (days)	167	173	183	180	167
Applications to Reduce Arrears	114	41	13	26	40
Caseload per Caseworker	518	556	565	572	537
Public Outreach Events	6	30	107	132	155
N/A - Data not available					

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Miriam Lyell, Public Defender

General Fund	2017-2018 Actual	2018-2019 Adjusted	2019-2020 Requested	2019-2020 Recommended	Increase/ (Decrease)
Expenditures					
Salaries & Benefits	\$14,789,996	\$15,905,297	\$16,964,809	\$16,964,809	\$1,059,512
Services & Supplies	595,193	602,700	649,510	649,510	46,810
Centrally-Budgeted Expenses	328,353	402,497	1,085,695	1,085,695	683,198
Total Expenditures	\$15,713,542	\$16,910,494	\$18,700,014	\$18,700,014	\$1,789,520
Expenditure Reimbursements	(572,764)	(613,257)	(613,257)	(613,257)	0
Total Appropriations	\$15,140,778	\$16,297,237	\$18,086,757	\$18,086,757	\$1,789,520
Earned Revenues By Source					
Aid From Other Governments	\$4,313,043	\$4,293,554	\$4,848,213	\$4,848,213	\$554,659
Charges For Services	587,420	599,506	589,886	589,886	(9,620)
Miscellaneous Revenues	209	0	0	0	0
Total Revenues	\$4,900,672	\$4,893,060	\$5,438,099	\$5,438,099	\$545,039
Net County Cost	\$10,240,106	\$11,404,177	\$12,648,658	\$12,648,658	\$1,244,481
Allocated Positions	85.0	87.0	89.0	89.0	2.0
Temporary (Full-Time Equivalent)	1.5	1.8	1.6	1.6	(0.2)
Total Staffing	86.5	88.8	90.6	90.6	1.8

Purpose

The Public Defender provides constitutionally mandated indigent defense services in all criminal matters as is required by the U.S. Constitution. The San Joaquin County Public Defender is dedicated to serving the diverse needs of the community and its justice system by furnishing clients whose cases have been entrusted to the Department, with competent, effective, loyal, ethical, zealous, compassionate, and efficient advocacy.

Board Strategic Priorities 2019-2020 through 2021-2022

The 2019-2020 recommended budget for the Public Defender focuses on the implementation of the Board Strategic Priorities as adopted by the Board on April 9, 2019. The Board Strategic Priorities for fiscal years 2019-2020 through 2021-2022 are a continuation of the Board's original five key priorities established in 2015. The Board has updated and augmented the goals associated with these strategic priorities

to reflect the Board's direction related to water issues, health, collaboration, and homelessness.

The following highlights provide an overview of several projects, programs, and activities administered by the Public Defender's Office.

Promote Good Governance and Increase Organizational Capabilities

The Public Defender continues to implement operational changes in the representation of individuals charged with serious felony offenses by implementing the American Bar Association's recommendation that such cases be handled vertically, by one attorney from the first arraignment through the conclusion of the case, ensuring continuity of representation. This change has the potential for a positive fiscal impact by delivering mandated legal services in a more cost-effective manner.

In order to broaden public access to County services and information in a more timely and efficient manner, the Department continues the development and deployment of technology such as an interactive web page, which will include links to provide explanations of various court

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processes, laws, and procedures. The website will have links to information and applications regarding various restorative justice programs such as expungements and Propositions 47 and 64. The website will explain significant changes in the law, such as the overhaul of the homicide liability through Senate Bill (SB) 1437. This will allow the Department to maximize efficiency, while providing practical and helpful information to the community and promoting good governance.

Improve Public Safety and Enhance Overall Criminal Justice System

- **Uprust Project** - The Public Defender continues to contract with Uprust, an organization that provides a two-way, text messaging platform with clients. Out-of-custody clients receive text message reminders of their next court date and other court-ordered obligations. The two-way communication also allows clients to communicate via text message with their attorney. Uprust has generously agreed to provide up to 100 cellular phones to clients without a cellular phone. The goal of this Project is to reduce the number of bench warrants, that according to the Pretrial Justice Institute, can lead to incarceration, destabilizing the individual, and increasing the risk factors for recidivism. Reduction of failures to appear in Court also results in cost savings to the Courts, law enforcement, and the Jail. The Community Corrections Partnership provides funding for the Uprust Project.
- **Stockton Alliance for Equity (SAFE)** - The Public Defender continues to collaborate with other County departments and law enforcement agencies to form SAFE, which has identified the goals for deflection, diversion, and a warrant assistance program. To date, over 1,000 warrants have been recalled. SAFE is continuing in its collaborative effort to develop a Law Enforcement Assisted Diversion (LEAD) Program. The Program will deflect low-level offenders into community-based treatment and supportive services rather than being processed through the traditional criminal justice system. This community-driven diversion approach is to improve public safety, public order, and the reduction of unnecessary justice system involvement for individuals who participate in the Program. LEAD will also address homelessness issues through early intervention and opportunities for the disadvantaged.
- **Code for America** - Through a partnership with the District Attorney's (DA) Office, Code for America has developed a logic code, which will automatically clear or reduce many thousands of eligible cannabis convictions through Proposition 64 relief using cutting-edge technology. Record clearing of Proposition 64

convictions will be streamlined with automation. This improves all aspects of the criminal justice system by allowing people to successfully clean up their criminal cannabis convictions and remove the collateral consequences including barriers to employment, housing, and licensure.

- **Decriminalization of Homelessness** - As a member of the San Joaquin County Homelessness Task Force and the San Joaquin County Continuum of Care, the Public Defender is dedicated to providing expertise toward the goal of decriminalization of homelessness by working with a diverse team of leaders, community organizations, business owners, and other stakeholders.
- **Diversion of Mentally Ill** - With collaborative County partners, the Public Defender is working to formulate implementation of a pre-trial diversion program for seriously mentally-ill individuals into evidence-based mental health treatment and wraparound services. This case management approach will increase public safety, reduce recidivism, incarceration, and institutionalism.
- **Outreach Activities** - The Public Defender provides up to 200 non-mandated appearances by attorneys at community activities, including schools, community centers, service groups, and non-profit organizations to discuss the criminal justice system and the role of the Public Defender. The Department continues to provide information and advice, but not representation, to individuals seeking Clean Slate Program remedies, such as expungements and Certificates of Rehabilitation. The Department has provided attorneys at multiple OneJustice Bus Expungement Clinics. The Department collaborates with advocacy organizations and other community groups to develop and implement Second Chance programs and restorative justice programs within San Joaquin County.

Major Budget Changes

Salaries & Employee Benefits

- \$815,306 Salary and benefits adjustment.
- \$160,668 Add a Deputy Public Defender.
- \$83,538 Add a Social Worker.

Services & Supplies

- \$59,684 Increase in court reporter costs.
- \$2,616 Increase in communication costs.

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- (\$9,620) Decrease in charges from DA for discovery material.

Centrally-Budgeted Expenses

- \$185,607 Increase in data processing charges.
- \$105,226 Increase in Casualty insurance costs.
- \$390,701 Addition of Countywide Cost Allocation Plan charges.

Revenues

- \$554,659 Increase in Proposition 172 funding.
- (\$14,620) Decrease in revenue from dependency defense contract with Judicial Council.

Program Discussion

The 2019-2020 recommended budget for the Public Defender totals \$18,700,014, which is an increase of \$1,789,520 from the 2018-2019 adjusted budget. This increase is primarily due to the addition of a Deputy Public Defender and a Social Worker, salary and benefits adjustments, increases in court reporter costs, data processing charges, Casualty insurance costs, and the addition of the Countywide Cost Allocation Plan charges, offset by a decrease in charges from the DA for discovery material and psychiatric exam costs.

Proposition 47

It is anticipated that by the end of 2018-2019, the Department will have filed over 26,000 petitions since Proposition 47 went into effect on November 4, 2014. Eligible applicants could exceed 30,000 in total. Assembly Bill (AB) 1076, which has been introduced in the Legislature, could mandate that automatic relief be granted to eligible people without filing of a petition or request. After Code for America has proven successful in automating the Proposition 64 record clearance, the Department will partner with Code for America to automatically clear the remaining Proposition 47 petitions and other expungements.

Proposition 57

In November 2016, Proposition 57 was approved, extensively amending Welfare and Institutions Code Sections 602 and 707 by eliminating the prosecution's discretion to directly file cases against youth in the adult criminal justice system. In

recognition of the additional workload, the Board of Supervisors approved an additional Deputy Public Defender and a Senior Social Worker midyear of 2016-2017. It is anticipated that by the end of 2018-2019, the Department will have prepared approximately 45 judicial transfer hearings since the passage of Proposition 57.

While the Department has attempted to absorb the costs, supplemental funding of \$55,000 is requested in the 2019-2020 budget to cover the additional expenses as a result of increased case workload.

Proposition 64

Proposition 64 was approved by the voters in November 2016. Similar to Proposition 47, petitions are required to be filed for clients with closed cases to reclassify or dismiss certain cannabis-related offenses. In recognition of the additional workload, the Department received funding for part-time retiree annuitants to process and prepare petitions in 2017-2018. In the beginning of 2019, the Department collaborated with Code for America and the DA's Office to assist in developing code logic to automate the Record Clearing of individuals with cannabis convictions through technology. It is anticipated that the Department will have successfully processed the remaining petitions and will have processed over 5,000 petitions since Proposition 64 was approved.

Video Arraignments

While the Department remains available to work with the Superior Court and the Sheriff's Office to determine the feasibility of implementing video arraignments, it is not anticipated to occur in 2019-2020. The Department remains dedicated to ensuring that any process conforms to clients' constitutional rights to be physically present in the courtroom unless he/she has executed a written waiver of that right pursuant to Penal Code Section 977.

Senate Bill 1437

SB 1437 redefined first- and second-degree murder liability and provided for previously-convicted inmates or parolees to petition for relief and re-sentencing. Based on information received from the California Department of Corrections and Rehabilitation, there are currently 432 incarcerated individuals serving time for sentences originating from San Joaquin County for first- or second-degree murder convictions and 78 people on lifetime parole for first- or second-degree murder convictions. To date, 59 petitions by individuals formally represented by attorneys with the Public Defender's Office or private attorney (mostly through Court Assigned Counsel) have been filed with the Court. The Public Defender's Office processes these petitions or forwards co-

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defendants petitions to the San Joaquin County Bar Association, Court Assigned Counsel, in instances where a conflict of interest may exist in advocating against a former client.

The Department remains understaffed to handle the anticipated increase in workload resulting from SB 1437. To assess how many Public Defender clients may qualify, it is necessary to review every homicide file to determine eligibility and to prioritize the petition filings. Eligible applicants could exceed 300 clients who have been incarcerated for decades. The Department remains committed to prioritizing those most likely to be eligible.

As a result, the Department is requesting supplemental funding of \$246,066 to add a Deputy Public Defender and a Social Worker to process increased workload, not only arising from SB 1437 impacts, but also additional changes in legislation.

Assembly Bill (AB) 1810

AB 1810 added Welfare and Institutions Code Section 4361, providing authority for the Department of State Hospitals (DSH) to establish a county grant program for counties to develop or expand pretrial diversion programs for seriously mentally-ill individuals facing felony charges who would otherwise be found incompetent to stand trial and committed to the DSH. The goal is to provide long-term community mental health services to avoid criminal charges and institutionalization. Those eligible have the potential to: a) be found incompetent to stand trial, b) have been diagnosed with certain mental disorders, c) have a significant relationship between the individual's serious mental disorder and the charged offense or between the individual's condition of homelessness and the charged offense, and d) not pose an unreasonable danger to public safety.

Based on the high number of referrals to DSH, San Joaquin County is one of the 15 counties who will receive funding. While in the diversion program, clients will be provided evidence-based mental health treatment and wraparound services. Upon completion of the diversion program, clients will be connected to services in the community to decrease recidivism. The County is still in the planning stages of developing this diversion program. The Department has

attended many meetings with the collaborative county partners to formulate implementation of this program. It is contemplated that there will be at least one court calendar per week devoted to the mental health diversion program which will serve approximately 50 individuals annually.

The two positions requested will work on the diversion program in addition to SB 1437 cases.

Proposition 172

In 1993, Proposition 172 established a permanent Statewide half-cent sales tax to provide funding for qualifying public safety programs. Funds are collected by the State Board of Equalization and apportioned to each county based on its proportionate share of Statewide taxable sales.

AB 2788 created a Maintenance of Effort (MOE) provision requiring cities and counties to maintain funding levels to public safety programs that receive Proposition 172 funds. AB 2788 also established 1992-1993 as the MOE base year and required an adjustment to MOE levels based on the annual change in Proposition 172 revenues. In 1992-1993, the total for all qualifying budgets in San Joaquin County was \$68,997,254 (base year).

The current program allocation formula for the County was established by the Board of Supervisors on May 24, 1994 (B-94-613), which allocates Proposition 172 revenue to the Sheriff (68.1%), Probation (13%), District Attorney (11%), and the Public Defender/Court Assigned Counsel (7.9%). During 2019-2020, the County Administrator's Office, working with Law and Justice departments, will review the current program allocation formula and determine if the Board of Supervisors should consider revising the percentage of allocation distributed to each department in 2020-2021.

In 2018-2019, the MOE for all qualifying public safety programs was \$106,870,787. The County's adjusted AB 2788 Certification for 2018-2019 was \$221,193,951. Overall, the General Fund provided overmatching funds of \$114,323,164 to all qualifying public safety programs. Not all budgets are included for each public safety department.

Public Defender and Court Assigned Counsel combined made up \$12.2 million of the County's MOE. The chart below illustrates that County General funds provided approximately \$8.8 million above the required MOE for 2018-2019.

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Public Safety Fund (Proposition 172) - AB 2788 Maintenance of Effort

Indigent Defense	2018-2019 Adopted	AB 2788 Adjustments				Adjusted AB 2788	1992-1993 Base Year	Prop 172 MOE	Overmatch
		State/Federal Grant	Charges Services	Trust Fund	Fixed Assets				
Public Def.	\$16,297,237	0	(\$599,506)	0	0	\$15,697,731	\$5,077,086	\$7,863,968	\$7,833,763
Crt Assig Cnsl	5,269,034	0	0	0	0	5,269,034	2,798,964	4,335,353	933,681
Total	\$21,566,271	0	(\$599,506)	0	0	\$20,966,765	\$7,876,050	\$12,199,321	\$8,767,444

Supplemental Requests

The Public Defender is requesting supplemental funding totaling \$301,066 for the following:

Deputy Public Defender (1)

Funding of \$161,848 is requested to add a Deputy Public Defender position to review, process, and litigate SB 1437 petitions (75% of position) and to collaborate in the development of and staff the AB 1810 Mental Health Diversion Court (25% of position).

Social Worker (1)

Funding of \$84,218 is requested to add a Social Worker position to provide support to attorneys and case management support to SB 1437 clients (60% of position), AB 1810 clients

(20% of position), and Franklin Hearing cases (20% of position).

In the event San Joaquin County receives funding for AB 1810, the General Fund could potentially be reimbursed for the 25% of the Deputy Public Defender position associated with AB 1810 duties and reimbursed for the 20% of the Social Worker position associated with AB 1810 clients.

Additional Funding for Proposition 57 Impacts

Funding of \$55,000 is requested to hire experts to provide mitigating evidence to persuade the court that a juvenile is fit for the juvenile court process in judicial transfer hearings as a result of Proposition 57.

The recommended budget has been augmented by \$301,066 in order to address these requests.

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Workload Data					
	-----Actual-----				
	2015-2016	2016-2017	2017-2018	Est./Act. 2018-2019	Projected 2019-2020
<i>Special Circumstances</i>	8	9	8	8	8
<i>Felony</i>	3,744	3,091	3,416	3,000	3,000
<i>Superior Court Direct/Grand Jury</i>	34	40	24	15	20
<i>Violations of Probation-Felony</i>	1,086	1,046	1,066	900	900
<i>Violations of Probation-Misdemeanor</i>	1,169	1,322	1,144	1,400	1,400
<i>Misdemeanor</i>	3,726	3,948	3,331	3,200	3,200
<i>Traffic</i>	1,124	1,212	1,218	860	860
<i>Juvenile Dependency</i>	325	296	292	200	200
<i>Juvenile Delinquency</i>	747	720	779	760	800
<i>Habeas Corpus</i>	231	111	326	155	160
<i>Mental Health</i>	305	279	243	310	350
<i>Special Proceedings</i>	793	847	656	615	615
<i>Guardianship & Conservatorship</i>	104	95	130	400	400
<i>Proposition 63</i>	155	172	173	175	175
<i>Homeless Court</i>	0	0	0	0	0
<i>Section 6500</i>	8	6	7	12	12
<i>Civil Contempt</i>	45	36	24	36	36
<i>Motions</i>	334	264	479	400	600
<i>Writs</i>	20	9	21	55	50
<i>Violations of Community Supervision</i>	555	901	511	550	600
<i>Conditional Release Program</i>	2	3	3	4	4
<i>Parole Violations</i>	660	153	154	150	150
<i>Proposition 47 Petitions-Filed</i>	4,800	8,484	8,237	4,200	4,200
<i>Proposition 47 Petitions-Litigated</i>	450	523	405	400	400
<i>Proposition 57 Jud Trans Hearings</i>	N/A	15	21	39	45
<i>Proposition 64</i>	N/A	N/A	721	675	2,000
<i>California Health Care Facility</i>	31	20	43	10	15
<i>Veterans' Court</i>	0	0	46	40	40
<i>Senate Bill 1437 petitions</i>	N/A	N/A	N/A	87	200
<i>Total</i>	20,456	23,602	23,478	18,656	20,440

2021000000—Grand Jury

Law & Justice

Monica Nino, County Administrator

General Fund	2017-2018 Actual	2018-2019 Adjusted	2019-2020 Requested	2019-2020 Recommended	Increase/ (Decrease)
Expenditures					
Services & Supplies	\$205,749	\$199,042	\$199,042	\$199,042	\$0
Centrally-Budgeted Expenses	1,178	792	(2,658)	(2,658)	(3,450)
Total Appropriations	\$206,927	\$199,834	\$196,384	\$196,384	(\$3,450)
Earned Revenues By Source	\$0	\$0	\$0	\$0	\$0
Net County Cost	\$206,927	\$199,834	\$196,384	\$196,384	(\$3,450)

Purpose

Article I, Section 23, of the California Constitution requires that a Grand Jury be summoned annually in each county. The Grand Jury investigates the operations of county and city governments; selectively examines the books, records, and the accounts of county offices; reports the findings to the Board of Supervisors in an annual report; investigates charges of public offenses committed or triable within the county, and may bring forth indictments.

This budget includes funding for Grand Jury stipends, mileage reimbursement, transcription services, clerical support, training, travel expenses, and other costs incurred by

the Civil Grand Jury. Funds are also provided for impaneling separate Criminal Grand Juries as needed. Both Civil and Criminal Grand Juries are comprised of a panel of 19 with 10 alternates. Both Civil and Criminal Grand Jurors receive a per meeting stipend of \$15, plus mileage reimbursement.

Program Discussion

The 2019-2020 recommended Grand Jury budget totals \$196,384, which is a decrease of \$3,450 from the 2018-2019 adjusted budget.

Court staff concurs with this recommendation.

Workload Data					
	2015-2016	Actual 2016-2017	2017-2018	Est./Act. 2018-2019	Projected 2019-2020
<i>Civil Grand Juries</i>					
Investigations	7	12	14	12	10
<i>Criminal Grand Juries</i>					
Days Impaneled	84	63	71	45	60
Indictments Issued	162	58	88	13	50

2021000000—Grand Jury

Law & Justice

Final Grand Jury Reports

2015-2016 Final Reports	Case
San Joaquin County Registrar of Voters – “Make Every Vote Count”	1503
San Joaquin County Public Defender Fees	1506
Homelessness in San Joaquin County – “Time for Collaboration, Commitment and Communication”	1507
2015-2016 Law and Justice Report – Overview-Detention Facilities	–
Review/Follow-up of six cases from 2014-2015	–
2016-2017 Final Reports	Case
The Housing Authority of the County of San Joaquin – Progressing from Caretaker to Developer	0216
San Joaquin County Property Rooms – Missing or Messy	0316
San Joaquin County Self-Governing Special Districts – Who is Watching the Cookie Jar?	0416
Manteca Unified School District – Meeting the After-school Needs of Weston Ranch High School Students	0516
Countywide Dispatch for Fire – Two Are Not Always Better Than One	0616
French Camp McKinley Fire District	0716
2016-2017 Law and Justice Report – Overview	–
Review/Follow-up of six cases from 2015-2016	–
2017-2018 Final Reports	Case
Code Enforcement Departments of San Joaquin County	0117
Office of Emergency Services – Operational Assessment	0417
Shining Light in the Dark Corners – Is the Office of Violence Prevention Worth the Money?	0817
San Joaquin County Municipality Ethics Policies	0917
2017-2018 Law and Justice Report – Overview	–
Review/Follow-Up investigation of nine cases from 2016-2017	–

2021274000—County Support to the Courts

Law & Justice

Monica Nino, County Administrator

General Fund	2017-2018 Actual	2018-2019 Adjusted	2019-2020 Requested	2019-2020 Recommended	Increase/ (Decrease)
Expenditures					
Services & Supplies	\$9,945,078	\$10,318,783	\$10,277,875	\$10,277,875	(\$40,908)
Centrally-Budgeted Expenses	1,320,668	1,204,480	(750,624)	(750,624)	(1,955,104)
Total Appropriations	\$11,265,746	\$11,523,263	\$9,527,251	\$9,527,251	(\$1,996,012)
Earned Revenues By Source					
Fines/Forfeitures/Penalties	\$2,998,796	\$3,715,000	\$3,244,085	\$3,244,085	(\$470,915)
Aid From Other Governments	60,969	100,000	60,000	60,000	(40,000)
Charges For Services	540,793	602,020	557,020	557,020	(45,000)
Operating Transfers In	198,090	200,000	215,007	215,007	15,007
Total Revenues	\$3,798,648	\$4,617,020	\$4,076,112	\$4,076,112	(\$540,908)
Net County Cost	\$7,467,098	\$6,906,243	\$5,451,139	\$5,451,139	(\$1,455,104)

Purpose

This budget provides the County's Maintenance-of-Effort payments to the State for operation of the courts; extraordinary expenditures associated with death penalty capital cases; and court-related costs not recognized by the State under its definition of "court operational costs."

Major Budget Changes

Services & Supplies

- \$32,568 Increase in jury parking costs reflecting actual experience.
- \$11,524 Increase in lease costs for Lodi Court facility.
- (\$85,000) Decrease in psychiatric exam and other investigative costs.

Centrally-Budgeted Expenses

- (\$1,949,289) Cost Allocation Plan adjustment.

Revenues

- (\$470,915) Decrease in court-related fines and fees resulting from Assembly Bill 103 (Public Safety Omnibus) that eliminated the court's ability to suspend drivers' licenses for failure to pay; and Statewide decline in court filings of approximately 9%.
- (\$50,000) Decrease in recording-indexing fee reflecting actual experience.
- (\$50,000) Decrease in Senate Bill 90 (State-mandated) reimbursements.

Program Discussion

The 2019-2020 recommended County Support to the Courts budget totals \$9,527,251, which is a decrease of \$1,996,012 from the 2018-2019 adjusted budget. This change is primarily due to Cost Allocation Plan adjustments.

Courthouse Facility Buyout

In 2007, as part of the State-mandated separation of court responsibilities, a Court Transfer Agreement (A-07-317) was negotiated between the County and the Judicial Council of California for the Stockton Courthouse. The agreement requires that upon relocation of Superior Court, the County is

2021274000—County Support to the Courts

Law & Justice

required to purchase the State's interest in the existing Stockton Courthouse for an agreed sum. Annual County contributions and interest earnings were set aside for this purpose. The Courts relocated to the new Courthouse in late July 2017.

The fund balance, as of March 31, 2019, is at the required equity buyout amount of \$7,544,540, and remains available to fulfill the County's obligation under the agreement. However, the equity buyout payment has not been remitted due to sewer capacity use issues. On July 28, 2017, the County and the Judicial Council agreed to amend the agreement to

delay payment until the earlier of the following: (a) 60 months after the effective date of the amendment, which is July 29, 2022, or (b) 60 days after completion of the sewer project designed to correct the sewer capacity use issues. It is not anticipated that the equity buyout payment will be made during 2019-2020.

The Court Transfer Agreement requires the County to contribute an ongoing annual County Facility Payment of \$536,358 to the State, which is included in the recommended 2019-2020 budget.

2021300000—Court Assigned Counsel

Law & Justice

Monica Nino, County Administrator

General Fund	2017-2018 Actual	2018-2019 Adjusted	2019-2020 Requested	2019-2020 Recommended	Increase/ (Decrease)
Expenditures					
Services & Supplies	\$5,109,894	\$5,268,600	\$5,546,714	\$5,546,714	\$278,114
Centrally-Budgeted Expenses	65	434	14,216	14,216	13,782
Total Appropriations	\$5,109,959	\$5,269,034	\$5,560,930	\$5,560,930	\$291,896
Earned Revenues By Source	\$0	\$0	\$0	\$0	\$0
Net County Cost	\$5,109,959	\$5,269,034	\$5,560,930	\$5,560,930	\$291,896

Purpose

The Court Assigned Counsel budget provides funds for indigent defense in cases where the Public Defender has declared a conflict-of-interest or is otherwise unavailable. Funding is provided for defense attorneys, investigators, witnesses, interpreters, and other costs related to cases appointed by the Superior Court. The County contracts with the San Joaquin County Bar Association (SJCBA), formerly under the program name of Lawyer Referral Service, to administer the various legal services.

Major Budget Changes

Services & Supplies

- \$127,890 Increase in SJCBA attorney costs based on contract rates.
- \$100,000 Increase in SJCBA costs related to Senate Bill (SB) 1437.
- \$25,000 Increase in non-SJCBA attorney costs.
- \$18,000 Increase in administration costs based on contract rates.
- \$15,224 Increase in investigator costs based on contract rates.
- \$10,000 Increase in witness fees.
- (\$15,000) Decrease in professional services costs.

Centrally-Budgeted Expenses

- \$14,216 Cost Allocation Plan adjustment.

Program Discussion

The 2019-2020 recommended Court Assigned Counsel budget totals \$5,560,930, which is an increase of \$291,896 from the 2018-2019 adjusted budget. This change reflects increases in attorney costs, investigator services, administration fee, witness costs, non-SJCBA attorney costs, and Cost Allocation Plan adjustments, partially offset by decrease in professional services costs.

On June 12, 2018, the Board of Supervisors approved a three-year agreement through June 30, 2021 with SJCBA (A-18-171). The agreement includes 2019-2020 cost increases of 6% for administration, 3% for attorney fees, and 4% for investigator fees.

In order to provide a greater level of County oversight and analysis, the new agreement requires SJCBA to track two additional data points: 1) whether the case was referred to SJCBA because it presents a conflict of interest for the Public Defender, or if it was referred because of workload issues at the Public Defender's Office. Tracking of this data point will provide the County Administrator with the detail necessary to better allocate resources; and 2) the type of case (juvenile, felony, misdemeanor, special circumstances, etc.) in order to allow the County Administrator to determine the appropriate hourly rate charged by SJCBA attorneys and investigators. SJCBA began providing these new data points when the agreement became effective on July 1, 2018.

2021300000—Court Assigned Counsel

Law & Justice

SB 1437

SB 1437 “Accomplice Liability for Felony Murder” became effective January 1, 2019. The new legislation allows certain defendants (accomplices) who have been convicted under the theories of felony-murder, or natural and probable consequences, to petition the sentencing court to vacate their murder conviction.

According to information received from the California Department of Corrections and Rehabilitation, currently there are 432 incarcerated individuals serving time for sentences originating from San Joaquin County for first or second-

degree murder convictions, and 78 on lifetime parole for first or second-degree murder convictions. The full impacts on the Court Assigned Counsel budget are unknown at this time. As of March 31, 2019, three cases have been referred to SJCBA.

For 2019-2020, SJCBA estimates receipt of 20 SB 1437 referrals. The budget has been augmented by \$100,000 in order to address the additional workload. Impacts of SB 1437 will be reviewed at midyear and recommendation for further budget augmentation may be made at that time. SJCBA concurs with this budget recommendation.

Workload Data

	-----Actual-----			Est./Act.	Projected
	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020
<i>Civil/Other</i>	22	12	13	20	20
<i>Class I Felony</i>	106	103	160	162	160
<i>Class II Felony</i>	574	501	419	438	450
<i>Domestic Violence</i>	1	5	5	8	5
<i>Felony (Murder)</i>	10	14	20	15	12
<i>Juvenile Delinquency</i>	310	369	381	336	375
<i>Minor Felony</i>	578	508	504	580	600
<i>Misdemeanor</i>	1,685	1,586	1,019	800	825
<i>Misdemeanor Appeals</i>	38	12	16	20	15
<i>Pro Per</i>	2	6	8	10	8
<i>Proposition 47</i>	402	0	0	0	1
<i>Senate Bill 1437</i>	N/A	N/A	N/A	8	20
<i>Sexually Violent Predator</i>	1	0	2	1	1
<i>Special Circumstances (Murder)</i>	12	10	12	14	12
<i>Youth Authority Placement</i>	1	3	3	1	5
<i>Total New Cases Assigned</i>	3,742	3,129	2,562	2,413	2,509

Summary

All Sheriff Budgets

Patrick Withrow, Sheriff-Coroner-Public Administrator

General Fund	2017-2018 Actual	2018-2019 Adjusted	2019-2020 Requested	2019-2020 Recommended	Increase/ (Decrease)
Expenditures					
Salaries & Benefits	\$127,553,872	\$132,634,495	\$140,558,067	\$140,558,067	\$7,923,572
Services & Supplies	16,313,974	21,472,194	22,886,891	22,886,891	1,414,697
Centrally-Budgeted Expenses	9,886,302	10,640,470	16,794,995	16,794,995	6,154,525
Other Charges & Uses	755,987	1,494,657	1,494,657	1,494,657	0
Fixed Assets	1,008,617	2,701,807	3,202,819	3,202,819	501,012
Operating Transfers Out	96,089	127,000	87,000	87,000	(40,000)
Total Expenditures	\$155,614,841	\$169,070,623	\$185,024,429	\$185,024,429	\$15,953,806
Expenditure Reimbursements	(1,147,050)	(751,677)	(758,575)	(758,575)	(6,898)
Total Appropriations	\$154,467,791	\$168,318,946	\$184,265,854	\$184,265,854	\$15,946,908
Earned Revenues By Source					
Taxes	\$162,573	\$162,573	\$171,779	\$171,779	\$9,206
Licenses/Permits/Franchises	102,708	88,300	88,200	88,200	(100)
Fines/Forfeitures/Penalties	142,738	130,000	139,539	139,539	9,539
Interest/Rents	56,958	100	100	100	0
Aid From Other Governments	41,528,413	41,953,633	46,959,008	46,959,008	5,005,375
Charges For Services	11,170,856	11,983,658	13,513,421	13,513,421	1,529,763
Miscellaneous Revenues	35,289	99,690	5,200	5,200	(94,490)
Operating Transfers In	17,150,849	20,532,802	22,191,985	22,191,985	1,659,183
Fund Balance	(182,131)	924,707	997,557	997,557	72,850
Total Revenues	\$70,168,253	\$75,875,463	\$84,066,789	\$84,066,789	\$8,191,326
Net County Cost	\$84,299,538	\$92,443,483	\$100,199,065	\$100,199,065	\$7,755,582
Allocated Positions	838.0	846.0	862.0	862.0	16.0
Temporary (Full-Time Equivalent)	28.2	27.2	28.5	28.5	1.3
Total Staffing	866.2	873.2	890.5	890.5	17.3

This is a summary of the budgets administered by the Sheriff's Office:

- 2021602000 Boating Safety
- 2021615000 Mountain House
- 2021619000 Animal Services
- 2021620000 Patrol
- 2021622000 Communications
- 2021626000 Detectives/AGNET

- 2021628000 Records
- 2021635000 Civil
- 2021640000 Coroner/Morgue
- 2021645000 Administration/Information Systems
- 2021650000 Lathrop Police Contract
- 2021658000 Court Services
- 2022600000 Custody
- 2022610000 Local Community Corrections

Summary

Law & Justice

- 2022620000 Work Programs
- 2025700000 Public Administrator
- 2026500000 Fish & Game Propagation
- 5053300000 Burials
- State COPS Patrol & Custody
- Operational Grants
- Special Fund Programs

Board Strategic Priorities 2019-2020 through 2021-2022

The 2019-2020 recommended budget for the Sheriff's Office focuses on the implementation of the Board Strategic Priorities as adopted by the Board on April 9, 2019. The Board Strategic Priorities for fiscal years 2019-2020 through 2021-2022 are a continuation of the Board's original five key priorities established in 2015. The Board has updated and augmented the goals associated with these strategic priorities to reflect the Board's direction related to water issues, health, collaboration, and homelessness.

These Strategic Priorities will continue to be used as a guide when bringing new programs or initiatives to the Board. The following provides an overview of several projects, programs, and activities administered by the Sheriff's Office.

Ensure Fiscal Responsibility

- Monitoring fiscal results monthly and quarterly, investigating and reporting upon variances ensuring transparency and control.
- Funding requests substantiated and vetted through the budgeting process, at multiple levels, ensuring best utilization of available resources as well as a commitment to truth in budgeting.
- Sound internal controls are regularly revisited ensuring compliance with applicable policy and procedures as well as laws and regulations.
- Multiple levels of internal reviews over expenditures and revenues ensuring proper coding, recording, and approvals.
- Monitoring of grants to ensure compliance with funding source requirements.
- Participating in PeopleSoft Governance Committee.

- Actively utilizing Central Information System Division's cloud services to avoid replication of cost.
- Maximizing resources by seeking out no-cost training and working toward becoming a regional provider of training.
- Cross training of office staff in Civil Division to improve process knowledge and reduce need for overtime.
- Using part-time staff, rather than overtime, to supplement civil process services.
- Develop schedule for preventative maintenance for boating safety vessels to reduce repair expenses.
- Central Services continues to review Jail operating expenses and plans to acquire a trash compactor in 2019-2020 in order to reduce refuse disposal costs.

Promote Good Governance and Increase Organizational Capabilities

- Continuing collaboration with other divisions and focus on long-term goals while implementing new technology.
- Expanding capabilities in Court Services by adding Field Training Officer and Terrorism Liaison Officer programs.
- Opening of new Civil substation in Lodi to increase availability of civil assistance to the public.
- Continuing the pilot program to relieve day shift patrol units from handling coroner cases by temporarily assigning two additional Coroner Investigators to the Coroner Unit from the Patrol Division.
- Public Administrator's Office continues to develop partnerships with County Counsel, Public Guardian/Conservator, local code enforcement agencies, Probate Court, funeral homes, hospitals, and convalescent facilities to identify and administer estates.
- Continuing to implement cross-training of staff and supervisors in both the Operations and Custody areas of Records to improve efficiency and knowledge, and to reduce overtime costs.
- With the passage of Proposition 64, legalization of recreational marijuana, the Metropolitan Narcotics Task Force continues to work with County Counsel, County Administrator, District Attorney, Public Defender, Agricultural Commissioner, Environmental Health, and Community Development in the

Summary

Law & Justice

development of ordinance recommendations to the Board to safeguard public safety.

- Records Division has participated in implementation of major projects including Jail Management System, Records Management System, and the transition from Uniform Crime Reporting to National Incident-Based Reporting.
- Custody Division will be implementing a secure tablet system to provide increased accessibility to education options and programs for more inmates.
- Developing and enhancing technologies creating public access to the Alternatives to Incarceration programs (Alternative Work Programs) to promote enrollment and expedite processes.
- Communications Center upgrading its 911 customer premise equipment in late 2019, which is Next Generation 911 ready, allowing for texting to 911 and improved 911 caller location tracking.
- Transitioning Radio Communication (Control 5) duties to Records Division to increase efficiencies and continuity.
- Assurance and Compliance Unit performing divisional business process reviews.

Improve Public Safety and Enhance Overall Criminal Justice System

- Implementation of a new property and evidence management system in process, which will streamline the booking and disposition of property.
- Improved Unified Court security with the acquisition of new equipment.
- Assigning officers to attend events and interact with the public to promote opportunities for employment with San Joaquin County.
- Investment in new software system for Civil Division which will increase efficiencies in the service of civil process.
- Implementing records research of locations and parties involved in evictions, prior to service, to ensure safer contacts for Deputies as well as the public.
- The Sheriff's Office has partnered with property owners, other County departments, and nonprofit groups in addressing areas along the Mokelumne River frequently inhabited by transient camps, including assistance to the transient population.

- Continuing Human Trafficking operations targeting early intervention, rescue of victims, and offender apprehension.
- Adding of Social Worker positions, funded through Local Community Corrections Assembly Bill (AB) 109, to provide services and assistance to inmates being released from Custody.
- Custody Division will collaboratively work with Correctional Health Services and the Department of State Hospitals to implement Jail-Based Competency Treatment Program, providing care, treatment, and a therapeutic housing environment for those inmates found not competent to stand trial.
- Implementation of a pilot project to have a designated Public Information Officer for the Custody Division.
- Upgrading mission critical hardware and software in the Communications Center has provided more advanced technology.
- Communications Division working with Emergency Services on implementation of new mass notification system to promote public safety in all areas of concern including flooding, major crimes, natural disasters, and casualty events.
- The Department has received an award of \$32.3 million from the Board of State and Community Corrections to build a new medium security detention facility. Estimated completion is June 2021.
- Continuing to partner with Ready to Work facilitating supply of food and household items for its use of previously vacant J-K-L barracks as a transitional housing facility.
- The Sheriff's Office has deployed body worn cameras in Patrol, Boating Safety, Mountain House, Civil, and Lathrop Police Services. Improvements are anticipated in the critical areas of Officer safety, liability management, and public transparency. During 2019-2020, capability is expected to be expanded to the Court Services and Detectives Divisions.
- Patrol has enhanced its intelligence-led policing capabilities with new access to the State's Employment Development Department's confidential employer information.
- Continuing aerial surveillance camera and mapping project to replace the obsolete and non-functioning system on the METRO plane.
- Continuing to build-out the Firearms Investigation Unit by securing grant funds for the purchase of a

Summary

Law & Justice

microscope for screening of shell casings in addition to an Integrated Ballistics Identification System purchased in 2016-2017.

- Boating Safety Unit has adopted new technologies including chart plotter/navigation units, sonar with 3D imaging capability, and marine radar.
- Implementing new analytical software including Prisoner Intelligence Notification Systems and Vigilant Solutions (License Plate Reader and Facial Recognition) to support stratified policing methods to crime reduction.

Proposition 172

In 1993, Proposition 172 established a permanent Statewide half-cent sales tax to provide funding for qualifying public safety programs. Funds are collected by the State Board of Equalization and apportioned to each county based on its proportionate share of Statewide taxable sales.

AB 2788 created a Maintenance of Effort (MOE) provision requiring cities and counties to maintain funding levels to public safety programs, which receive Proposition 172 funds. AB 2788 also established 1992-1993 as the MOE Base Year and required an adjustment to MOE

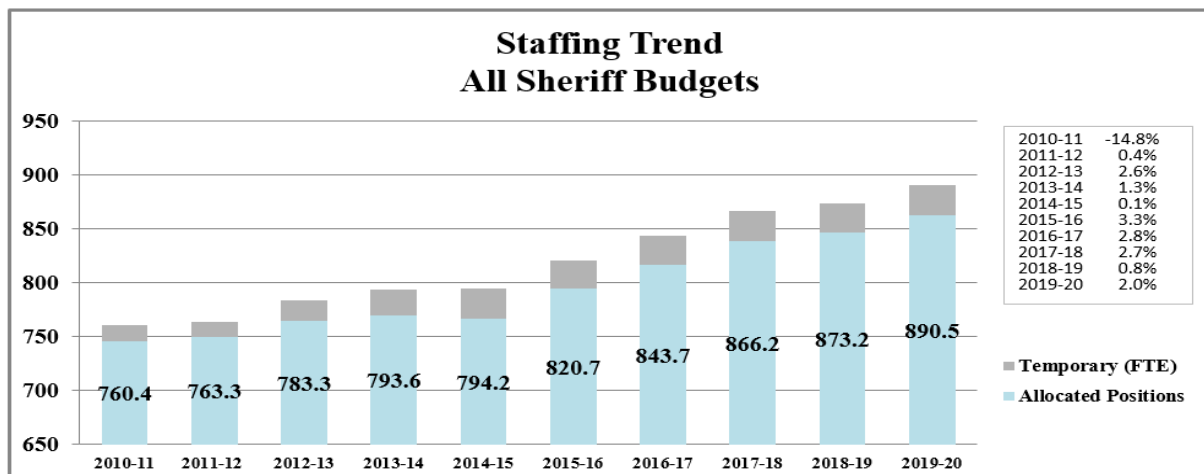
levels based on the annual change in Proposition 172 revenues. In Base Year 1992-1993, the total for all qualifying budgets in San Joaquin County was \$68,997,254.

The current program allocation formula for San Joaquin County was established by the Board on May 24, 1994, which allocates Proposition 172 revenue to the Sheriff (68.1%), Probation (13%), District Attorney (11%), and the Public Defender/Court Assigned Counsel (7.9%). During 2019-2020, the County Administrator's Office, working with Law and Justice departments, will review the current program allocation formula and determine if the Board should consider revising the percentage of allocation distributed to each department in 2020-2021.

In 2018-2019, the MOE for all qualifying public safety programs was \$106,870,787. The County's adjusted AB 2788 Certification for 2018-2019 was \$221,193,951. Overall, the General Fund provided overmatching funds of \$114,323,164 to all qualifying public safety programs. Not all budgets are included for each public safety department. The Sheriff's portion of the MOE was \$65.5 million. The chart below illustrates that County General funds provided approximately \$68.6 million above the required MOE for 2018-2019.

Public Safety Fund (Proposition 172) - AB 2788 Maintenance of Effort

Sheriff	2018-2019 Adopted	AB 2788 Adjustments				Adjusted AB 2788	1992-1993 Base Year	Prop 172 MOE	Overmatch
		State/Federal Grant	Charges for Services	Trust Fund	Fixed Assets				
Boating Safety	1,708,038-	(697,582)	0	0	0	1,010,456	504,000	780,652	229,804
Patrol	35,568,602-	(303,767)	(571,930)	(160,000)	(121,018)	34,411,887	8,619,072	13,350,198	21,061,689
Communications	5,007,464-	(13,000)	(180,000)	0	0	4,814,464	1,795,358	2,780,854	2,033,610
Detectives	9,852,400-	(30,000)	(45,000)	(197,532)	(797,194)	8,782,674	2,057,798	3,187,351	5,595,323
Records	4,073,186-	(2,500)	(202,000)	(77,533)	0	3,791,153	2,893,710	4,482,107	(690,954)
Civil	2,390,970-	0	(1,001,746)	0	0	1,389,224	681,465	1,055,530	333,694
Admin/Support	8,933,128-	(80,000)	(360,061)	(94,190)	(12,200)	8,386,677	1,926,664	2,984,236	5,402,441
Info. Systems	2,940,832-	0	(88,000)	0	0	2,852,832	-	0	2,852,832
Custody	57,403,506-	(1,082,846)	(200,000)	(2,300)	(235,800)	55,882,560	23,108,943	35,793,757	20,088,803
Work Programs	1,093,144-	0	0	0	(5,871)	1,087,273	686,643	1,063,551	23,722
Correctional Hlth	11,678,386-	0	0	0	0	11,678,386	-	0	11,678,386
Total	140,649,656-	(2,209,695)	(2,648,737)	(531,555)	(1,172,083)	134,087,586	42,273,653	65,478,237	68,609,349



2021602000—Sheriff-Boating Safety

Law & Justice

Patrick Withrow, Sheriff-Coroner-Public Administrator

General Fund	2017-2018 Actual	2018-2019 Adjusted	2019-2020 Requested	2019-2020 Recommended	Increase/ (Decrease)
Expenditures					
Salaries & Benefits	\$1,450,048	\$1,348,688	\$1,428,304	\$1,428,304	\$79,616
Services & Supplies	192,736	249,931	305,293	305,293	55,362
Centrally-Budgeted Expenses	108,767	137,283	144,713	144,713	7,430
Fixed Assets	0	21,000	21,000	21,000	0
Total Appropriations	\$1,751,551	\$1,756,902	\$1,899,310	\$1,899,310	\$142,408
Earned Revenues By Source					
Taxes	\$162,573	\$162,573	\$171,779	\$171,779	\$9,206
Fines/Forfeitures/Penalties	2,035	1,000	2,000	2,000	1,000
Aid From Other Governments	404,555	793,173	800,735	800,735	7,562
Charges For Services	2,356	0	0	0	0
Total Revenues	\$571,519	\$956,746	\$974,514	\$974,514	\$17,768
Net County Cost	\$1,180,032	\$800,156	\$924,796	\$924,796	\$124,640
Allocated Positions	7.0	7.0	7.0	7.0	0.0

Purpose

The Sheriff's Boating Safety program enforces State and local laws and regulations on the County's waterways. Assigned deputies also inspect vessels, aid injured persons, assist emergency medical personnel, perform search and rescue operations, and recover drowning victims.

➤ \$6,867 Increase in rent expense due to lease of new boat berth.

➤ \$6,842 Increase in communication costs.

Centrally-Budgeted Expenses

➤ \$7,128 Increase in radio maintenance costs.

➤ (\$11,608) Decrease in Workers' Compensation insurance costs.

➤ \$12,826 Addition of Countywide Cost Allocation Plan charges.

Major Budget Changes

Salaries & Employee Benefits

➤ \$79,616 Salary and benefits adjustments.

Services & Supplies

➤ \$18,507 Add costs for body worn camera, taser, and evidence.com system.

➤ \$11,710 Increase in equipment maintenance costs.

➤ \$11,496 Increase in boat fuel costs.

Revenues

➤ \$9,206 Increase in boat tax revenues.

➤ \$6,036 Increase in Proposition 172 funding.

Fixed Assets/Capital Improvements

➤ \$21,000 Sonar equipment (3).

2021602000—Sheriff-Boating Safety

Law & Justice

Program Discussion

The 2019-2020 recommended budget for the Boating Safety program totals \$1,899,310, which is an increase of \$142,408 from the 2018-2019 adjusted budget. This change reflects salary and benefits adjustments, costs associated with a cloud-based body worn camera and taser system, increases in fuel, maintenance, rent expense, and communication costs, and the addition of Countywide Cost Allocation Plan charges.

Estimated property tax revenue for the Boating Safety program totals \$171,779, which is an increase of \$9,206 from 2018-2019. Funding from the State Department of Boating and Waterways remains at \$686,596.

Beginning in 2017-2018, the Boating Safety Unit was successful in obtaining funds from the State Department of Boating and Waterways for the Marine Law Enforcement Grant Training program, providing reimbursement for training Boating Safety Deputies. Most of this training is required to operate as a Deputy Sheriff in the Boating Safety Unit and was previously reimbursable by Peace Officer Standards and Training (POST); however, a majority of POST reimbursements were suspended in spring 2017 and have not been restored. State revenue of \$12,512 is included in the 2019-2020 recommended budget for this purpose.

In September 2018, the Board of Supervisors authorized the acceptance of a \$48,864 grant from the Department of

Boating and Waterways to purchase miscellaneous equipment. These funds are re-budgeted in 2019-2020 so procurement efforts can continue.

During 2018-2019, the Unit actively identified and facilitated removal of abandoned vessels from Delta waterways, funded by the Surrendered and Abandoned Vessel Exchange (SAVE) Grant, discussed further in the Sheriff-Operational Grants budget section (Abandoned Watercraft budget #2021608000).

Also during 2018-2019, the Unit was successful in obtaining grant funds for the purchase of a new 27-foot regional response vessel, discussed further in the Sheriff-Operational Grants budget section (Port Security Grant Program budget #2021616000).

Supplemental Request

The Sheriff is requesting supplemental funding of \$18,507 for Boating Safety budget's share of the cost for a comprehensive department-wide system for replacement of tasers, body worn cameras, and use of the cloud in order to store and retrieve data associated with body worn cameras and taser deployment.

The recommended budget has been augmented by \$18,507 in order to address this request.

Workload Data

	-----Actual-----			Est./Act.	Projected
	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020
<i>Recreational Boating Contacts</i>	3,234	4,127	6,088	4,900	4,900
<i>Verbal Warnings</i>	234	426	462	192	339
<i>Citations Issued</i>	236	59	399	176	224
<i>Boating Under the Influence Arrests</i>	17	9	14	20	17
<i>Accident Investigation</i>	29	23	22	22	26

2021615000—Sheriff-Mountain House

Law & Justice

Patrick Withrow, Sheriff-Coroner-Public Administrator

General Fund	2017-2018 Actual	2018-2019 Adjusted	2019-2020 Requested	2019-2020 Recommended	Increase/ (Decrease)
Expenditures					
Salaries & Benefits	\$1,302,207	\$1,381,276	\$1,484,975	\$1,484,975	\$103,699
Services & Supplies	83,806	188,952	291,573	291,573	102,621
Centrally-Budgeted Expenses	45,718	61,667	82,663	82,663	20,996
Fixed Assets	57,660	0	54,543	54,543	54,543
Total Appropriations	\$1,489,391	\$1,631,895	\$1,913,754	\$1,913,754	\$281,859
Earned Revenues By Source					
Aid From Other Governments	\$1,591	\$0	\$0	\$0	\$0
Charges For Services	1,487,526	1,631,895	1,913,754	1,913,754	281,859
Total Revenues	\$1,489,117	\$1,631,895	\$1,913,754	\$1,913,754	\$281,859
Net County Cost	\$274	\$0	\$0	\$0	\$0
Allocated Positions	8.0	8.0	8.0	8.0	0.0

Purpose

This budget unit captures costs and reimbursements for the Sheriff's Office to provide contract law enforcement services to the Mountain House Community Services District (MHCS). Patrol services have been provided since 2004 through a Police Protection Services Agreement with costs fully reimbursed by the MHCS.

- \$5,347 Increase in cellular service costs for smartphones.

Centrally-Budgeted Expenses

- \$6,112 Increase in radio maintenance costs.
- \$12,568 Cost Allocation Plan adjustment.

Major Budget Changes

Salaries & Employee Benefits

- \$103,699 Salary and benefits adjustments.

Services & Supplies

- \$36,610 Increase in Department allocated overhead costs.
- \$24,195 Increase in training expense.
- \$21,150 Increase in contract cost for body worn cameras, tasers, and cloud storage system.
- \$11,504 Increase in fleet services costs.

Revenues

- \$281,859 Increase in reimbursement from MHCS.

Fixed Assets/Capital Improvements

- \$54,543 Interview room.

Program Discussion

The 2019-2020 recommended Sheriff-Mountain House budget totals \$1,913,754, which is an increase of \$281,859 from the 2018-2019 adjusted budget. This change reflects salary and benefits adjustments, allocated radio maintenance and Countywide Cost Allocation Plan charges, overhead

2021615000—Sheriff-Mountain House

Law & Justice

costs, and increases in fleet services costs, training expenses, costs for cellular phone service, and contract cost for body worn cameras, tasers, and cloud storage system. This budget

provides funding for seven Deputy Sheriffs, a Sergeant, and operating expenses.

Workload Data

	-----Actual-----			Est./Act. 2018-2019	Projected 2019-2020
	2015-2016	2016-2017	2017-2018		
<i>Crime Reports</i>	1,178	1,369	1,566	1,300	1,371
<i>Calls for Service</i>	11,453	11,789	12,669	10,270	11,970
<i>Adult Arrests</i>	383	495	609	288	496
<i>Parking Citations</i>	144	178	249	272	190
<i>Traffic Citations</i>	351	427	535	214	438
<i>Coroner Investigations</i>	9	7	3	8	6

2021619000—Sheriff-Animal Services

Law & Justice

Patrick Withrow, Sheriff-Coroner-Public Administrator

General Fund	2017-2018 Actual	2018-2019 Adjusted	2019-2020 Requested	2019-2020 Recommended	Increase/ (Decrease)
Expenditures					
Salaries & Benefits	\$736,415	\$954,535	\$939,056	\$939,056	(\$15,479)
Services & Supplies	194,975	342,991	327,691	327,691	(15,300)
Centrally-Budgeted Expenses	56,973	68,691	167,233	167,233	98,542
Other Charges & Uses	724,705	1,438,575	1,438,575	1,438,575	0
Fixed Assets	0	12,200	0	0	(12,200)
Total Appropriations	\$1,713,068	\$2,816,992	\$2,872,555	\$2,872,555	\$55,563
Earned Revenues By Source					
Interest/Rents	\$60	\$100	\$100	\$100	\$0
Charges For Services	14,084	10,000	0	0	(10,000)
Miscellaneous Revenues	171	0	0	0	0
Operating Transfers In	8,145	70,200	94,252	94,252	24,052
Total Revenues	\$22,460	\$80,300	\$94,352	\$94,352	\$14,052
Net County Cost	\$1,690,608	\$2,736,692	\$2,778,203	\$2,778,203	\$41,511
Allocated Positions	9.0	11.0	11.0	11.0	0.0

Purpose

The Sheriff's Animal Services Unit protects public health and safety by implementing dog licensing and rabies vaccination programs, responding to complaints regarding dangerous or rabid animals, and removing injured, sick, or dead strays. This Unit also provides assistance with predatory animals, investigates complaints of animal abuse or neglect, and takes appropriate action to deal with other problems associated with the care and control of animals.

- (\$18,192) Decrease in fleet services costs.
- (\$5,650) Decrease in equipment lease costs.
- (\$4,236) Decrease in law enforcement equipment purchases.

Centrally-Budgeted Expenses

- \$14,645 Increase in radio maintenance costs.
- \$14,131 Increase in rents/leases-automation equipment costs.
- \$71,351 Addition of Countywide Cost Allocation Plan charges.

Major Budget Changes

Salaries & Employee Benefits

- (\$15,479) Salary and benefits adjustments.
- \$6,724 Increase in overtime.
- (\$6,724) Decrease in holiday pay.

Services & Supplies

- \$18,210 Increase in training costs.

Revenues

- \$24,052 Increase in reimbursement from Rabies Trust Fund.
- (\$10,000) Eliminate budget for shelter revenues.

2021619000—Sheriff-Animal Services

Law & Justice

Program Discussion

The 2019-2020 recommended budget for Animal Services totals \$2,872,555, which is an increase of \$55,563 from the 2018-2019 adjusted budget. This change reflects increases in costs for training, radio maintenance, automation equipment rents/leases, and the addition of the Countywide Cost Allocation Plan charges, offset by salary and benefits adjustments and a decrease in fleet services costs.

During 2018-2019, the County entered into a new agreement with the City of Stockton for use of its animal shelter. While the previous contract called for the City and County to share costs based on the number of animals for each agency, the new contract calls for a flat rate of \$325 per animal up to 3,000 animals and \$525 per animal above 3,000. Based on this anticipated increase in pricing, the 2018-2019 budget added \$780,457 to the animal shelter budget, for a total of \$1,438,575.

The Sheriff's Office continues to explore options to reduce costs associated with housing animals. Previous attempts at reaching out to the remaining cities to determine if there is any interest in contracting with the County for animal shelter services were not fruitful. Currently, only Lodi and Stockton have shown interest. Lodi is currently unable to accommodate the volume of animals processed by the County. To date, no other contracts are in place.

Rabies Treatment & Eradication Fund

The Rabies Treatment and Eradication Fund (#20010) receives revenue from dog licenses and fines. Fund proceeds are used to offset costs of enforcing rabies control measures. Annual revenue is approximately \$53,000. As of March 31, 2019, the fund balance was \$170,754. In 2019-2020, \$94,252 is budgeted for Animal Services Officer training and rabies vaccination clinics.

Workload Data

	-----Actual-----			Est./Act. 2018-2019	Projected 2019-2020
	2015-2016	2016-2017	2017-2018		
<i>Licenses Sold</i>	4,342	4,141	3,859	3,735	4,109
<i>Animals Impounded</i>	3,091	3,091	3,015	2,830	3,776
<i>Complaints/Calls For Service</i>	8,879	9,391	10,342	11,470	12,648
<i>Notices of Violation</i>	883	646	841	595	645
<i>Citations</i>	20	23	68	52	79
<i>Humane Investigations</i>	578	512	546	410	500
<i>Animal Bites Reported</i>	319	365	348	515	597

2021620000—Sheriff-Patrol

Law & Justice

Patrick Withrow, Sheriff-Coroner-Public Administrator

General Fund	2017-2018 Actual	2018-2019 Adjusted	2019-2020 Requested	2019-2020 Recommended	Increase/ (Decrease)
Expenditures					
Salaries & Benefits	\$28,999,049	\$29,630,997	\$29,210,114	\$29,210,114	(\$420,883)
Services & Supplies	2,771,906	3,351,965	4,063,275	4,063,275	711,310
Centrally-Budgeted Expenses	2,063,264	2,849,754	2,885,216	2,885,216	35,462
Fixed Assets	352,768	121,018	47,500	47,500	(73,518)
Total Expenditures	\$34,186,987	\$35,953,734	\$36,206,105	\$36,206,105	\$252,371
Expenditure Reimbursements	(694,172)	(416,861)	(429,080)	(429,080)	(12,219)
Total Appropriations	\$33,492,815	\$35,536,873	\$35,777,025	\$35,777,025	\$240,152
Earned Revenues By Source					
Licenses/Permits/Franchises	\$1,200	\$1,300	\$1,200	\$1,200	(\$100)
Fines/Forfeitures/Penalties	135,770	123,000	136,000	136,000	13,000
Aid From Other Governments	8,373,227	8,281,058	9,311,947	9,311,947	1,030,889
Charges For Services	696,667	637,430	623,581	623,581	(13,849)
Miscellaneous Revenues	15,619	0	0	0	0
Operating Transfers In	160,000	160,000	160,000	160,000	0
Total Revenues	\$9,382,483	\$9,202,788	\$10,232,728	\$10,232,728	\$1,029,940
Net County Cost	\$24,110,332	\$26,334,085	\$25,544,297	\$25,544,297	(\$789,788)
Staffing					
Allocated Positions	167.0	167.0	159.0	159.0	(8.0)
Temporary (Full-Time Equivalent)	3.5	2.5	2.5	2.5	0.0
Total Staffing	170.5	169.5	161.5	161.5	(8.0)

Purpose

The Patrol Division of the Sheriff's Office provides law enforcement services in the unincorporated areas of the County. Deputies respond to calls for service and engage in proactive law enforcement designed to enhance public safety and reduce criminal activity.

The Division fields several specialized units including: Abatement Enforcement, Community Car, Administrative Support, Case Management, Mobile Law Enforcement Center (MLEC), County Parks Enforcement, and Crime Analysis.

The Division also maintains a Critical Incident Management Team covering Special Weapons and Tactics (SWAT), Explosive Ordnance Disposal (EOD), Hostage Negotiations (HNT), and Unmanned Aircraft System (UAS). This Team is managed within the Patrol Division, but members may be

assigned to other divisions. Citizen volunteer units such as the Sheriff's Team of Active Retired Seniors (STARS), Horse Posse, and Search and Rescue complement Division operations.

Major Budget Changes

Salaries & Employee Benefits

- \$1,140,679 Salary and benefits adjustments.
- \$207,189 Add two Crime Analysts.
- (\$1,564,470) Transfer nine Deputy Sheriff positions to Sheriff-AGNET.
- (\$204,281) Transfer a Lieutenant position to Sheriff-AGNET.

2021620000—Sheriff-Patrol

Law & Justice

Services & Supplies

- \$489,103 Add costs for body worn camera, taser, and evidence.com system.
- \$70,000 Increase in expenses for Abandoned Watercraft on Roadways and debris in waterways in the unincorporated County.
- \$58,726 Increase in fleet services costs.
- \$36,315 Increase in communications costs.
- \$31,729 Increase in law enforcement equipment purchases.
- \$16,729 Re-budget net County cost support for purchase of new vessel through Port Security Grant program.
- \$11,250 Increase in uniforms expense.
- \$10,000 Increase in travel and training costs.
- (\$10,000) Decrease in office supplies costs.
- (\$9,000) Decrease in maintenance costs of equipment and radios.
- (\$5,000) Decrease in vehicle towing expense.

Centrally-Budgeted Expenses

- \$88,998 Increase in radio maintenance costs.
- \$34,898 Increase in rents/leases-automation equipment costs.
- \$8,347 Increase in data processing charges.
- (\$327,285) Decrease in Workers' Compensation and Casualty insurance costs.
- \$230,504 Addition of Countywide Cost Allocation plan charges.

Expenditure Reimbursements

- \$7,260 Increase in reimbursement from Airport.
- \$4,959 Increase in reimbursement from Human Services Agency.

Revenues

- \$1,030,538 Increase in Proposition 172 funding.
- \$15,000 Increase in parking fines revenues.
- (\$16,058) Decrease in reimbursements from City of Lathrop and Mountain House Community Services District.

Fixed Assets/Capital Improvement

- \$37,500 Canines (3).
- \$10,000 Workstation.

Program Discussion

The 2019-2020 recommended budget for the Patrol Division totals \$36,206,105, which is an increase of \$252,371 from the 2018-2019 adjusted budget. This change reflects salary and benefits adjustments, the addition of two Crime Analysts, costs associated with a cloud-based body worn camera and taser system, increases in costs for automation equipment leases, radio maintenance, communications, fleet services, equipment purchases, and the addition of Countywide Cost Allocation Plan charges, offset by the transfer of one Lieutenant and nine Deputy Sheriffs to the Sheriff-AGNET budget, and decreases in allocated insurance costs.

The AGNET budget is being established in 2019-2020, which includes the transfer of one Lieutenant and nine Deputy Sheriffs from the Patrol budget. This unit will focus on investigative, enforcement, and logistical challenges by applying an approach which incorporates data analytics and technology tools. Patrol staff's expertise in Community Cars will be essential as a material contribution to AGNET investigations. The AGNET team is further discussed in the Sheriff-Detectives section of the recommended budget.

Abandoned Watercraft on Roadways and Waterways in Unincorporated Areas

The ongoing problem of abandoned watercraft on County roadways, waterways, and debris in waterways creates conditions that affect the quality of life for County residents. The fiscal capacity of County government is impacted and the presence of abandoned watercraft contributes to increased crime and crime-related issues in the community. Abandoned watercraft should be promptly removed from County roadways and waterways. Ideally, the owners of an abandoned watercraft would be held responsible to pay for

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Law & Justice

its clean-up; however, ownership of abandoned watercraft is not often immediately apparent.

Programs exist that fund government's removal of abandoned watercraft located in waterways. The Sheriff's Office routinely removes abandoned vessels representing hazards in the San Joaquin Delta. The Sheriff's Office is an active participant in the Vessel Turn-In Program, which provides a free alternative for boat owners to surrender an unwanted vessel to a participating agency in lieu of abandonment. Programs are also in existence that fund the removal of abandoned watercraft left on a roadway on a trailer. However, there is no current funding mechanism for abandoned watercraft left off a trailer on County roadways.

Recent analysis has determined that during 2018-2019, the City of Stockton utilized approximately \$80,000 to address the removal of abandoned watercraft in the City's incorporated areas. The Port of Stockton also performs clean-up and removal efforts when waterway debris interferes with the operation of the Port, but it does not have specific funding allocated for the clean-up effort.

During 2018-2019, the Sheriff's Office partnered with Public Works to institute a Pilot Program into regular operations of both agencies, with the specific goal of improving public safety by removing abandoned watercraft from County roadways. Once a vessel is taken to the landfill, Solid Waste removes and disposes of hazardous waste materials, then dismantles and discards the vessel. This partnership has addressed a large part of the problem and has yielded positive results.

In the 2018-2019 Patrol budget, \$30,000 was included for the first year of a three-year Pilot Program to remove abandoned watercraft on County roadways. Through March 26, 2019, a total of 21 vessels were lawfully towed to the Harney Lane landfill at a cost of \$3,288. Costs for Public Works associated with these 21 vessels are estimated at \$1,995.

In 2019-2020, in addition to the \$30,000 for the removal of abandoned watercraft on County roadways, the Sheriff's Patrol budget has been augmented by \$70,000 to include the removal of abandoned watercraft and other large debris from the County's unincorporated areas of waterways. This will allow for continued removal efforts and also allow for any boat removal, which may be higher in individual cost due to size or location.

The County will continue to collaborate where possible with other Federal, State, and local government entities to address waterway clean-up efforts in the unincorporated County.

Crime Analyst Classification

Through previous budget cycles, the Sheriff requested that the Human Resources (HR) Division conduct an evaluation of the Crime Analyst classification series in the Patrol Division in order to review the possibility of adding a Senior Crime Analyst position, which does not exist within the County's current classifications. This position would be responsible for leading, conducting, and implementing new methods of information gathering and dissemination for Sheriff's Patrol and predictive policing strategies. An Administrative Review was completed by HR on the Crime Analyst classification. It was determined that the two current incumbents of the Crime Analyst classification be maintained as Crime Analysts. However, if the Crime Analysis Unit is expanded, HR would be prepared to provide a Supervising Crime Analyst classification to the Civil Service Commission. The Patrol Division has continued to review and monitor the workload of the Crime Analysis Unit, including recent developments in State law requiring additional mandated reporting. The recommended budget adds two Crime Analyst positions.

Supplemental Requests

The Sheriff is requesting supplemental funding of \$718,662 for the following:

Body worn camera, taser, and evidence.com system

Funding is requested in the amount of \$489,103 for the Patrol budget's share of the cost for a comprehensive Department-wide system for replacement of tasers, body worn cameras, and use of the cloud (evidence.com) to store and retrieve data associated with body worn cameras and taser deployment.

Crime Analyst (2)

Funding is requested in the amount of \$229,559 for two additional Crime Analyst positions, and associated costs, in order to develop the department's intelligence led policing efforts. After this expansion of the Crime Analysis Unit, it is anticipated one position would be converted to a Supervising Crime Analyst classification, based on approval of the Civil Service Commission.

The recommended budget has been augmented by \$718,662 in order to address these requests.

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Workload Data

	-----Actual-----			Est./Act.	Projected
	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020
<i>Service Population</i>	146,117	149,672	151,318	154,949	157,118
<i>Documented Calls for Service</i>	136,270	142,757	137,296	135,650	136,531
<i>Officer Initiated</i>	39,410	44,938	41,205	38,316	40,713
<i>Citizen Initiated</i>	96,860	97,819	96,091	97,334	95,818
<i>SWAT/Hostage Negotiation</i>	32	40	41	48	45
<i>Trainees In Field Training</i>	36	31	49	23	30
<i>Canine Searches</i>	204	317	312	302	241
<i>Missing Person Calls</i>	3,007	3,106	1,489	1,476	2,045
<i>Adult Arrests</i>	5,030	5,927	5,287	4,754	5,490
<i>Juvenile Arrests</i>	528	355	241	176	417
<i>Towed Vehicles Processed</i>	1,029	1,073	1,892	2,288	2,746
<i>Abated Properties</i>	71	128	258	240	240
<i>Coroner Investigations</i>	1,696	1,905	1,379	926	1,660
<i>Documented Reports</i>	20,886	22,215	20,555	21,114	20,947
<i>Supplemental Reports</i>	10,322	10,918	11,815	11,136	10,890
<i>Community Meetings</i>	99	105	96	52	88
<i>Community Car Program</i>					
<i>Special Operations</i>	32	15	56	29	33

2021622000—Sheriff-Communications

Law & Justice

Patrick Withrow, Sheriff-Coroner-Public Administrator

General Fund	2017-2018 Actual	2018-2019 Adjusted	2019-2020 Requested	2019-2020 Recommended	Increase/ (Decrease)
Expenditures					
Salaries & Benefits	\$4,269,503	\$4,705,038	\$4,274,854	\$4,274,854	(\$430,184)
Services & Supplies	93,313	101,300	106,600	106,600	5,300
Centrally-Budgeted Expenses	174,119	201,126	167,258	167,258	(33,868)
Fixed Assets	0	0	135,000	135,000	135,000
Total Appropriations	\$4,536,935	\$5,007,464	\$4,683,712	\$4,683,712	(\$323,752)
Earned Revenues By Source					
Aid From Other Governments	\$2,222,076	\$2,214,589	\$2,556,999	\$2,556,999	\$342,410
Charges For Services	362,507	180,000	180,000	180,000	0
Total Revenues	\$2,584,583	\$2,394,589	\$2,736,999	\$2,736,999	\$342,410
Net County Cost	\$1,952,352	\$2,612,875	\$1,946,713	\$1,946,713	(\$666,162)
Allocated Positions	42.0	42.0	36.0	36.0	(6.0)

Purpose

The Communications Division of the Sheriff's Office is responsible for radio dispatching Patrol and Animal Services, and providing investigative support to field forces and allied agencies, including research and data entry access to various Criminal Justice Information Systems. The Communications Center handles all incoming phone traffic, both emergency and non-emergency.

The Communications Center is the Public Safety Answering Point (PSAP) for all emergency 911 calls originating in the unincorporated County areas and the City of Lathrop. Emergency 911 calls from any phone outside a city limit are automatically routed to the Sheriff's Communications Center, with calls requiring emergency medical services and/or fire response forwarded to the appropriate agency. The Communications Center also serves as the alternate answering point for other PSAPs in the County during a crisis. The Communications Center is staffed 24 hours a day, 7 days per week.

Major Budget Changes

Salaries & Employee Benefits

- \$57,125 Salary and benefits adjustments.
- (\$487,309) Delete six Communications Dispatcher positions.

Services & Supplies

- \$5,000 Increase in communications costs.

Centrally-Budgeted Expenses

- (\$49,672) Decrease in radio maintenance costs.
- (\$28,963) Decrease in Workers' Compensation insurance costs.
- \$41,821 Addition of Countywide Cost Allocation Plan charges.

2021622000—Sheriff-Communications

Law & Justice

Revenues

- \$284,410 Increase in Proposition 172 funding.
- \$60,000 Increase in County's State 911 Customer Premise Equipment allotment.

Fixed Assets/Capital Improvements

- \$135,000 Dispatch consoles (5).

Program Discussion

The 2019-2020 recommended budget for Communications totals \$4,683,712, which is a decrease of \$323,752 from the 2018-2019 adjusted budget. This change primarily reflects the deletion of six Dispatcher positions and decreases in radio maintenance and Workers' Compensation insurance costs, offset by salary and benefits adjustments, the addition of Countywide Cost Allocation Plan charges, and the one-time purchase of dispatch consoles.

Starting in 2017-2018 and continuing in 2018-2019, the Communications Center's radios, 911 phone equipment, and Computer Aided Dispatch system were upgraded due to aging hardware and software. The radios and 911 phone equipment upgrades used the State 911 Customer Premise Equipment allotment, which is funded directly by the State of California using revenues collected via the Emergency Telephone Users Surcharge Act.

Radio Communications (Control 5)

Control 5's Radio Communications Specialists primarily respond to radio requests from officers in the field seeking criminal records-related information. The Specialists provide Deputy Sheriffs information on warrants, missing persons, restraining orders, probation/parole status, and stolen property, and are responsible for entering time sensitive data, such as emergency protective orders, into multiple law enforcement databases, including the California Law Enforcement Telecommunications System (CLETS).

In 2011 the Sheriff's Office began the process of transitioning some of its Control 5 Radio Communications Specialists duties from the Records Division to the Communications division as part of a plan to restructure workload during a period of budget reductions. Five of eleven Radio Communications Specialists positions were deleted from the Records budget, as it was no longer able to field a 24/7 presence with reduced staffing; those tasks requiring an immediate response after hours were transferred to Communications Dispatchers.

At the time, it was noted that the loss of the positions would impact the Records Division as Radio Communications Specialists had also provided support to Records in the areas of releases from Custody, typing of crime reports and coroner reports, and Department of Justice statistical reporting.

In 2015-2016, one Radio Communications Specialist allocation assigned to Records was converted to Communications Dispatcher, leaving five positions in Records. In 2016-2017 the remaining five positions were similarly transferred and converted, for a total of six positions, which were ultimately transferred to the Communications budget.

The Control 5 function was split between the Communications Center and Records Division out of necessity at a time of budget reductions. However, Control 5 remains essentially a criminal records function. After hours, when Records staff is unavailable, Communications Dispatchers perform tasks that are immediate in nature, such as entering missing persons reports, stolen vehicles, emergency protective orders, and stolen or located firearms. Because these tasks cannot wait for Records availability, Dispatchers enter the basic information for the report in the system. Upon their return, Records Division staff complete the reports with full identifying information obtained from the Records Management and other systems.

This redistribution of duties has caused a disruption in the workflow and it has become more difficult to ensure accuracy of work and accountability between the two divisions.

In addition, the inability to hire and retain qualified dispatcher staff continues to contribute to mandatory overtime and places a burden on Dispatch staff. As of March 2019, 32% of Dispatcher I/II positions are vacant, resulting in a critical staffing shortage.

For these reasons, the Sheriff's Office is in the process of transitioning all Control 5 duties back to the Records Division, where it is proposed that Office Assistant Specialists will perform those duties. This will allow the Communications Center to reduce its minimum staffing by one per shift, which will alleviate some strain resulting from the staffing shortage as well as restore oversight, continuity, and efficiency to the Control 5 function. Records would also regain resources to assist with its core functions of custody and criminal records.

The 2019-2020 recommended budget deletes six Communications Dispatcher I/II positions; and adds six Office Assistant Specialist positions to the Sheriff-Records budget. Human Resources Division has reviewed and supports this request.

2021622000—Sheriff-Communications

Law & Justice

Supplemental Request

The Sheriff is requesting additional funding of \$75,000 for the upgrade of five dispatch consoles. With the implementation of new hardware and software, the older consoles are lacking in cable management. Total project

costs of \$135,000 would be offset by \$60,000 in distributed funds from the remaining balance of the County's State 911 Customer Premise Equipment allotment.

The recommended budget has been augmented by \$75,000 to address this request.

Workload Data

	-----Actual-----			Est./Act.	Projected
	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020
<i>911 Calls Received</i>	53,614	53,989	51,110	51,282	53,804
<i>Dispatch System Entries</i>	200,410	203,207	201,280	193,522	201,632
<i>Incoming Calls (911 & Non-Emergency)</i>	259,923	257,512	249,461	247,392	255,632
<i>Outbound Calls</i>	74,638	75,291	71,984	67,852	73,971
<i>Control 5 Incoming Calls</i>	22,953	22,667	22,395	22,254	0*
<i>Warrant Checks</i>	28,537	22,436	24,645	20,678	0*
<i>Warrant Hits</i>	6,707	7,595	8,864	7,528	0*

**Workload to be transferred to Records Division*

2021626000—Sheriff-Detectives

Law & Justice

Patrick Withrow, Sheriff-Coroner-Public Administrator

General Fund	2017-2018 Actual	2018-2019 Adjusted	2019-2020 Requested	2019-2020 Recommended	Increase/ (Decrease)
Expenditures					
Salaries & Benefits	\$9,230,620	\$9,502,778	\$11,903,189	\$11,903,189	\$2,400,411
Services & Supplies	581,450	609,435	1,015,213	1,015,213	405,778
Centrally-Budgeted Expenses	411,933	494,699	659,602	659,602	164,903
Fixed Assets	94,943	797,194	897,724	897,724	100,530
Total Expenditures	\$10,318,946	\$11,404,106	\$14,475,728	\$14,475,728	\$3,071,622
Expenditure Reimbursements	(323,932)	(334,816)	(312,766)	(312,766)	22,050
Total Appropriations	\$9,995,014	\$11,069,290	\$14,162,962	\$14,162,962	\$3,093,672
Earned Revenues By Source					
Aid From Other Governments	\$2,119,470	\$2,086,350	\$2,376,998	\$2,376,998	\$290,648
Charges For Services	121,158	75,000	75,000	75,000	0
Miscellaneous Revenues	6,117	1,500	1,200	1,200	(300)
Operating Transfers In	0	197,532	197,532	197,532	0
Total Revenues	\$2,246,745	\$2,360,382	\$2,650,730	\$2,650,730	\$290,348
Net County Cost	\$7,748,269	\$8,708,908	\$11,512,232	\$11,512,232	\$2,803,324
Allocated Positions	54.0	55.0	67.0	67.0	12.0
Temporary (Full-Time Equivalent)	0.0	0.0	0.4	0.4	0.4
Total Staffing	54.0	55.0	67.4	67.4	12.4

Purpose

The Detectives Division of the Sheriff's Office provides law enforcement investigative services in the unincorporated areas of the County, as well as technical evidence services to the Sheriff's Office and other agencies. This discussion includes budgets Detectives (#2021626000) and Agricultural, Gangs, Narcotics, and Property Crimes Enforcement Team (AGNET) (#2021614000), previously the Rural Crime Task Force budget. Assigned units include:

- **Child Abuse and Sexual Assault Unit** - Investigates cases involving rape, sexual assaults, child/elder abuse, child neglect, molestation, abduction, and missing or runaway children. This Unit carries the responsibility for the application of Megan's Law, dealing with the identification and mandated registration of known sex offenders.
- **Persons Unit** - Investigates homicides, suspicious deaths, robberies, assaults, domestic violence,

kidnappings, adult missing persons, officer-involved shooting incidents, and protocol case investigations.

- **Metropolitan (METRO) Narcotics Task Force** - Investigates street-level drug activities and handles drug asset forfeitures, intelligence, and confidential investigations, including clandestine drug laboratories, laboratory dumps, and short-stay traffic reports.
- **Technical Services Unit** - Provides investigative support in the form of photographs, evidence collection and storage, fingerprinting of crime scenes and applicants, processing of blood and chemical evidence, processing of latent prints, and assistance to other law enforcement agencies.
- **AGNET Unit** - Investigates burglaries, property thefts, identity theft, arson, fraud, gangs, narcotics, and agriculture-related crimes.

2021626000—Sheriff-Detectives

Law & Justice

Major Budget Changes

- (\$28,077) Decrease in reimbursement from State Rural Crimes program.

Salaries & Employee Benefits

- \$346,281 Salary and benefits adjustments.
- \$259,545 Add two Deputy Sheriffs.
- \$1,564,470 Transfer nine Deputy Sheriff positions from the Sheriff-Patrol budget.
- \$204,281 Transfer a Lieutenant position from the Sheriff-Patrol budget.
- \$25,834 Increase in part-time Deputy Sheriff hours for evidence disposition for METRO Narcotics Task Force.

Services & Supplies

- \$260,537 Increase in fleet services costs due to new AGNET Unit and two new Detective positions.
- \$97,467 Add costs for body worn camera, taser, and evidence.com system.
- \$29,975 Increase in training costs.
- \$13,098 Increase in communications costs.
- \$10,030 Increase in cost for sexual assault exams.
- (\$7,000) Decrease in professional services expense.

Centrally-Budgeted Expenses

- \$68,291 Increase in Casualty insurance costs.
- \$53,295 Increase in rents/leases-automation equipment costs.
- \$13,687 Increase in radio maintenance costs.
- (\$49,578) Decrease in Workers' Compensation insurance costs.
- \$76,485 Addition of Countywide Cost Allocation Plan charges.

Expenditure Reimbursements

- \$6,027 Increase in reimbursement from Cal ID program for Evidence Technician.

Revenues

- \$265,648 Increase in Proposition 172 funding.
- \$25,000 Increase in Drug Enforcement Administration grant revenues.
- \$5,000 Increase in livescan fee revenues.
- (\$5,000) Decrease in charges to City of Lathrop.

Fixed Assets/Capital Improvement

- \$725,011 Re-budget for purchase of airplane camera.
- \$119,030 Vehicles (3).
- \$25,083 Re-budget for purchase of Vision X microscope.
- \$16,000 Mobile radios (2).
- \$12,600 Portable radios (2).

Program Discussion

Detectives

The 2019-2020 recommended budget for the Detectives Divisions totals \$10,005,349, which is an increase of \$36,066 from the 2018-2019 adjusted budget. This change represents salary and benefits adjustments, the addition of two Deputy Sheriffs, increases in communications, fleet services, Casualty insurance, radio maintenance, costs associated with a cloud-based body worn camera and taser system, and automation equipment rents/leases costs, and the addition of Countywide Cost Allocation Plan charges; offset by the transfer of six Detective positions to the Sheriff-AGNET budget and a decrease in Workers' Compensation insurance costs.

The 2018-2019 Adopted Budget included \$725,011 to replace the airplane camera for the METRO Narcotics Task Force. As of March 2019, it has not been purchased. This amount is being re-budgeted in 2019-2020 so procurement efforts can continue.

2021626000—Sheriff-Detectives

Law & Justice

The 2019-2020 recommended budget includes a \$55,000 Federal grant from the Drug Enforcement Administration for the Domestic Cannabis Eradication/Suppression Program. This annual grant funds training, overtime, and supplies and aids in the annual Campaign Against Marijuana Planting.

Phase 1 of a plan to create an in-house firearms lab was completed during 2017-2018. An Integrated Ballistics Identification System (IBIS) was purchased that allows for the tracking of gun specific information and connection of a particular firearm to other crimes. Phase 2 consists of the acquisition of a comparison microscope. The Sheriff's Office has worked in conjunction with the Information Systems Division to submit a proposal to the Governor's Office of Emergency Services, Homeland Security Grants Program for funding to purchase the microscope. This was approved. As of March 2019, the microscope has not been purchased. Therefore, the 2019-2020 recommended budget includes the re-budgeting of \$25,083 as a cash match from the General Fund.

In March 2018, the Board of Supervisors approved a contract with Axon Enterprise, Inc. for the purchase of 175 body worn cameras to be deployed to Patrol, Boating Safety, Lathrop, and Mountain House Police Services Division. This is expected to have an impact on the workload of the Technical Services Division, which is assigned to fulfill requests for body worn camera footage. It is anticipated that body worn cameras will be deployed to the Civil, Court Services, and Detectives divisions during 2019-2020. Workload will be continued to be monitored closely.

AGNET

The AGNET budget is being established in 2019-2020 with a cost of \$4,470,379, which consists of 23 positions, vehicle operating expenses, training, and centrally-allocated insurance, automation equipment rents and leases, and the addition of Countywide Cost Allocation Plan charges, offset by reimbursement from the State Rural Crimes enforcement program administered through the District Attorney's Office.

Increased criminal sophistication creates significant investigative, enforcement, and logistical challenges for the Sheriff's Office. In consideration of the evolving criminal paradigm, the Sheriff has redirected the focus of a select new group of staff to an approach that incorporates data analytics and technology tools into an aggressive, multi-disciplinary response to the problem of crime. This methodology seeks to eliminate the conditions that lead to crime and to reduce the opportunity for crimes to occur. This new approach will pervade the development of criminal activity with the work of skilled Deputy Sheriffs who are empowered to exert their investigative acumen, finding bold and creative solutions that produce positive and meaningful outcomes for the citizens of San Joaquin County.

To this end, the AGNET Unit has been formed, consisting of 23 staff members: 6 Deputy Sheriffs and a Sergeant previously allocated to Agricultural crimes, a Lieutenant and 9 Deputy Sheriffs transferred from Patrol, and 5 Deputy Sheriffs and a Sergeant transferred from Detectives Property and Narcotics.

Initially, AGNET will be organized into two teams, with each supervisor responsible for supervising a group of 10 Deputy Sheriffs on opposing day-off sequences. The majority of AGNET members on each team are assigned investigative work in a specified geographic area. Two team members from each team are not assigned to a specific area; their role is to provide tactical and investigative support to other AGNET members, and to provide coverage in specified areas during the absence of the team members.

The Sheriff's Office acknowledges the advantage of consolidating resources to attack a problem. AGNET will actively include staff previously assigned to Field Forces and the Community Car Program in investigations, leveraging their experience and local, beat-specific knowledge as a material contribution to AGNET investigations. The local, beat-specific information from these sources gives context to the intelligence used by AGNET members for investigative decisions. Members freely share information and intelligence with other Sheriff's Office personnel. The Sheriff's Office recognizes that free communication and the exchange of information is a basis for analysis and improved decisions. Crime Analysts will provide real-time intelligence to AGNET members, and provide enhanced data analytics to increase the solvability of crimes.

Supplemental Requests

The Sheriff is requesting supplemental funding of \$564,041 for the following:

Cold Case Detectives (2)

Funding is requested in the amount of \$443,030 to establish a Cold Case Unit consisting of an existing Sergeant and two new Deputy Sheriff positions. Significant changes have taken place since 2012, and there has been a large increase of incoming information relative to Cold Case Homicide and Missing Persons cases. Currently, the Sheriff's Office has 210 unsolved homicides and 113 missing person cases that are categorized as Cold. These cases are being investigated by one person who has been promoted to Sergeant. Having dedicated Cold Case Detectives to assist the Unit Sergeant would increase the opportunity of timely follow-up in solving the cases, identifying and arresting potential suspects, and identifying the victims.

2021626000—Sheriff-Detectives

Law & Justice

Body worn camera, taser, and evidence.com system

Funding is requested in the amount of \$95,177 for the Detectives budget's share of the cost for a comprehensive Department-wide system for replacement of tasers, body worn cameras, and use of the cloud (evidence.com) in order to store and retrieve data associated with body worn cameras and taser deployment. This will significantly reduce the workload for Technical Services.

Part-time Deputy Sheriff hours for evidence disposition for METRO Narcotics Task Force

Funding is requested in the amount of \$25,834, which will allow a part-time Deputy Sheriff to exclusively work on disposition of evidence associated with narcotics crimes, including research, review, evaluation, and destruction.

The recommended budget has been augmented by \$564,041 in order to address these requests.

Workload Data

	-----Actual-----			Est./Act.	Projected
	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020
Technical Services/Counter Traffic	6,907	6,272	6,473	8,248	8,695
Technical Services/Field Calls	3,951	4,132	6,180	4,578	4,787
Child Abuse/Sexual Assault Cases	3,963	4,676	4,457	3,262	4,365
<i>Human Trafficking</i>	N/A	70	84	42	77
<i>Sex Offender Registration</i>	13	16	15	18	15
<i>Missing Persons</i>	1,283	1,429	1,607	1,106	1,440
<i>Other Child Abuse/Sexual Assault Crimes</i>	2,666	3,161	2,751	2,096	2,833
Property Cases Received	6,216	6,558	6,482	6,500	6,439
<i>Identity Theft</i>	59	51	153	82	86
<i>Embezzlement</i>	1	2	4	6	8
<i>Other Property Crimes</i>	6,156	6,505	6,325	6,412	6,345
Persons Cases Received	3,000	3,300	2,797	2,542	2,909
<i>Homicide</i>	4	9	11	8	8
<i>Robbery</i>	173	161	170	196	175
<i>Other Persons Crimes</i>	2,823	3,130	2,617	2,338	2,727
Agricultural Crimes Cases	628	524	514	554	581
<i>Livestock Theft</i>	11	5	13	10	11
<i>Equipment Theft</i>	126	131	132	129	141
<i>Commodities Theft</i>	47	39	11	32	29
<i>Other Agricultural Crimes</i>	444	349	358	383	400
Cold Cases Investigated	35	36	36	30	34
Narcotics Cases Received	N/A	1,151	1,247	1,151	1,200
Metro Narcotics Task Force Investigations	N/A	240	240	278	300
Narcotics Tips Received	N/A	387	387	310	350
No Case Narcotics	N/A	174	174	132	140
Narcotics Arrests	N/A	208	148	168	150
Narcotics-Weapons Seized	N/A	114	71	106	100

2021628000—Sheriff-Records

Law & Justice

Patrick Withrow, Sheriff-Coroner-Public Administrator

General Fund	2017-2018 Actual	2018-2019 Adjusted	2019-2020 Requested	2019-2020 Recommended	Increase/ (Decrease)
Expenditures					
Salaries & Benefits	\$3,036,481	\$3,462,850	\$4,169,465	\$4,169,465	\$706,615
Services & Supplies	77,421	74,195	89,607	89,607	15,412
Centrally-Budgeted Expenses	475,281	536,141	570,528	570,528	34,387
Total Appropriations	\$3,589,183	\$4,073,186	\$4,829,600	\$4,829,600	\$756,414
Earned Revenues By Source					
Aid From Other Governments	\$2,187,101	\$2,175,239	\$2,456,822	\$2,456,822	\$281,583
Charges For Services	227,339	202,000	205,000	205,000	3,000
Miscellaneous Revenues	150	0	0	0	0
Operating Transfers In	75,504	77,533	68,738	68,738	(8,795)
Total Revenues	\$2,490,094	\$2,454,772	\$2,730,560	\$2,730,560	\$275,788
Net County Cost	\$1,099,089	\$1,618,414	\$2,099,040	\$2,099,040	\$480,626
Allocated Positions	40.0	40.0	48.0	48.0	8.0
Temporary (Full-Time Equivalent)	2.0	2.0	2.0	2.0	0.0
Total Staffing	42.0	42.0	50.0	50.0	8.0

Purpose

The Records Division of the Sheriff's Office performs specialized criminal and jail inmate record keeping functions. The Division consists of two primary areas:

- **Criminal Records** - Functions involve processing, maintenance, and dissemination of law enforcement records such as crime reports, citations, warrants, subpoenas, restraining orders, and court-ordered records expungements, as well as maintenance of databases used for inquiry and submission of crime statistics to State and Federal agencies.
- **Custody Records** - Maintains and updates records related to inmates in custody, including court appearances, sentences, court orders, bail bonds, bookings, citations, and releases. Also provides customer assistance to the public regarding inmate and custodial operational procedures.

Major Budget Changes

Salaries & Employee Benefits

- \$106,396 Salary and benefits adjustments.
- \$596,321 Add eight Office Assistant Specialist positions.
- \$3,898 Increase in holiday pay due to experience.

Services & Supplies

- \$9,500 Increase in office supplies costs.
- \$5,080 Increase in communications costs.

Centrally-Budgeted Expenses

- \$5,215 Increase in data processing charges.
- (\$23,092) Decrease in Workers' Compensation insurance costs.

2021628000—Sheriff-Records

Law & Justice

- (\$6,188) Decrease in Casualty insurance costs.
- \$57,222 Addition of Countywide Cost Allocation Plan charges.

Revenues

- \$280,683 Increase in Proposition 172 funding.
- (\$8,795) Decrease in reimbursement from Automated Warrants Trust Fund.

Program Discussion

The 2019-2020 recommended budget for the Records Division totals \$4,829,600, which is an increase of \$756,414 from the 2018-2019 adjusted budget. This change reflects salary and benefits adjustments, the addition of eight Office Assistant Specialist positions, and the addition of Countywide Cost Allocation Plan charges, offset by a decrease in allocated insurance costs.

The Records Division receives additional support from four positions funded through the Community Corrections Partnership. The positions are allocated in the Sheriff-Local Community Corrections budget, but are assigned to the Records Division to address workload issues resulting from the housing of former State prisoners via Public Safety Realignment.

During 2018-2019, the County's new Jail Management System (JMS) - Automated Technology Information Management Systems (ATIMS) was put into service, replacing the Criminal Justice Information System (CJIS) and Custody Information System (CUSINS). This resulted in a need for increased training, auditing, and close supervision of the Custody Records Division. The time required to process a single transaction has increased by two minutes due to the need to access multiple screens to complete a transaction.

Radio Communications (Control 5)

Control 5's Radio Communications Specialists primarily respond to radio requests from officers in the field seeking criminal records related information. The Specialists provide Deputy Sheriffs information on warrants, missing persons, restraining orders, probation/parole status, and stolen property, and are responsible for entering time sensitive data, such as emergency protective orders, into multiple law enforcement databases, including the California Law Enforcement Telecommunications System (CLETS).

In 2011, the Sheriff's Office began the process of transitioning some of its Control 5's Radio Communications

Specialists duties from the Records Division to the Communications Division as part of a plan to restructure workload during a period of budget reductions. Five of eleven Radio Communications Specialist positions were eliminated from the Records budget. As it was no longer able to field a 24/7 presence with reduced staffing, those tasks requiring an immediate response after hours were transferred to Communications Dispatchers.

At the time, it was noted that the loss of the positions would impact the Records Division as Radio Communications Specialists had also provided support to Records in the areas of releases from Custody, typing of crime reports and coroner reports, and Department of Justice statistical reporting.

In 2015-2016, one Radio Communications Specialist allocation assigned to Records was converted to Communications Dispatcher, leaving five positions. In 2016-2017, the remaining five positions were similarly transferred and converted, for a total of six positions, which were ultimately transferred to the Communications budget.

The Control 5 function was split between the Communications Center and Records Division out of necessity at a time of budget reductions. However, Control 5 remains essentially a criminal records function. After hours, when Records staff is unavailable, Communications Dispatchers perform tasks that are immediate in nature, such as entering missing persons reports, stolen vehicles, emergency protective orders, and stolen or located firearms. Because these tasks cannot wait for Records availability, Dispatchers enter the basic information for the report in the system. Upon their return, Records Division staff complete the reports with full identifying information obtained from the Records Management System.

This redistribution of duties has caused a disruption in the workflow and it has become more difficult to ensure accuracy of work and accountability between the two divisions.

In addition, the inability to hire and retain qualified dispatcher staff continues to contribute to mandatory overtime and places a burden on Dispatch staff. Currently, 32% of Dispatcher I/II positions are vacant resulting in a critical staffing shortage.

For these reasons, the Sheriff's Office is in the process of transitioning all Control 5 duties back to the Records Division, where it is proposed that Office Assistant Specialists will perform those duties. This will allow the Communications Center to reduce its minimum staffing by one per shift, which will alleviate some strain resulting from the staffing shortage as well as restore oversight, continuity, and efficiency to the Control 5 function. Records would also

2021628000—Sheriff-Records

Law & Justice

regain resources to assist with its core functions of custody and criminal records.

The 2019-2020 recommended budget deletes six Communications Dispatcher I/II positions from the Sheriff-Communications budget (#2021622000), and adds six Office Assistant Specialist positions to the Sheriff-Records budget. Human Resources Division has reviewed and supports this request. In addition, the recommended budget adds two additional Office Assistant Specialists to Control 5 staffing.

Automated Warrants Trust

An assessment of \$15 is imposed upon every person who violates their written promise to appear in court or otherwise fails to comply with a valid court order. This assessment is deposited to the Automated Warrants Trust Fund (#11215)

to be used for the automated warrant system or for the purpose of serving bench warrants. As of March 31, 2019, the fund balance was \$1,402,787. A total of \$68,738 is being used to fund an Office Assistant Specialist position in the 2019-2020 recommended budget.

Supplemental Request

The Sheriff is requesting supplemental funding of \$142,646 for the addition of two Office Assistant Specialist positions and associated equipment in order to bring dedicated Control 5 staffing to eight positions.

The recommended budget has been augmented by \$142,646 in order to address this request.

Workload Data

	-----Actual-----				
	2015-2016	2016-2017	2017-2018	Est./Act. 2018-2019	Projected 2019-2020
<i>Restraining Orders</i>	664	956	574	684	512
<i>Documented Report Pages</i>	83,886	90,254	93,605	93,354	96,049
<i>Documented Reports Sold</i>	2,341	2,103	2,379	2,070	2,207
<i>Citations Processed</i>	1,745	1,570	1,583	1,654	1,683
<i>Jail Bookings</i>	21,849	22,491	23,433	22,736	23,281
<i>Court Cap Inmate Releases</i>	537	357	230	168	112
<i>Documented and Suppl. Reports</i>	26,008	27,680	26,620	26,838	26,122
<i>Subpoena-Production of Evidence</i>	87	110	93	86	74
<i>Repossessions</i>	435	470	274	268	183
<i>Public Records Act Requests</i>	102	141	25	18	17
<i>Control 5 Incoming Calls*</i>	N/A	N/A	N/A	N/A	22,019
<i>Warrant Checks*</i>	N/A	N/A	N/A	N/A	21,373
<i>Warrant Hits*</i>	N/A	N/A	N/A	N/A	8,188

**Transferred workload from Sheriff-Communications*

2021635000—Sheriff-Civil

Law & Justice

Patrick Withrow, Sheriff-Coroner-Public Administrator

General Fund	2017-2018 Actual	2018-2019 Adjusted	2019-2020 Requested	2019-2020 Recommended	Increase/ (Decrease)
Expenditures					
Salaries & Benefits	\$1,637,290	\$1,807,121	\$1,844,876	\$1,844,876	\$37,755
Services & Supplies	226,776	472,697	408,538	408,538	(64,159)
Centrally-Budgeted Expenses	79,351	111,152	121,933	121,933	10,781
Fixed Assets	73,735	0	0	0	0
Total Appropriations	\$2,017,152	\$2,390,970	\$2,375,347	\$2,375,347	(\$15,623)
Earned Revenues By Source					
Aid From Other Governments	\$244,145	\$242,966	\$274,353	\$274,353	\$31,387
Charges For Services	695,194	1,001,746	938,977	938,977	(62,769)
Total Revenues	\$939,339	\$1,244,712	\$1,213,330	\$1,213,330	(\$31,382)
Net County Cost	\$1,077,813	\$1,146,258	\$1,162,017	\$1,162,017	\$15,759
Allocated Positions	15.0	15.0	15.0	15.0	0.0
Temporary (Full-Time Equivalent)	0.8	0.8	0.8	0.8	0.0
Total Staffing	15.8	15.8	15.8	15.8	0.0

Purpose

The Civil Division of the Sheriff's Office provides process and legal notice service for the courts. Other responsibilities include enforcing Writs of Possession (evictions) and Writs of Execution (money judgments) by seizure and sale of property. The Division maintains trust funds for seizure of property, makes appropriate disbursements to litigants, and provides an accounting of all transactions to the County Auditor-Controller. Fees charged by the Civil Division are legislated by the State each January.

- \$18,507 Increase in contract cost for body worn cameras, tasers, and cloud storage system.
- \$5,000 Increase in postage costs.
- (\$122,200) Decrease in software expense due to completion of one-time purchase.

Major Budget Changes

Salaries & Employee Benefits

- \$37,755 Salary and benefits adjustments.

Services & Supplies

- \$27,619 Increase in software maintenance costs.

Centrally-Budgeted Expenses

- \$8,327 Increase in rents/leases-automation equipment costs.
- (\$10,727) Decrease in Workers' Compensation insurance costs.
- (\$10,579) Decrease in radio maintenance costs.
- \$22,780 Addition of Countywide Cost Allocation Plan charges.

2021635000—Sheriff-Civil

Law & Justice

Revenues

- \$31,387 Increase in Proposition 172 funding.
- \$25,887 Increase in reimbursement from Civil Process Fee Trust Fund.
- (\$88,656) Decrease in reimbursement from Civil Automated Trust Fund.

Program Discussion

The 2019-2020 recommended budget for the Civil Division totals \$2,375,347, which is a decrease of \$15,623 from the 2018-2019 adjusted budget. This change reflects decreases in software purchases, radio maintenance, and Workers' Compensation insurance costs, offset by salary and benefits adjustments, increases in software maintenance and automation equipment rents/leases costs, contract cost for body worn cameras, tasers, and cloud storage system, and the addition of Countywide Cost Allocation Plan charges.

In 2016-2017, a Senior Office Assistant position was added in order to reopen the Civil Office at Lodi Court, which reopened in January 2015. Due to recruitment difficulties, coupled with attrition of existing staff, the Civil Division was delayed in filling the position until 2017-2018. The Lodi Civil Office was reopened on June 11, 2018.

The 2017-2018 Adopted Budget included funding to replace the Civil Division software system (\$196,968). The purchase order for the software system was issued in November 2018. As the project continues, partial payments will be made as milestones are met. If the purchase is not complete by the end of 2018-2019, the Department will request a rollover of the remaining balance on the purchase order so that the project may continue into 2019-2020.

Civil Automated Trust Fund

A portion of fees collected by the Civil Division is required to be placed in the Civil Automated Trust Fund (#11218) for the purchase and maintenance of automated systems or other equipment supporting Civil Division functions. As of March 31, 2019, the fund balance was \$363,002. A total of \$319,541 is designated for use in the 2019-2020 recommended budget.

Civil Process Fee Trust Fund

A processing fee is assessed for each disbursement of money collected under a writ of attachment, execution, possession, or sale and must be kept in the Civil Process Fee Trust Fund (#11217) to supplement the cost of vehicle replacement, equipment, maintenance, and civil process operations. As of March 31, 2019, the fund balance was \$889,858. A total of \$289,436 is designated for use in the 2019-2020 recommended budget.

Workload Data

	-----Actual-----			Est./Act.	Projected
	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020
<i>Earning Withholding Orders</i>	1,207	1,561	1,385	1,068	1,100
<i>Evictions</i>	4,275	4,299	4,269	4,160	4,211
<i>Bank Levies</i>	678	667	656	496	512
<i>Keepers</i>	8	19	6	12	27
<i>Bench Warrants</i>	105	96	96	72	136
<i>Jury Duty Orders to Show Cause</i>	5	0	2	0	0
<i>Protection Orders</i>	1,982	2,214	2,264	2,168	2,497
<i>Other Types of Service</i>	3,050	3,870	5,122	4,770	4,451

2021640000—Sheriff-Office of the Medical Examiner

Law & Justice

Patrick Withrow, Sheriff-Coroner-Public Administrator

General Fund	2017-2018 Actual	2018-2019 Adjusted	2019-2020 Requested	2019-2020 Recommended	Increase/ (Decrease)
Expenditures					
Salaries & Benefits	\$1,337,938	\$2,596,290	\$2,632,180	\$2,632,180	\$35,890
Services & Supplies	1,504,907	2,189,347	2,162,167	2,162,167	(27,180)
Centrally-Budgeted Expenses	48,179	73,196	358,287	358,287	285,091
Total Appropriations	\$2,891,024	\$4,858,833	\$5,152,634	\$5,152,634	\$293,801
Earned Revenues By Source					
Charges For Services	\$442,004	\$377,000	\$380,000	\$380,000	\$3,000
Miscellaneous Revenues	3,915	3,000	3,000	3,000	0
Total Revenues	\$445,919	\$380,000	\$383,000	\$383,000	\$3,000
Net County Cost	\$2,445,105	\$4,478,833	\$4,769,634	\$4,769,634	\$290,801
Allocated Positions	10.0	11.0	11.0	11.0	0.0

Purpose

The Coroner's Division is responsible for determining the circumstances, manner, and cause of all deaths reportable to the Coroner. Field death investigations, postmortem examinations, and related forensic tests are used to establish a medical cause of death. Work is performed by County forensic pathologists with assistance from medical technicians. The technicians assist with autopsies, clean the morgue, take tissue and fluid specimens, and maintain inventories of remains and supplies.

On May 15, 2018, the Board of Supervisors established the Office of the Medical Examiner as a separate division within the Health Care Services Agency (Ordinance No. 4507). The name of the budget has been changed from Coroner/Morgue to Office of the Medical Examiner; however, the narrative references the Coroner's Division, as the Division continues to provide administrative and investigative functions during this transition period.

Major Budget Changes

Salaries & Employee Benefits

- \$35,890 Salary and benefits adjustments.

Services & Supplies

- (\$20,000) Decrease in toxicology costs.
- (\$5,000) Decrease in travel and training costs.

Centrally-Budgeted Expenses

- \$129,256 Increase in Casualty insurance costs.
- \$36,830 Increase in Workers' Compensation insurance costs.
- \$110,790 Addition of Countywide Cost Allocation Plan charges.

Program Discussion

The 2019-2020 recommended budget for the Coroner's Division totals \$5,152,634, which is an increase of \$293,801 from the 2018-2019 adjusted budget. This change represents salary and benefits adjustments, increases in allocated insurance costs and the addition of Countywide Cost Allocation Plan charges; partially offset by a decrease in toxicology costs.

2021640000—Sheriff-Office of the Medical Examiner

Law & Justice

Initially budgeted in 2018-2019, the recommended budget continues to include \$2.0 million for anticipated expenses due to the separation of the Coroner's Division from the Sheriff's Office, and the creation of an independent Medical Examiner's Office. This amount includes staff, operating, and equipment costs recommended in the Consultant's review, with the exception of the Chief Administrator position.

During 2018-2019, the Coroner's Office began a project to remove 5,678 cremains currently stored in the morgue's columbarium to a permanent resting place in a public cemetery at a cost of \$198,730. It is anticipated that the relocation will be complete in spring 2020.

The Coroner's Office continues to rely on private pathology contractors for autopsy services after the loss of in-house pathologists. As of midyear, autopsy costs are projected to exceed budget in 2018-2019 by \$256,189. No provisions have been made to the Coroner's 2019-2020 budget to pay the higher cost of private forensic pathology contractors.

In September 2017, the Coroner's Office began a pilot program, temporarily reassigning two Deputy Sheriffs from the Patrol Division to the Coroner's Office full-time, allowing the Coroner's Office to respond to the field to handle Coroner investigations Monday through Friday from 6:00 am to 6:00 pm, freeing up Patrol deputies to handle

other calls for service. Data collected from the first year of the program (September 2017 through August 2018) shows a reduction in average response time from 45 minutes to 27 minutes and completion times for Coroner's investigations from 317 minutes to 99 minutes.

Office of the Medical Examiner

On May 15, 2018, the Board adopted an ordinance establishing the Office of the Medical Examiner as a separate division within the Health Care Services Agency.

The County Administrator has taken the lead, along with County Counsel, to develop an organizational plan for the independent Medical Examiner's Office. The transition period is anticipated to take up to 24 months. In the interim, all administrative and investigative functions will continue to be executed by staff of the Sheriff-Coroner's Office, until the Medical Examiner's Office is fully staffed and prepared to assume those duties. However, the authority of determining the cause and manner of death will be assigned to the Medical Examiner, once appointed.

The Board has interviewed highly-qualified candidates for the position of Chief Medical Examiner. It is anticipated that a final selection will be made by the end of June 2019. In addition, recruitments are ongoing for full-time forensic pathologists.

Workload Data

	-----Actual-----			Est./Act.	Projected
	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020
<i>Cases Reported</i>	2,605	2,821	2,798	2,548	2,693
<i>Actual Coroner Cases</i>	727	798	839	780	786
<i>Postmortem Examinations</i>	661	710	751	676	700

2021645000—Sheriff-Administration/Support Services

Law & Justice

Patrick Withrow, Sheriff-Coroner-Public Administrator

General Fund	2017-2018 Actual	2018-2019 Adjusted	2019-2020 Requested	2019-2020 Recommended	Increase/ (Decrease)
Expenditures					
Salaries & Benefits	\$7,983,683	\$8,093,378	\$8,899,319	\$8,899,319	\$805,941
Services & Supplies	1,720,855	2,277,063	1,971,683	1,971,683	(305,380)
Centrally-Budgeted Expenses	2,450,566	1,610,144	2,703,463	2,703,463	1,093,319
Fixed Assets	25,420	12,200	102,766	102,766	90,566
Total Expenditures	\$12,180,524	\$11,992,785	\$13,677,231	\$13,677,231	\$1,684,446
Expenditure Reimbursements	(24,417)	0	0	0	0
Total Appropriations	\$12,156,107	\$11,992,785	\$13,677,231	\$13,677,231	\$1,684,446
Earned Revenues By Source					
Licenses/Permits/Franchises	\$88,818	\$75,000	\$75,000	\$75,000	\$0
Aid From Other Governments	1,479,115	1,586,033	1,736,603	1,736,603	150,570
Charges For Services	428,247	448,061	645,725	645,725	197,664
Miscellaneous Revenues	883	94,190	0	0	(94,190)
Operating Transfers In	0	0	32,898	32,898	32,898
Total Revenues	\$1,997,063	\$2,203,284	\$2,490,226	\$2,490,226	\$286,942
Net County Cost	\$10,159,044	\$9,789,501	\$11,187,005	\$11,187,005	\$1,397,504
Staffing					
Allocated Positions	37.0	40.0	43.0	43.0	3.0
Temporary (Full-Time Equivalent)	10.9	10.9	13.3	13.3	2.4
Total Staffing	47.9	50.9	56.3	56.3	5.4

Purpose

The function of the County Sheriff is mandated by Section 24000 of the Government Code. The level of support services provided to other divisions of the Department is discretionary. This narrative represents both the Sheriff-Administration (#2021645000) and the Sheriff-Information Systems (#2021649000) budgets:

- **Administration Division** - Provides management and support services for the Sheriff's Office. Responsibilities include policy setting, budgeting, accounting, payroll, contracts, and public information.
- **Professional Standards Division** - Manages the Department's hiring process, including pre-employment steps such as polygraph tests, background investigations, interviews, and physical and psychological exams; manages the overall training process, which includes oversight of officer range

qualifications, the Custody Core Academy, and maintenance of official training records; and is responsible for Internal Affairs.

- **Information Systems** - Supports a wide variety of critical automation systems on a 24 hours a day, 7 days per week basis. Systems include Computer Aided Dispatch (CAD), Mobile Data Computers, Custody Information, Records Management System, Automated Reporting, Coroner Reporting, and Civil Automated Processing System. Staff is also responsible for communications, including portable and mobile radios, cell phones, pagers, and landline phones.

Major Budget Changes

Salaries & Employee Benefits

- \$340,353 Salary and benefits adjustments.

2021645000—Sheriff-Administration/Support Services

Law & Justice

- \$209,853 Add two Department Information Systems Specialist positions.
- \$75,252 Add an Accounting Technician position.
- \$180,483 Increase in extra-help costs.

Services & Supplies

- \$105,000 Increase in consultant services to provide review and audit of Evidence Room.
- \$31,470 Increase in computer supplies costs.
- \$25,830 Increase in costs to support Hepatitis B and Tuberculosis testing and inoculations.
- \$10,200 Add costs for ongoing systems support for drone program.
- \$8,746 Increase in software maintenance costs.
- (\$329,729) Decrease in software purchases.
- (\$94,190) Eliminate costs for training funded by one-time asset forfeiture proceeds.
- (\$50,051) Decrease in fleet services costs.

Centrally-Budgeted Expenses

- \$79,370 Increase in rents/leases-automation equipment costs.
- \$12,029 Increase in radio maintenance costs.
- (\$47,191) Decrease in Workers' Compensation and Casualty insurance costs.
- (\$9,938) Decrease in data processing charges.
- \$1,059,049 Addition of Countywide Cost Allocation Plan charges.

Revenues

- \$179,205 Increase in Proposition 172 funding.
- \$148,624 Increase in revenues from the City of Lathrop.
- \$49,040 Increase in revenues from Mountain House Community Services District.

- \$32,898 Increase in reimbursement from Proposition 69 trust based on planned equipment purchases for Evidence Room.
- (\$94,190) Eliminate one-time transfer of asset forfeiture proceeds.
- (\$28,635) Decrease in California Peace Officer Standards in Training program revenue.

Fixed Assets/Capital Improvement

- \$34,760 Camera system for Evidence Room.
- \$24,220 64" evidence drying cabinets (2).
- \$19,623 Storage for Flir camera system.
- \$16,352 Hard drive array for backup systems.
- \$7,811 32" evidence drying cabinet.

Program Discussion

Administration/Support Services

The 2019-2020 recommended budget for Administration and Support Services totals \$10,547,593, which is an increase of \$1,614,465 from the 2018-2019 adjusted budget. This change reflects salary and benefits adjustments, the addition of an Accounting Technician I position, increases in costs for extra-help, consultant services, immunizations, radio maintenance, automation equipment rents and leases, the addition of Countywide Cost Allocation Plan charges, and one-time equipment purchases; offset by decreases in fleet services costs, training, and allocated insurance costs.

Public interest in Carry Concealed Weapon (CCW) permits continues to grow due to a change in the law in 2014. Background investigators and office staff have been impacted from this increase, resulting from telephone inquiries, office traffic, and applications submitted. During 2018-2019, the Professional Standards Division began implementation of an on-line system for CCW applications and backgrounds, which is expected to streamline operations. Completion is expected near the end of 2019-2020.

As of March 26, 2019, 94 full-time positions (11%) Department-wide remain vacant. In 2019-2020, the Professional Standards Division is projected to complete 900

2021645000—Sheriff-Administration/Support Services

Law & Justice

background investigations and security clearances to find suitable candidates to hire in all job classifications including Correctional Health Services and selected positions for the Probation Department.

During 2018-2019, the Professional Standards Division was successful in starting a Veterans' Affairs on-the-job training program, providing additional benefits to former military personnel going through the Deputy Sheriff training program. The Division is responsible for the verification, monitoring, and reporting of all program training elements to the Department of Veterans' Affairs.

Information Systems

The 2019-2020 recommended budget for Information Systems totals \$3,129,638, which is an increase of \$69,981 from the 2018-2019 adjusted budget. This change reflects salary and benefits adjustments, the addition of two Department Information Specialist III positions, an increase in Information Systems Division rents and leases, the purchase of one-time equipment, and the addition of Countywide Cost Allocation Plan charges, offset by a decrease in software and related licenses costs.

The 2017-2018 Adopted Budget included funding to replace the evidence-tracking software (\$148,752) used by the Evidence Room. The purchase order for the software system was issued in November 2018. As the project continues, partial payments will be made as milestones are met. If the purchase is not complete by the end of 2018-2019, the Department will request a rollover of the remaining balance on the purchase order so that the project may continue into 2019-2020.

The Sheriff's Information Systems Division continues to receive workload from the addition of body worn cameras and fixed cameras; the upgrade of infrastructure; and modernized applications for CAD, Records Management, Civil Division, and Evidence Property Management. The Division also assists in creating and maintaining custom applications to provide reporting for various divisions to assist with legislative requirements, equipment expiration, and performance metrics.

Projects expected to carry over, or begin in 2019-2020 include: deployment of body worn cameras, adding to the jail video surveillance recording system, modernization of the Civil case file and Evidence Room inventory systems, server and core switch infrastructure and firewall, implementation of Mobile Data Computer remote management, and CCW permits electronic applications.

Supplemental Requests

The Sheriff is requesting additional funding of \$547,366 for the following:

Information Systems

Department Information Systems Specialist III (2)

Funding is requested in the amount of \$212,223 to add two Department Information System Specialist III positions, and associated costs. One Specialist will assist in the maintenance of mobile data computers, custody booking systems, personal computers, printers, credit card systems, as well as the new areas of body worn cameras, vehicle area network, and new software implementation. The second Specialist will act as the technical lead for Custody, Investigations, Patrol, Professional Standards, Court Services, Dispatch, Civil, and Public Administrator. This position would also assist in the management of the California Law Enforcement Telecommunications System administrator role.

Administration/Support Services

Backgrounds Case Management System

Funding is requested in the amount of \$55,050 for the purchase of an electronic background investigations case management system.

Outside Consultant/Auditor for Evidence Room

Funding is requested in the amount of \$105,000 to hire an outside consultant to provide a review and audit of the Evidence Room.

Part-time Hours for Evidence Disposition

Funding is requested in the amount of \$103,333 for part-time hours for Deputy Sheriffs assigned to the Evidence Room to perform evidence disposition, including inventory item disposal.

Part-time Hours for Lobby Security

Funding is requested in the amount of \$71,760 for part-time Deputy Sheriffs to perform lobby security in the Sheriff's Administration building.

The recommended budget has been augmented by \$547,366 in order to address these requests.

2021645000—Sheriff-Administration/Support Services

Law & Justice

Workload Data					
	-----Actual-----				
	2015-2016	2016-2017	2017-2018	Est./Act. 2018-2019	Projected 2019-2020
<i>Sheriff-Administration</i>					
<i>Background Investigations</i>	539	446	956	856	900
<i>Polygraph/Computer Voice</i>					
<i>Stress Analyzer Examinations</i>	183	236	255	260	260
<i>Psychological Examinations</i>	73	74	72	75	75
<i>Physical Examinations</i>	207*	235	150	180	180
<i>Pre-Employment Drug Screening</i>	68	130	125	130	140
<i>Training Classes Scheduled</i>	479	702	920	870	900
<i>Travel Requests Completed</i>	621	766	888	675	700
<i>Concealed Weapons Permits</i>	1,141	1,406	1,246	1,430	1,350
<i>Payroll Slips Processed</i>	78,062	77,183	83,294	84,910	85,000
<i>*Restated</i>					
<i>Evidence Room:</i>					
<i>Law Enforcement Counter Traffic</i>	N/A	N/A	N/A	520	520
<i>Civilian Counter Traffic</i>	N/A	N/A	N/A	100	100
<i>Evidence/Property Received</i>	11,859	11,184	14,758	14,994	14,994
<i>Evidence/Property Dispositioned</i>	2,268	1,485	5,013	5,013	7,000
<i>Evidence/Property Checked Out</i>	3,016	2,202	4,268	4,498	4,498
<i>Sheriff-Information Systems</i>					
<i>Work Order Requests Completed</i>	3,449	3,300	3,174	3,818	3,818
<i>Average Number of Work Orders</i>					
<i>Completed Per Info. Systems Staff**</i>	575	550	794	764	764
<i>Locations Supported</i>	15	14	15	15	15
<i>**Includes staff allocated to Sheriff's Office from Information Systems Division</i>					

2021650000—Sheriff-Lathrop Police Contract

Law & Justice

Patrick Withrow, Sheriff-Coroner-Public Administrator

General Fund	2017-2018 Actual	2018-2019 Adjusted	2019-2020 Requested	2019-2020 Recommended	Increase/ (Decrease)
Expenditures					
Salaries & Benefits	\$5,135,748	\$5,286,350	\$6,108,425	\$6,108,425	\$822,075
Services & Supplies	536,084	637,169	914,766	914,766	277,597
Centrally-Budgeted Expenses	226,981	252,522	262,079	262,079	9,557
Fixed Assets	0	5,549	62,400	62,400	56,851
Total Expenditures	\$5,898,813	\$6,181,590	\$7,347,670	\$7,347,670	\$1,166,080
Expenditure Reimbursements	(63)	0	0	0	0
Total Appropriations	\$5,898,750	\$6,181,590	\$7,347,670	\$7,347,670	\$1,166,080
Earned Revenues By Source					
Aid From Other Governments	\$6,070	\$91,464	\$98,286	\$98,286	\$6,822
Charges For Services	5,283,243	6,090,126	7,249,384	7,249,384	1,159,258
Total Revenues	\$5,289,313	\$6,181,590	\$7,347,670	\$7,347,670	\$1,166,080
Net County Cost	\$609,437	\$0	\$0	\$0	\$0
Allocated Positions	27.0	26.0	28.0	28.0	2.0

Purpose

The Lathrop Police Contract budget unit captures costs and reimbursements for the Sheriff's Office to provide contract law enforcement services to the incorporated City of Lathrop. Services are provided through a Municipal Law Enforcement Services Agreement with costs reimbursed by the City of Lathrop.

Major Budget Changes

Salaries & Employee Benefits

- \$261,531 Salary and benefits adjustments.
- \$169,640 Full-year cost of Sergeant position added midyear 2018-2019.
- \$253,136 Add two Deputy Sheriff positions.
- \$137,768 Increase in overtime costs based on experience.

Services & Supplies

- \$175,505 Increase in Department allocated overhead costs.
- \$60,807 Increase in contract cost for body worn cameras, tasers, and cloud storage system.
- \$17,085 Increase in cellular phone service costs.
- \$14,167 Increase in fleet services costs.
- \$11,700 Increase in training expense.

Centrally-Budgeted Expenses

- \$29,191 Increase in equipment replacement program costs.
- \$22,008 Increase in radio maintenance costs.
- (\$40,935) Decrease in Workers' Compensation insurance costs.

2021650000—Sheriff-Lathrop Police Contract

Law & Justice

Revenues

- \$1,159,258 Increase in reimbursement from the City of Lathrop.
- \$6,822 Increase in revenues from Office of Traffic Safety.

Fixed Assets/Capital Improvements

- \$30,000 Motorcycle.
- \$16,000 Mobile radios (2).
- \$12,600 Portable radios (2).
- \$3,800 Motorcycle radar.

Program Discussion

The 2019-2020 recommended budget for the Lathrop Police Contract totals \$7,347,670, which is an increase of \$1,166,080 from the 2018-2019 adjusted budget. This change reflects salary and benefits adjustments, full-year cost of a Sergeant position added midyear 2018-2019, the addition of two Deputy Sheriff positions, increase in overtime costs, and increases in Department overhead costs, smartphone services, training costs, fleet services costs, Information Systems Division's equipment replacement

program costs, radio maintenance costs, and costs for the adoption of a new system for body worn cameras and tasers; offset by a decrease in Workers' Compensation insurance costs.

Budgeted staffing for 2019-2020 includes 1 Sheriff's Captain serving as Chief of Police, 1 Lieutenant, 2 Patrol Sergeants, 1 Administrative Sergeant, 2 Detectives, 1 Community Resource Officer, 2 School Resource Officers, 2 Community Impact Team Officers, 2 Traffic Officers, and 14 Patrol Officers. This includes a new Sergeant position added midyear 2018-2019 to provide Administrative support, a new Detective position, and a new Traffic Motorcycle Officer as requested by the City of Lathrop.

The 2019-2020 recommended budget also includes an anticipated grant from the Office of Traffic Safety, which funds Driving Under the Influence and Distracted Driver enforcement, including overtime and supplies.

The Sheriff's Office has provided contract law enforcement services to the City of Lathrop since June 1990. In June 2017, the Board of Supervisors approved a five-year agreement with the City of Lathrop, extending services through June 30, 2022.

The City of Lathrop has filed a claim against the County alleging that in billing for police services provided to the City of Lathrop, the County has improperly charged and collected overhead expenses. The City is seeking a refund, which is estimated to exceed \$2.3 million.

Workload Data

	2015-2016	Actual 2016-2017	2017-2018	Est./Act. 2018-2019	Projected 2019-2020
<i>Crime Reports</i>	4,130	4,131	4,630	3,710	4,150
<i>Calls for Service</i>	22,787	19,936	21,761	18,014	20,625
<i>Traffic Citations</i>	2,130	2,196	1,823	1,776	1,981
<i>Traffic Warnings</i>	1,495	1,947	2,129	1,288	1,715
<i>Criminal Arrests</i>	520	614	487	458	520
<i>DUI Arrests</i>	100	92	90	82	91
<i>Parking Citations</i>	696	1,385	1,122	1,840	1,261

2021658000—Sheriff-Court Services

Law & Justice

Patrick Withrow, Sheriff-Coroner-Public Administrator

General Fund	2017-2018 Actual	2018-2019 Adjusted	2019-2020 Requested	2019-2020 Recommended	Increase/ (Decrease)
Expenditures					
Salaries & Benefits	\$9,182,114	\$9,874,168	\$10,293,110	\$10,293,110	\$418,942
Services & Supplies	87,490	102,558	342,440	342,440	239,882
Centrally-Budgeted Expenses	389,894	469,025	912,086	912,086	443,061
Fixed Assets	0	0	5,450	5,450	5,450
Total Expenditures	\$9,659,498	\$10,445,751	\$11,553,086	\$11,553,086	\$1,107,335
Expenditure Reimbursements	(100,555)	0	0	0	0
Total Appropriations	\$9,558,943	\$10,445,751	\$11,553,086	\$11,553,086	\$1,107,335
Earned Revenues By Source					
Charges For Services	\$113,302	\$100,000	\$100,000	\$100,000	\$0
Operating Transfers In	9,423,317	10,345,751	11,176,031	11,176,031	830,280
Total Revenues	\$9,536,619	\$10,445,751	\$11,276,031	\$11,276,031	\$830,280
Net County Cost	\$22,324	\$0	\$277,055	\$277,055	\$277,055
Allocated Positions	54.0	54.0	54.0	54.0	0.0
Temporary (Full-Time Equivalent)	7.5	7.5	6.0	6.0	(1.5)
Total Staffing	61.5	61.5	60.0	60.0	(1.5)

Purpose

The Sheriff's Court Services Division provides courtroom safety and security for the Superior Court at four locations, including Stockton, Juvenile Justice (French Camp), Lodi, and Manteca. Most costs incurred for court security operations are reimbursed from the Trial Court Security Trust Fund.

- \$31,604 Increase in law enforcement equipment purchases.
- (\$9,105) Decrease in equipment rental and lease costs.

Major Budget Changes

Salaries & Employee Benefits

- \$463,546 Salary and benefits adjustments.
- (\$44,604) Decrease in extra-help.

Services & Supplies

- \$224,723 Add costs for body worn camera, taser, and evidence.com system.

Centrally-Budgeted Expenses

- \$127,195 Increase in rents/leases-automation equipment costs.
- \$61,240 Increase in Casualty insurance costs.
- \$34,019 Increase in radio maintenance costs.
- (\$59,010) Decrease in Workers' Compensation insurance costs.
- \$277,055 Addition of Countywide Cost Allocation Plan charges.

2021658000—Sheriff-Court Services

Law & Justice

Revenues

- \$830,280 Increase in reimbursement from Trial Court Security Trust Fund.

Fixed Assets/Capital Improvements

- \$5,450 Digital logger.

Program Discussion

The 2019-2020 recommended budget for Court Services totals \$11,553,086, which is an increase of \$1,107,335 from the 2018-2019 adjusted budget. This change reflects salary and benefits adjustments, costs associated with a cloud-based body worn camera and taser system, increases in law enforcement equipment purchases, centrally-allocated radio maintenance, rents/leases-automation equipment, Casualty insurance, and the addition of Countywide Cost Allocation Plan charges, offset by a decrease in extra-help and Workers' Compensation insurance costs. A contribution of

\$277,055 from the General Fund is included in this budget to cover Countywide Cost Allocation Plan charges that are not allowable under the Trial Court Funding Act.

Part-time staff are allocated daily to ancillary assignments at the Human Services Agency building, the County Administration building, and the Board of Supervisors' chambers. These agencies provide reimbursement for services and are not charged to the Trial Court Security Trust Fund.

During 2018-2019, the Court Services Division created a Terrorism Liaison Officer program. Currently, eight officers are trained in terrorism related threats.

Trial Court Security Trust Fund

Court Services activities are funded from the Trial Court Security Trust Fund (#20107), which receives State sales tax revenue as part of Public Safety Realignment Act. Annual revenue averages approximately \$10.0 million. As of March 31, 2019, the fund balance was \$5,319,875. A total of \$11,176,031 in combined new revenue and fund balance is designated for use in the 2019-2020 recommended budget.

Workload Data

	-----Actual-----			Est./Act. 2018-2019	Projected 2019-2020
	2015-2016	2016-2017	2017-2018		
<i>Allocated Judicial Positions</i>	33	33	33	33	33
<i>No. of Judicial Court Days/Month</i>	21	21	21	21	21
<i>Average Daily Staffing</i>					
<i>Stockton</i>	35	40	42	42	42
<i>Manteca</i>	8	8	8	8	8
<i>Lodi</i>	7	7	7	7	7
<i>Juvenile Justice</i>	4	4	4	4	4
<i>Inmate Appearances</i>					
<i>Stockton</i>	23,683	26,047	27,261	28,050	28,841
<i>Manteca</i>	3,850	3,926	4,914	5,006	5,057
<i>Lodi</i>	2,674	3,060	2,943	3,000	3,050
<i>Ward Appearances</i>					
<i>Juvenile Justice</i>	2,350	2,380	2,332	2,320	2,300
<i>Judicial Protection Unit</i>					
<i>Investigations/Crime reports</i>	48	83	95	108	122

2022600000—Sheriff-Custody

Law & Justice

Patrick Withrow, Sheriff-Coroner-Public Administrator

General Fund	2017-2018 Actual	2018-2019 Adjusted	2019-2020 Requested	2019-2020 Recommended	Increase/ (Decrease)
Expenditures					
Salaries & Benefits	\$46,453,969	\$46,955,110	\$49,797,645	\$49,797,645	\$2,842,535
Services & Supplies	5,922,229	6,722,719	7,111,237	7,111,237	388,518
Centrally-Budgeted Expenses	3,104,782	3,489,877	7,354,125	7,354,125	3,864,248
Fixed Assets	164,445	235,800	128,528	128,528	(107,272)
Total Appropriations	\$55,645,425	\$57,403,506	\$64,391,535	\$64,391,535	\$6,988,029
Earned Revenues By Source					
Aid From Other Governments	\$22,137,080	\$22,085,847	\$25,243,245	\$25,243,245	\$3,157,398
Charges For Services	253,168	285,000	220,000	220,000	(65,000)
Miscellaneous Revenues	4,961	0	0	0	0
Operating Transfers In	1,508,269	1,625,283	1,824,692	1,824,692	199,409
Total Revenues	\$23,903,478	\$23,996,130	\$27,287,937	\$27,287,937	\$3,291,807
Net County Cost	\$31,741,947	\$33,407,376	\$37,103,598	\$37,103,598	\$3,696,222
Allocated Positions	317.0	319.0	322.0	322.0	3.0
Temporary (Full-Time Equivalent)	2.5	2.5	2.5	2.5	0.0
Total Staffing	319.5	321.5	324.5	324.5	3.0

Purpose

- \$132,342 Add a Correctional Sergeant.

The Custody Division of the Sheriff's Office provides for the secure detention of adults awaiting criminal trial or incarceration by the courts in the County Jail. Responsibilities include: operations of the Jail Core, South Jail, and Honor Farm facilities; in-custody transportation to court and for medical treatment; and oversight of inmate programs including Community Corps (C-Corps).

Central Services operations include responsibility for inmate property, laundry, grounds, mailroom, and warehouse.

Major Budget Changes

Salaries & Employee Benefits

- \$2,496,231 Salary and benefits adjustments.
- \$213,962 Add two Correctional Officer positions for Department of State Hospitals Jail Based Competency Treatment Program.

Services & Supplies

- \$86,605 Increase in fleet services costs.
- \$69,000 Increase in software maintenance expense.
- \$60,200 Increase in professional services costs for training and preparation of Federal reimbursement claims.
- \$50,000 Increase in utilities costs.
- \$44,220 Increase in less-than-lethal ammunition purchases.
- \$40,176 Increase in costs for sewer system.
- \$35,000 Increase in waste disposal costs.
- \$31,733 Increase in building and grounds maintenance costs.

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Law & Justice

- \$24,460 Increase in communications costs.
- (\$60,000) Decrease in laundry expense.

Centrally-Budgeted Expenses

- \$93,611 Increase in radio maintenance costs.
- \$24,842 Increase in data processing charges.
- (\$425,214) Decrease in Workers' Compensation and Casualty insurance costs.
- \$4,169,734 Addition of Countywide Cost Allocation Plan charges.

Revenues

- \$2,713,252 Increase in Proposition 172 funding.
- \$280,622 Add new revenues associated with reimbursement from Department of State Hospitals for Jail Based Competency Treatment Program.
- \$215,000 Increase in reimbursement from State Criminal Alien Assistance Program.
- \$199,409 Increase in reimbursement from Inmate Welfare Fund.
- (\$40,000) Decrease in reimbursement for Sacramento County hospital security.
- (\$33,000) Decrease in reimbursement from Senate Bill (SB) 90 claims.
- (\$25,000) Decrease in booking fees for convicted defendants.
- (\$18,476) Decrease in Standards and Training in Corrections State funding.

Fixed Assets/Capital Improvement

- \$92,000 Vehicles for Custody Canine Program (2).
- \$18,900 Portable radios (3).
- \$11,327 Workstation.
- \$6,301 Portable room divider.

Program Discussion

The 2019-2020 recommended budget for the Custody Division totals \$64,391,535, which is an increase of \$6,988,029 from the 2018-2019 adjusted budget. The change reflects salary and benefits adjustments, the addition of two Correctional Officers, a Correctional Sergeant, and associated equipment, increases in costs for communications, software maintenance, fleet services, less-than-lethal ammunition, waste disposal, utilities, radio maintenance, data processing, and the addition of Countywide Cost Allocation Plan charges, offset by decreases in allocated insurance costs and laundry expense.

Correctional Officer Staffing

The 2015-2016 Adopted Budget added 15 Correctional Officer positions to address the need for relief coverage and reduce overtime. As of March 25, 2019, 35 Correctional Officer positions were vacant. Therefore, the Department has not had the opportunity to evaluate the effectiveness of the additional positions on operations and overtime costs. The Department continues to make a determined effort to recruit and fill Correctional Officer positions. Overtime overruns of \$3.1 million are projected at year-end 2018-2019, and are currently being partially covered by savings from vacant positions.

Public Safety Realignment

The State's Public Safety Realignment, implemented through Assembly Bill (AB) 109, has significantly impacted the operation of the Division. Since the legislation became effective October 2011, the overall inmate population has increased, with a significant number held as a result of AB 109. Fortunately, funding allocated through the Local Community Corrections Partnership (CCP), responsible for implementation of AB 109, has been available to offset some of the housing costs for this population. In 2012-2013, an average of 33% of the Jail's population was classified as AB 109. The average decreased to 17.6% in calendar year 2018, resulting in the County picking up a larger portion of costs for inmate housing to include food, clothing, and household expenses.

For 2019-2020, the CCP approved continuing AB 109 funding to support the Sheriff's operation in five service need areas, as well as enhance the Jail's programs by adding two Social Worker positions in order to establish a discharge planning unit. These are included in the 2019-2020 recommended budget as follows: inmate housing and staffing costs (\$4,695,369), inmate programming (\$445,651), alternatives to incarceration (\$312,605), bailiff services (\$198,575), and program support (\$814,759). Costs charged to CCP for jail food service, laundry, and household

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expenses are based on the actual proportion of inmates classified as AB 109.

Honor Farm Replacement

The Honor Farm is a minimum security complex consisting of three barracks-style housing areas (DEF, GHI, and JKL) and a modular-style housing unit. The facility was originally intended to house only sentenced inmates and low-risk offenders, but space limitations at the Jail, combined with longer local sentences due to AB 109, has resulted in the Honor Farm housing many inmates that historically would have been kept at the higher security Jail facility.

In 2015-2016, the Division submitted an application for \$80.0 million in jail construction funds under SB 863 in order to replace the Honor Farm with secure housing and increased program space. Unfortunately, the County's application did not rank high enough to secure funding.

In February 2016, the Sheriff's Office was notified of its eligibility to receive funding under SB 1022. The County originally submitted an application under SB 1022 for \$40.0 million in jail construction funds to replace the Honor Farm with a medium security facility. At the time, the County's application narrowly missed ranking high enough to qualify for funds. A decision by another grantee to decline SB 1022 funds resulted in the Board of State and Community Corrections' (BSCC) offer of \$32.3 million in funding to the County. The Custody Division Realignment Unit worked with the County Administrator's Office and the General Services Department (GSD) to develop a revised project scope, timeline, and budget for the \$32.3 million award. It is anticipated that construction will begin February 2020, with completion in June 2021.

Ready To Work Program

The goal of Ready To Work is to establish a public/private partnership funded through donations and grants that can provide an overall program to address homelessness issues Countywide. The establishment of such a program has required funding from the private sector and commitment for local government, both County and city to cover the costs for programming, education services, job skill training, substance abuse counseling, mental health issues, case management, and interim housing.

The County, through the Sheriff's Office, has provided an interim housing site utilizing empty barracks at the Honor Farm. In October 2017, 138 beds available in the JKL barracks housing unit were leased to Ready to Work that require the County to continue to maintain the facility and provide utilities at County cost. In January 2018, the Board of Supervisors approved a Memorandum of Understanding

with Ready to Work (B-18-63), establishing an agreement for the provision of supplies to the Program for laundry, food services, personal supplies, and clothing; during 2018-2019 the Sheriff's Office has been providing supplies and food service to the Program through the Jail's vendor contracts.

Jail Based Competency Treatment Program

Since 2016, the Jail has been in contract with Rio Cosumnes Correctional Center in Elk Grove to conduct Jail Based Competency Treatment (JBCT) of inmates. The Custody Division is working with the Department of State Hospitals and County Behavioral Health Services to initiate the County's own on-site JBCT program to expand competency treatment services to additional inmates that are in custody or awaiting placement in a State Hospital.

The 2019-2020 recommended budget adds two new Correctional Officer positions to be dedicated to the program as well as radios, workstations, and office equipment. All costs of the program will be reimbursed by the Department of State Hospitals.

Correctional Public Information Officer

In January 2019, the Department initiated a pilot program to designate a Correctional Officer as a Public Information Officer (PIO) for the Custody Division. A PIO dedicated solely to Custody is anticipated to help disseminate proactive stories and share insight with those that may have questions about Custody operations. The PIO would also provide informative presentations to public entities and those within County services that may need information.

Inmate Tablets

In order to increase the accessibility of education options and programs to more inmates, the Custody Division is in the process of implementing a secure tablet system already in use at other jail facilities nationwide. Incorporating these into the facility would allow for the integration with the Jail Management System, linking of inmate correspondence, requests, disciplinary actions, and grievance procedures by providing an efficient technology-based process. There is no cost associated with this service, as it will be part of the inmate telephone contract.

Jail Security Electronics Upgrade

The Custody Division is working in partnership with GSD and a private consulting firm to upgrade the Jail's security electronics. During 2018-2019, the design phase is expected to be completed. The enhancement provides replacement of systems in use for door controls and cameras to allow for visualization within the housing areas and other locations.

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The project is designed to continue through multiple years due to its complexity.

Jail Management System

After going live in May 2018, Custody staff continued to work on enhancements and development of the new Jail Management System during 2018-2019.

Supplemental Request

The Sheriff is requesting supplemental funding of \$140,644 to add a Correctional Sergeant assigned to Compliance, and associated costs, who will be responsible to review changing legislature, consent decrees, jail-related legal matters, policy and procedures, perform statistical reporting, and work with Professional Standards to ensure training complies with regulations.

The recommended budget has been augmented by \$140,644 in order to address this request.

Workload Data

	-----Actual-----			Est./Act. 2018-2019	Projected 2019-2020
	2015-2016	2016-2017	2017-2018		
<i>Average Daily Inmate Population</i>	1,237	1,302	1,303	1,308	1,310
<i>New Bookings</i>	21,803	22,453	23,357	21,566	21,516
<i>Total Releases</i>	21,762	22,178	25,295	22,404	22,740
<i>Court Cap Releases</i>	537	357	313	166	115
<i>Canine Bunk and Unit Searches</i>	11,595	11,697	12,619	12,828	12,724
<i>Canine Searches-Contraband Seized</i>	738	646	825	504	667
<i>Canine Searches-Drugs/Tobacco Seized (Grams)</i>	11,038	11,481	6,451	4,617	5,526
<i>Inmate Transportation</i>					
<i>Stockton Court</i>	N/A	N/A	N/A	28,016	28,100
<i>Lodi Court</i>	N/A	N/A	N/A	1,862	1,900
<i>Manteca Court</i>	N/A	N/A	N/A	4,860	4,900
<i>State Hospitals</i>	N/A	N/A	N/A	405	425
<i>State Prisons</i>	N/A	N/A	N/A	130	150
<i>Topic Dropoff</i>	N/A	N/A	N/A	560	600
<i>Topic Pickup</i>	N/A	N/A	N/A	336	350

2022610000—Sheriff-Local Community Corrections

Law & Justice

Patrick Withrow, Sheriff-Coroner-Public Administrator

Special Revenue Fund	2017-2018 Actual	2018-2019 Adjusted	2019-2020 Requested	2019-2020 Recommended	Increase/ (Decrease)
Expenditures					
Salaries & Benefits	\$4,300,297	\$4,413,018	\$4,810,258	\$4,810,258	\$397,240
Services & Supplies	662,555	1,493,147	1,496,702	1,496,702	3,555
Centrally-Budgeted Expenses	106,687	126,928	147,399	147,399	20,471
Fixed Assets	42,115	0	12,600	12,600	12,600
Total Expenditures	\$5,111,654	\$6,033,093	\$6,466,959	\$6,466,959	\$433,866
Expenditure Reimbursements	(690)	0	0	0	0
Total Appropriations	\$5,110,964	\$6,033,093	\$6,466,959	\$6,466,959	\$433,866
Earned Revenues By Source					
Operating Transfers In	\$5,110,957	\$6,033,093	\$6,466,959	\$6,466,959	\$433,866
Total Revenues	\$5,110,957	\$6,033,093	\$6,466,959	\$6,466,959	\$433,866
Net County Cost	\$7	\$0	\$0	\$0	\$0
Allocated Positions	32.0	32.0	34.0	34.0	2.0
Temporary (Full-Time Equivalent)	0.5	0.5	0.5	0.5	0.0
Total Staffing	32.5	32.5	34.5	34.5	2.0

Purpose

The 2011 Public Safety Realignment Act (also known as AB 109) became effective on October 1, 2011. This legislation transferred responsibility for supervising specified lower level inmates and parolees from the State to counties.

AB 109 requirements are implemented in each county through a Community Corrections Partnership (CCP) previously established by Senate Bill 678. The CCP is charged with developing a plan of implementation and oversight of the public safety realignment process.

Funding for AB 109 activities is provided through the County budget to the Probation Department, the Sheriff's Office, and other agencies. This narrative describes the Local Community Corrections services provided by the Sheriff's Office.

Major Budget Changes

Salaries & Employee Benefits

- \$244,284 Salary and benefits adjustments.

- \$152,956 Add two Social Worker positions.

Centrally-Budgeted Expenses

- (\$25,454) Decrease in Workers' Compensation insurance costs.
- \$40,830 Cost Allocation Plan adjustment.

Revenues

- \$433,866 Increase in State funding for Local Community Corrections.

Fixed Assets/Capital Improvement

- \$12,600 Portable radios (2).

Program Discussion

The 2019-2020 recommended budget for the Local Community Corrections totals \$6,466,959, which is an

2022610000—Sheriff-Local Community Corrections

Law & Justice

increase of \$433,866 from the 2018-2019 adjusted budget. The recommended budget represents the anticipated allocation of AB 109 funding for 34 full-time Sheriff's Office positions, part-time staff to provide bailiff services, inmate housing, and other costs approved by the CCP.

Discharge Planning Unit

The recommended budget includes the addition of two Social Worker positions in order to establish a discharge planning unit for inmates released from the jail. With over 11,000 inmates released annually, many lack a plan for provision of the basic necessities that were being provided by the jail. Discharge planning services may include transportation, housing, medical, job placement, referrals, and connections with community providers. It is anticipated that Social Workers assisting in the transition to freedom will produce a more positive transition back into the community.

Custody Realignment Unit

The Custody Realignment Unit, funded in part by AB 109, consists of one Correctional Lieutenant, one Correctional Sergeant, two Correctional Officers, and one Office Assistant Specialist. This Unit reviews legislative updates

pertaining to AB 109, supplies offender data and statistics to the CCP for various reports, and attends relevant meetings and conferences.

Through an agreement with the California Department of Corrections and Rehabilitation, the Unit provides management oversight to house low-level offenders at the California Department of Forestry and Fire Protection (CAL FIRE) Conservation Camp Program. CAL FIRE is currently authorized to operate conservation camps Statewide with inmate labor. In addition, through an agreement with the Department of State Hospitals, the Unit provides management oversight to temporarily house felony inmates deemed Incompetent to Stand Trial at Sacramento County Rio Cosumnes Correctional Center to receive restoration to competency in the Jail-Based Competency Treatment Program.

In February 2016, the Unit was assigned to work in partnership with the Information Systems Division to provide support with implementing a new Jail Management System. Since its implementation in May 2018, the Unit has focused on enhancements and improvements to the system as delivered.

Workload Data

	-----Actual-----			Est./Act. 2018-2019	Projected 2019-2020
	2015-2016	2016-2017	2017-2018		
<i>Average Daily Inmate Population</i>	1,237	1,302	1,303	1,308	1,310
<i>AB 109 Population/%</i>	275/22%	251/19%	236/18%	223/17%	212/16%

2022620000—Sheriff-Work Programs

Law & Justice

Patrick Withrow, Sheriff-Coroner-Public Administrator

General Fund	2017-2018 Actual	2018-2019 Adjusted	2019-2020 Requested	2019-2020 Recommended	Increase/ (Decrease)
Expenditures					
Salaries & Benefits	\$828,068	\$932,861	\$995,825	\$995,825	\$62,964
Services & Supplies	102,030	130,552	130,186	130,186	(366)
Centrally-Budgeted Expenses	27,214	29,731	28,307	28,307	(1,424)
Fixed Assets	5,934	0	0	0	0
Total Appropriations	\$963,246	\$1,093,144	\$1,154,318	\$1,154,318	\$61,174
Earned Revenues By Source					
Aid From Other Governments	\$40,510	\$40,523	\$45,758	\$45,758	\$5,235
Charges For Services	856,706	826,000	862,000	862,000	36,000
Total Revenues	\$897,216	\$866,523	\$907,758	\$907,758	\$41,235
Net County Cost	\$66,030	\$226,621	\$246,560	\$246,560	\$19,939
Allocated Positions	9.0	9.0	9.0	9.0	0.0

Purpose

The Sheriff's Work Programs budget includes programs that provide alternatives to incarceration for eligible individuals who have been sentenced by the Court. These programs are an effective means of reducing overcrowding in the County Jail. The programs include:

- Alternative Work Program (AWP) - Participants serve two to five days per week in community service in lieu of serving time in custody. This process assists in managing the Jail population and allows better management of low-risk inmates.
- Electronic Monitoring Program (EMP) - EMP provides a radio frequency ankle bracelet system for home detention monitoring of sentenced inmates. Benefits include keeping offenders gainfully employed and providing for their families; and fulfilling other community obligations, while paying their debt to society. It also provides an option for the chronically ill to serve their sentence at home, allowing access to their own medical care providers and relieving pressure on Correctional Health Services.

Major Budget Changes

Salaries & Employee Benefits

- \$62,964 Salary and benefits adjustments.

Centrally-Budgeted Expenses

- (\$5,001) Decrease in Workers' Compensation insurance costs.
- \$2,601 Addition of Countywide Cost Allocation Plan charges.

Revenues

- \$36,000 Increase in Work Programs fee revenue.
- \$5,235 Increase in Proposition 172 funding.

Program Discussion

The 2019-2020 recommended Work Programs budget totals \$1,154,318, which is an increase of \$61,174 from the 2018-2019 adjusted budget. This increase reflects primarily salary and benefits adjustments.

2022620000—Sheriff-Work Programs

Law & Justice

Work Programs experienced a multiyear decline in participation that has caused revenue to reduce from a peak of nearly \$1.1 million per year in 2009-2010 to as low as \$769,346 in 2016-2017. Revenues in 2017-2018 improved to \$856,706. Estimated fee revenue in 2018-2019 for Work Programs is \$862,000.

The Work Programs Unit is aided by two positions funded with Public Safety Realignment funds. A Deputy Sheriff and an Office Assistant Specialist allocated to the Sheriff-Local Community Corrections budget are assigned to Work Programs.

Workload Data

	-----Actual-----			Est./Act.	Projected
	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020
<i>Application Processed</i>	3,734*	3,612	3,249	3,224	4,025
<i>Alternative Work Program</i>					
<i>Participants</i>	2,417	1,938	1,756	2,398	2,898
<i>Participation days</i>	27,380	23,233	39,569	N/A	N/A
<i>Electronic Monitoring Program</i>					
<i>Participants</i>	181	158	157	202	322
<i>Participation days</i>	6,566	5,614	9,867	N/A	N/A
<i>Alcohol Monitoring Program</i>					
<i>Participants</i>	234	171	181	239	296
<i>Participation days</i>	9,418	9,182	11,430	N/A	N/A

**Restated*

N/A: No longer available due to new Jail Management System

2025700000—Sheriff-Public Administrator

Law & Justice

Patrick Withrow, Sheriff-Coroner-Public Administrator

General Fund	2017-2018 Actual	2018-2019 Adjusted	2019-2020 Requested	2019-2020 Recommended	Increase/ (Decrease)
Expenditures					
Salaries & Benefits	\$479,226	\$488,164	\$509,122	\$509,122	\$20,958
Services & Supplies	20,552	22,298	23,118	23,118	820
Centrally-Budgeted Expenses	2,712	3,303	73,284	73,284	69,981
Total Appropriations	\$502,490	\$513,765	\$605,524	\$605,524	\$91,759
Earned Revenues By Source					
Charges For Services	\$187,355	\$119,400	\$120,000	\$120,000	\$600
Total Revenues	\$187,355	\$119,400	\$120,000	\$120,000	\$600
Net County Cost	\$315,135	\$394,365	\$485,524	\$485,524	\$91,159
Allocated Positions	4.0	4.0	4.0	4.0	0.0

Purpose

The Public Administrator is mandated under California law to take charge of estates when no other person qualifies. This includes the administration of estates when an executor is not able to serve, and where no person having priority of appointment over the Public Administrator can be, or is willing to be, appointed as administrator.

Staff participate in a full-range of activities established by the California Probate Code. Responsibilities include locating and determining heirs; marshaling, protecting, and liquidating assets as required; making funeral arrangements; paying estate debts; managing and selling real and personal property; clearing tax obligations of estates; preparing estate financial reports; distributing residue to those entitled; and coordinating casework with County Counsel, the courts, and other agencies.

In some cases, the Public Administrator serves to administer the estate to its conclusion; in others, the Public Administrator serves as caretaker until the family is located, and then refers the case to the family for completion. In these cases, the Public Administrator's office helps the public navigate through the probate procedures by answering questions and providing forms to help citizens in administering a family member's estate.

The Public Administrator is not an attorney and does not offer legal advice. The Public Administrator's office is paid

statutory fees for its work, with a portion of those fees allocated to employ County Counsel for legal services.

Major Budget Changes

Salaries & Employee Benefits

- \$20,958 Salary and benefits adjustments.

Centrally-Budgeted Expenses

- \$69,851 Addition of Countywide Cost Allocation Plan charges.

Program Discussion

The 2019-2020 recommended budget for the Public Administrator totals \$605,524, which is an increase of \$91,759 from the 2018-2019 adjusted budget, reflecting salary and benefits adjustments and the addition of Countywide Cost Allocation Plan charges.

During 2019-2020, the Public Administrator's office plans to continue its effort to review and take on more elective cases from the courts, local code enforcement agencies, the Treasurer-Tax Collector, the State Department of Health Services, and private attorneys.

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Law & Justice

Workload Data

	-----Actual-----			Est./Act.	Projected
	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020
<i>Decedent Estates</i>	98	141	137	135	128
<i>Estates with Real Estate</i>	21	25	28	26	25
<i>Re-opened Cases</i>	4	2	3	0	2
<i>Cases Referred to Family Members</i>	7	5	14	24	13
<i>Average Number of Open Cases</i>	93	110	104	101	102
<i>Closed Cases</i>	111	105	124	108	112
<i>Value of Estates Managed (Total)</i>	\$5,951,879	\$5,067,493	\$4,063,616	\$4,046,013	\$4,653,747

Sheriff-State COPS Patrol & Custody

Law & Justice

Patrick Withrow, Sheriff-Coroner-Public Administrator

Special Revenue Fund	2017-2018 Actual	2018-2019 Adjusted	2019-2020 Requested	2019-2020 Recommended	Increase/ (Decrease)
Expenditures					
Salaries & Benefits	\$314,024	\$297,707	\$306,283	\$306,283	\$8,576
Services & Supplies	36,524	1,090,517	999,647	999,647	(90,870)
Centrally-Budgeted Expenses	8,801	8,751	10,428	10,428	1,677
Fixed Assets	77,204	21,859	282,382	282,382	260,523
Operating Transfers Out	0	20,000	0	0	(20,000)
Total Expenditures	\$436,553	\$1,438,834	\$1,598,740	\$1,598,740	\$159,906
Expenditure Reimbursements	(3,221)	0	0	0	0
Total Appropriations	\$433,332	\$1,438,834	\$1,598,740	\$1,598,740	\$159,906
Earned Revenues By Source					
Interest/Rents	\$56,217	\$0	\$0	\$0	\$0
Aid From Other Governments	595,966	590,000	659,000	659,000	69,000
Fund Balance	(218,851)	848,834	939,740	939,740	90,906
Total Revenues	\$433,332	\$1,438,834	\$1,598,740	\$1,598,740	\$159,906
Net County Cost	\$0	\$0	\$0	\$0	\$0
Allocated Positions	2.0	2.0	2.0	2.0	0.0

Purpose

Since 1996, the State Citizens' Option for Public Safety (COPS) program has provided funding to local agencies for front-line law enforcement services, enhanced prosecution efforts, and for jail operation/construction. Funding is provided from State Vehicle License Fees and allocated by formula to city and county law enforcement, the District Attorney's Office, and the County Jail. This narrative represents the program funding allocated by the State to Sheriff's law enforcement operations including COPS Patrol (#2021655000) and COPS Custody (#2021657000).

Major Budget Changes

Salaries & Employee Benefits

- \$8,576 Salary and benefits adjustments.

Services & Supplies

- \$18,850 Increase in software maintenance and licensing costs.
- \$10,557 Increase in travel and training expenses.
- \$7,678 Increase in computer supplies purchases.
- (\$87,225) Decrease in law enforcement equipment purchases.
- (\$40,730) Decrease in ammunition expense.

Centrally-Budgeted Expenses

- (\$1,814) Decrease in Workers' Compensation insurance costs.
- \$3,436 Addition of Countywide Cost Allocation Plan charges.

Sheriff-State COPS Patrol & Custody

Law & Justice

Operating Transfers Out

- | | | | |
|--------------|--|-----------|-------------------------------------|
| ➤ (\$20,000) | Eliminate one-time transfer for Patrol boat match. | ➤ \$8,753 | Honor Farm visiting camera upgrade. |
| | | ➤ \$5,360 | Bariatric hospital bed. |

Revenues

- | | |
|------------|---|
| ➤ \$90,906 | Increase in use of existing fund balance. |
| ➤ \$69,000 | Increase in projected State revenue. |

Fixed Assets/Capital Improvement

- | | |
|------------|--------------------------------------|
| ➤ \$94,820 | Walk-through metal detectors (8). |
| ➤ \$61,196 | Trash compactors (2). |
| ➤ \$42,635 | Digital logging recorder. |
| ➤ \$22,089 | License plate reader system. |
| ➤ \$13,899 | Hostage negotiations tactical phone. |
| ➤ \$13,727 | Fuming chamber. |
| ➤ \$10,000 | Dual band radio. |
| ➤ \$9,903 | Forensic extraction device. |

Program Discussion

The recommended State COPS budget for 2019-2020 totals \$1,598,740 for Sheriff programs, which is an increase of \$159,906 from the 2018-2019 adjusted budget. This is primarily due to planned equipment purchases and re-budgeting of the 2018-2019 fund balance.

The 2019-2020 COPS Patrol allocation of \$345,000, along with re-budgeted fund balance of \$672,727 provides funding for a Deputy Sheriff, software maintenance and upgrades, training and travel, equipment purchases, and other program expenses.

The 2019-2020 COPS Custody allocation of \$314,000, along with re-budgeted fund balance of \$267,013 provides funding for a Correctional Officer, training and travel, equipment purchases, and other program expenses.

Supplemental Law Enforcement Services Fund

The Supplemental Law Enforcement Services Fund receives funding for the State COPS programs (operated by the Sheriff and the District Attorney), as well as Juvenile Justice Crime Prevention Act activities (operated by Probation). For 2018-2019, the beginning fund balances for Sheriff COPS Patrol and COPS Custody were \$588,464 and \$330,380, respectively.

Sheriff-Operational Grants

Law & Justice

Patrick Withrow, Sheriff-Coroner-Public Administrator

General Fund	2017-2018 Actual	2018-2019 Adjusted	2019-2020 Requested	2019-2020 Recommended	Increase/ (Decrease)
Expenditures					
Salaries & Benefits	\$800,267	\$805,441	\$847,930	\$847,930	\$42,489
Services & Supplies	868,344	644,115	317,626	317,626	(326,489)
Centrally-Budgeted Expenses	102,149	113,128	141,796	141,796	28,668
Other Charges & Uses	26,000	56,082	56,082	56,082	0
Fixed Assets	53,979	474,987	452,926	452,926	(22,061)
Total Expenditures	\$1,850,739	\$2,093,753	\$1,816,360	\$1,816,360	(\$277,393)
Expenditure Reimbursements	0	0	(16,729)	(16,729)	(16,729)
Total Appropriations	\$1,850,739	\$2,093,753	\$1,799,631	\$1,799,631	(\$294,122)
Earned Revenues By Source					
Aid From Other Governments	\$1,717,507	\$1,722,246	\$1,353,367	\$1,353,367	(\$368,879)
Operating Transfers In	74,970	209,108	305,873	305,873	96,765
Total Revenues	\$1,792,477	\$1,931,354	\$1,659,240	\$1,659,240	(\$272,114)
Net County Cost	\$58,262	\$162,399	\$140,391	\$140,391	(\$22,008)
Allocated Positions	3.0	3.0	3.0	3.0	0.0

Purpose

The Sheriff's Office receives various grants, which provide funding for specialized areas of law enforcement.

This discussion includes the following grant budgets:

- Abandoned Watercraft (#2021608000)
- California Multi-Jurisdictional Methamphetamine Enforcement Team (Cal-MMET) (#2021609000)
- Hi-Tech Crimes Task Force (#2021613000)
- Off-Highway Enforcement (#2021614170)
- Port Security Grant Program (#2021616000)
- Edward Byrne Memorial Justice Assistance Grant (JAG) (#2021654700).

Major Budget Changes

Salaries & Employee Benefits

- \$42,286 Salary and benefits adjustments.

Services & Supplies

- \$19,175 Increase in law enforcement equipment purchases.
- \$9,920 Increase in radio and equipment maintenance costs.
- \$9,728 Increase in building maintenance expense due to purchase of office building for task force operations.
- \$6,500 Increase in professional services for pilot services.
- (\$175,019) Decrease in budgeted appropriations for Abandoned Watercraft removals.
- (\$170,180) Decrease in budgeted appropriations associated with Edward Byrne Memorial (JAG), which ended December 31, 2018.
- (\$16,000) Decrease in professional services costs associated with pilot training.

Sheriff-Operational Grants

Law & Justice

- (\$10,500) Decrease in vehicle maintenance costs.
- (\$9,940) Decrease in equipment items added to PC replacement program.

Centrally-Budgeted Expenses

- \$19,008 Increase in rents/leases-automation equipment costs.
- \$6,670 Increase in radio maintenance costs.
- (\$6,221) Decrease in Workers' Compensation and Casualty insurance costs.
- \$9,069 Addition of Countywide Cost Allocation Plan charges.

Expenditure Reimbursements

- \$16,729 Re-budget Net County Cost support to be transferred from Patrol for purchase of new vessel through Port Security Grant program.

Revenues

- \$97,674 Increase in transfers from asset forfeiture proceeds.
- (\$170,180) Decrease in budgeted revenues for Edward Byrne Memorial JAG, which ended December 31, 2018.
- (\$159,110) Decrease in budgeted revenues for Abandoned Watercraft Abatement program.
- (\$31,858) Decrease in budgeted revenues for Off-Highway Enforcement Grant.
- (\$7,731) Decrease in State Cal-MMET allocation.

Fixed Assets/Capital Improvements

- \$442,926 Regional response vessel.
- \$10,000 Airplane transponder.

Program Discussion

Abandoned Watercraft Grant

Since 2000, the Sheriff's Office has received a total of \$881,987 in State grant funding for removal of abandoned watercraft from Delta waterways. In September 2018, a grant award of \$150,000 was accepted by the Board of Supervisors. This award plus a 10% County match provides funding of \$165,000 for removals during September 2018 through September 2020. As of this writing, the Sheriff's Office is in the process of closing out the prior year's award and anticipates scheduling removals in the near future using the 2018-2019 award. A purchase order has been issued for the project amount of \$165,000. The department plans to request a rollover of the remaining balance of this purchase order on June 30, 2019, in order to continue the program into 2019-2020. Therefore, no appropriations are requested as part of the 2019-2020 budget.

Cal-MMET Grant

Cal-MMET focuses on methamphetamine producers and distributors by creating specialized, investigative units staffed by experienced personnel. The Cal-MMET grant is one source of funding for the San Joaquin County Metropolitan (Metro) Task Force. Participating law enforcement agencies and asset forfeiture proceeds provide additional resources for investigators and prosecutors, as well as support staff, equipment, training, and facilities.

In 2001, Cal-MMET funding was sufficient to support 12 County positions and 4 police officers from three cities. Since then, State budget cuts have necessitated the elimination of multiple positions. As of March 2019, two County positions remain funded by the Cal-MMET grant.

State funding for 2019-2020 is estimated at \$915,999. An additional \$211,683 will be transferred from asset forfeiture proceeds to support task force operations. This funding will support two Sheriff's Office positions, office space, airplane fuel and maintenance, pilot training, hangar rent, equipment purchases, vehicle costs, and other expenses related to Metro operations.

Hi-Tech Crimes Task Force Grant

The Sacramento Valley Hi-Tech Crimes Task Force is a multi-jurisdictional agency focused on combating high-technology crimes, telecommunications fraud, crimes against children, identity theft, and the recovery/analysis of digital evidence. The Task Force is coordinated by the Sacramento County Sheriff's Department, which passes through a portion of its State grant to fund a Deputy Sheriff position to combat high-technology crimes in San Joaquin County.

Sheriff-Operational Grants

Law & Justice

Originally awarded in May 2000, the grant initially funded the full cost of a Deputy Sheriff position. Since then, rising salary and benefits costs have outpaced the grant award amount, requiring increasing County subvention to continue full-time participation on the Task Force. For 2019-2020, State funding of \$70,000 partially offsets the estimated program cost of \$210,391.

Rural Crime Task Force Grant

The Rural Crime Task Force Grant, previously reported in the Sheriff-Operational Grant section of the Proposed Budget has been moved to the Sheriff-Detectives section due to the creation of a new task force, Sheriff-AGNET.

Off-Highway Enforcement Grant

The Sheriff's Office has historically received State grant monies to perform off-highway vehicle law enforcement, including funding for Deputy and Sergeant overtime, off-highway vehicles, and equipment.

The recommended budget includes \$34,611 in order to draw down the existing grant award into 2019-2020. No new funds are budgeted for 2019-2020, but a grant funding application is in process. If funds are awarded, the Sheriff will return to the Board to accept the grant and adjust the budget as appropriate. If no funds are awarded, enforcement will be continued on a limited basis.

Port Security Grant Program (PSGP)

The PSGP, which historically provided for the purchase of a boat, bomb robot, and SWAT vehicle in 2013 received a new award in 2018 for the purchase of a 27 foot regional response vessel for the Sheriff's Boating Safety Unit.

It is uncertain at this time when a purchase order will be issued for the vessel purchase, therefore, the grant is being re-budgeted in 2019-2020 to allow procurement efforts to continue. This grant includes a cost reimbursement of \$16,729 budgeted in Sheriff-Patrol.

Edward Byrne Memorial JAG

In March 2015, the Board of Supervisors accepted an Edward Byrne JAG award from the California Board of State and Community Corrections for "Project Navigate Constructive Change". The overarching goal of this effort is to address gangs, drugs, and violence problems through community engagement, focusing on prevention, intervention, and enforcement activities. Partner agencies included the Sheriff's Office, District Attorney's Office, Probation Department, Behavioral Health Services, County Office of Education/YouthBuild, and San Joaquin Community Data Co-Op.

The Edward Byrne JAG grant ended December 31, 2018, therefore, no new appropriations are budgeted. A focus group consisting of staff from the District Attorney's Office, Probation Department, Public Defender's Office, and Sheriff's Office are exploring project approaches in order to meet updated JAG requirements to qualify for submittal of a new proposal. Request for proposals are due April 25, 2019.

Sheriff-Special Fund Programs

Law & Justice

Patrick Withrow, Sheriff-Coroner-Public Administrator

General Fund	2017-2018 Actual	2018-2019 Adjusted	2019-2020 Requested	2019-2020 Recommended	Increase/ (Decrease)
Expenditures					
Salaries & Benefits	\$59,190	\$98,725	\$103,137	\$103,137	\$4,412
Services & Supplies	590,380	731,243	774,529	774,529	43,286
Centrally-Budgeted Expenses	2,931	3,352	4,595	4,595	1,243
Fixed Assets	60,414	1,000,000	1,000,000	1,000,000	0
Operating Transfers Out	80,000	80,000	80,000	80,000	0
Total Appropriations	\$792,915	\$1,913,320	\$1,962,261	\$1,962,261	\$48,941
Earned Revenues By Source					
Interest/Rents	\$681	\$0	\$0	\$0	\$0
Aid From Other Governments	0	44,145	44,895	44,895	750
Operating Transfers In	789,687	1,814,302	1,865,010	1,865,010	50,708
Fund Balance	2,547	54,873	52,356	52,356	(2,517)
Total Revenues	\$792,915	\$1,913,320	\$1,962,261	\$1,962,261	\$48,941
Net County Cost	\$0	\$0	\$0	\$0	\$0
Staffing					
Allocated Positions	1.0	1.0	1.0	1.0	0.0
Temporary (Full-Time Equivalent)	0.5	0.5	0.5	0.5	0.0
Total Staffing	1.5	1.5	1.5	1.5	0.0

Purpose

The Sheriff's Office receives asset forfeiture funds from both the State and Federal governments as the result of narcotics-related arrests. In addition, vehicle registration fees provide funding for the Automated Fingerprint Identification (ID) Program and the Auto Theft Task Force.

The Special Fund Programs discussion includes the following budget units:

- State Narcotics Enforcement (#2021606000)
- Federal Narcotics Enforcement (#2021607000)
- Automated Fingerprint ID (#2021610000)
- Auto Theft Task Force (#2021627000)

Major Budget Changes

Salaries & Employee Benefits

- \$4,412 Salary and benefits adjustments.

Services & Supplies

- \$25,755 Increase in communications costs.
- \$9,303 Increase in hardware maintenance costs.
- \$6,868 Increase in fleet services costs.
- \$6,027 Increase in costs for Evidence Technician reimbursed by the Automated Fingerprint ID fund.
- (\$3,091) Decrease in software and equipment maintenance costs.

Sheriff-Special Fund Programs

Law & Justice

Revenues

- \$40,470 Increase in operating transfer from Automated Fingerprint ID fund.
- \$10,238 Increase in operating transfer from Auto Theft Task Force Fund.

Fixed Assets/Capital Improvement

- \$1,000,000 Equipment for Automated Fingerprint ID program.

Program Discussion

State Narcotics Enforcement Fund

State law establishes procedures for the forfeiture and distribution of property used in the commission of controlled substance offenses, including the requirement that property transferred to a local agency, including cash or proceeds, be used for law enforcement purposes. The Sheriff's State Narcotics Enforcement Fund (#20035) receives minimal annual revenue, as the majority of asset forfeiture proceeds are directed to support the Metro Narcotics Task Force. As of March 31, 2019, the fund balance was \$52,108.

The 2019-2020 recommended budget includes \$52,356 in asset forfeiture monies to be used for operation and maintenance of the Sheriff's Mobile Law Enforcement Center, communications and utilities for the Sheriff's warehouse at the Port of Stockton, and law enforcement equipment.

Federal Narcotics Enforcement Fund

Federal law prescribes the method for disposition of assets or proceeds used in drug crimes, including the transfer of seized assets to local law enforcement agencies. Following the close of each fiscal year, the Board of Supervisors approves an agreement to participate in the Federal Equitable Sharing Program. This agreement and an annual certification report must be submitted within 60 days after the close of the fiscal year in order to receive shared cash, property, or proceeds seized as part of a Federal asset forfeiture case.

As of March 31, 2019, the fund balance in the Sheriff's Federal Narcotics Enforcement Fund (#11201) was \$44,895. The 2019-2020 recommended budget includes \$44,895 to be used for law enforcement equipment to support the Investigations and Patrol Divisions.

Recently, the Department of Justice changed the criteria for asset sharing which will no longer allow Task Forces to receive shared funds. It is anticipated in the near future that proceeds previously allocated directly to the Sheriff's Metro Narcotics Task Force will now be directed to the Federal Narcotics Enforcement Fund.

Automated Fingerprint Identification Fund

The Automated Fingerprint ID Fund (#11216) is funded by an assessment added to various fines, penalties, and forfeitures. The Fund also receives a fee of \$1 per vehicle registered in San Joaquin County. Annual revenue is approximately \$700,000. As of March 31, 2019, the fund balance was \$1,681,475.

Monies collected in the Fund are used for expenses related to fingerprint identification systems, including the purchase and maintenance of equipment that allows local law enforcement agencies to access the Cal-ID (California Identification) system containing over five million fingerprints. Expenditures are overseen by the Remote Access Network (RAN) Committee, with input from its Technical Advisory Committee. The RAN Committee is comprised of a member of the Board of Supervisors, the Sheriff, the District Attorney, local police chiefs, a Mayor of a local city, and a member-at-large.

In 2019-2020, a total of \$1,579,872 is budgeted for systems maintenance, communications, software, reimbursement for an Evidence Technician, and automation equipment. This figure represents an increase of \$40,470 from 2018-2019, primarily reflecting an increase in costs for communications and hardware maintenance.

Auto Theft Task Force

The Auto Theft Task Force includes personnel from the California Highway Patrol, District Attorney's Office, Sheriff's Office, Probation Department, and local police departments. Funded by a fee of \$1 per vehicle registration in San Joaquin County, monies in the Auto Theft Investigation and Prosecution Fund (#12124) are used exclusively to investigate and prosecute auto theft cases. Annual revenue is approximately \$600,000. As of March 31, 2019, the fund balance was \$607,409.

The 2019-2020 Auto Theft Task Force budget for the Sheriff's Office totals \$285,138, which provides funding for a Senior Office Assistant, a part-time Evidence Technician, partial reimbursement for a Deputy Sheriff allocated to the Patrol Division, and miscellaneous supplies and equipment. Funding for Task Force personnel from other agencies is paid directly and not included as part of this budget.

2022621000—Correctional Health Services

Law & Justice

Greg Diederich, Health Care Services Director

General Fund	2017-2018 Actual	2018-2019 Adjusted	2019-2020 Requested	2019-2020 Recommended	Increase/ (Decrease)
Expenditures					
Salaries & Benefits	\$9,966,897	\$10,835,781	\$11,832,709	\$11,832,709	\$996,928
Services & Supplies	2,056,783	3,204,233	3,813,988	3,813,988	609,755
Centrally-Budgeted Expenses	100,806	335,486	586,758	586,758	251,272
Total Expenditures	\$12,124,486	\$14,375,500	\$16,233,455	\$16,233,455	\$1,857,955
Expenditure Reimbursements	(1,597,491)	(2,697,114)	(2,697,114)	(2,697,114)	0
Total Appropriations	\$10,526,995	\$11,678,386	\$13,536,341	\$13,536,341	\$1,857,955
Earned Revenues By Source					
Aid From Other Governments	\$0	\$0	\$1,044,737	\$1,044,737	\$1,044,737
Charges For Services	20,368	16,000	16,000	16,000	0
Miscellaneous Revenues	11,065	4,000	4,000	4,000	0
Total Revenues	\$31,433	\$20,000	\$1,064,737	\$1,064,737	\$1,044,737
Net County Cost	\$10,495,562	\$11,658,386	\$12,471,604	\$12,471,604	\$813,218
Allocated Positions	61.0	68.0	72.0	72.0	4.0
Temporary (Full-Time Equivalent)	15.1	15.1	15.1	15.1	0.0
Total Staffing	76.1	83.1	87.1	87.1	4.0

Purpose

Correctional Health Services (CHS) provides medical, dental, and mental health care to inmates and wards of the County's adult and juvenile detention facilities based on community standards and in accordance with Title 15 of the California Code of Regulations. Services are provided at the Jail, Honor Farm, and Juvenile Justice Center by CHS staff, and physicians from San Joaquin General Hospital (SJGH) and Behavioral Health Services (BHS).

Major Budget Changes

Salaries & Employee Benefits

- \$525,710 Salary and benefits adjustments.
- \$419,001 Add four new positions for Jail-Based Competency Treatment (JBCT) program.
- \$52,217 Increase in budgeted overtime and holiday pay.

Services & Supplies

- \$561,986 Operating costs for JBCT program.
- \$76,500 Re-budget implementation costs for Electronic Health Records project.
- \$22,481 Increase in departmental overhead costs.
- (\$56,394) Decrease in inpatient medical costs based on actual experience.

Centrally-Budgeted Expenses

- (\$196,294) Decrease in Workers' Compensation, Malpractice, and Casualty insurance costs.
- \$444,338 Addition of Countywide Cost Allocation Plan charges.

2022621000—Correctional Health Services

Law & Justice

Revenues

- \$1,044,737 State revenue for JBCT program.

Program Discussion

The 2019-2020 recommended budget for CHS totals \$16,233,455, which is an increase of \$1,857,955 from the 2018-2019 adjusted budget. The increase is mainly due to salary and benefits adjustments, addition of four positions and operating costs for the new JBCT program, and allocated Countywide Cost Allocation Plan charges.

Jail Mental Health Screening and Assessments

In April 2019, the Community Corrections Partnership (CCP) approved funding in the amount of \$792,140 for 2019-2020 to continue providing additional mental health services at the Jail. Universal screening and assessment for behavioral health conditions during the Jail booking process is a needed component of the County's Stepping-Up Initiative effort that requires 24 hours a day, 7 days per week mental health coverage in the booking area.

Staff is responsible for conducting a brief mental health screening on all individuals at the point of booking, for early detection and identification of individuals who potentially have an undiagnosed mental illness or are an active mental health consumer. This initial point of contact is critical for successful intervention and possible diversion to the proper treatment facility, thereby reducing the number of mentally-ill individuals who are actually detained.

Other services that are provided include case management, individual and group counseling, crisis management, and discharge planning services, as well as follow-up with clients up to 30 days following release from Jail to ensure they have made their initial appointments, established contact with community-based organizations and/or BHS, and confirm that follow-up appointments have been set. This "warm hand-off" to community providers is expected to decrease the amount of stress experienced by clients in navigating the service provider systems, improve connection to the community, and ultimately reduce recidivism.

These services are being performed in coordination with related Whole Person Care program activities, as well as a source of referrals to the new Transitions Clinic Network located at the San Joaquin County Clinics in French Camp, which is an innovative health care model for individuals returning to the community from incarceration.

JBCT Program

CHS continues to collaborate with the Sheriff's Office and the Department of State Hospitals on the implementation of the JBCT program within the San Joaquin County Jail. As approved by the Board of Supervisors in May 2019, the JBCT program will specifically address individuals who have received felony charges and are determined incompetent to stand trial. In lieu of being held in the Jail Medical Unit while awaiting admission to a State Hospital facility or Sacramento County's JBCT program, inmates will be able to be directly referred by the Court to the County JBCT program to receive State-funded services. Services include restoration of competency education, understanding the legal proceedings, and ability to consult with their attorney. In addition to treatment of their underlying mental health issues, which requires psychiatric medications, individual therapy and group therapy will be provided. CHS will provide documentation for acceptance into the program and coordinate with the Courts to encourage timely resolution and restoration of competency, while minimizing the inmate's time of incarceration. The recommended budget adds four full-time CHS positions to implement the JBCT program, including a Mental Health Clinician, Mental Health Specialist, Licensed Vocational Nurse, and Junior Administrative Assistant, in addition to other JBCT operating costs.

Specialty Courts

CHS's Mental Health Clinicians work closely with the Superior Court's specialty courts. They are an asset to the judges in providing information to assist in determining how to proceed with the mentally-ill inmate court cases. Clinician attendance and participation in the Collaborative Courts has been valuable to the teams and judges. The Clinicians provide the team with the current status of the inmate, medication compliance, treatment, and assistance to coordinate discharge planning with other agencies within the community. The Clinicians have enhanced the teams due to bridging services within the Jail and the community partners, thus improving continuity of care and addressing the issue of recidivism.

Staff spends approximately 110 hours per month preparing for, attending, and performing follow-up assignments for the various specialty courts including Mental Health, Parole Re-Entry, Veterans Treatment, Assembly Bill (AB) 109 Court, Compliance Court, and Drug Court.

Medication Assisted Therapy (MAT)

CHS started a MAT program in October 2017 as a pilot program for inmates with co-occurring mental health and opioid use disorders. Although CHS and its partners remain excited about the program's potential, participants

2022621000—Correctional Health Services

Law & Justice

have been less responsive. Over 500 individuals who were booked into the Jail were placed on protocol, with 278 identified as potential MAT program candidates. The CHS team was able to identify those with addiction issues; however, when approached regarding the program, many inmates refused treatment and were not ready to address issues of addiction and preferred to complete their time and re-enter the community. While this was disappointing to CHS, identification of inmates with substance abuse issues occurred, which prompted a team consisting of a Mental Health Clinician and a Mental Health Specialist, both Alcohol and Drug Certified, to discuss the MAT program with these individuals. Services are offered (even to those who may not have qualified as an AB 109 inmate) and information is provided regarding services available within the community. Through a partnership with Public Health Services, CHS was able to provide Narcan (nasally-administered Naloxone) to inmates identified by the pilot upon release from Jail.

Peer to Peer Program

CHS has developed innovative specialty programs within the Jail to address critical issues and work to promote cultural changes. One such program is the Peer to Peer Program, which is designed to reduce the level of aggressive incidents and racial segregation on the units and to develop skills to promote improved relationships, communication, and potential job skills for future employment. The Program was first piloted a year ago in one unit of the Jail and has since grown into multiple units.

The concept of the Program is to identify inmates of various racial backgrounds and train these individuals as Peer Trainers on the units. The Peer Trainers address various issues that may arise on the unit, while also role modeling that all racial groups can work together to resolve tension. The Peer to Peer Program has shown remarkable results over the past year, was highlighted at the American Jail Association's annual conference in May 2019, and will also be entered for consideration for a California State Association of Counties Challenge Award.

Administrative Segregation Pilot Project

The Administrative Segregation Pilot Project began on March 11, 2019. The goal for this Project is to specifically target mentally-ill inmates who are placed in Administrative Segregation due to unavailable space in Sheltered and Medical Housing units. CHS understands that inmates residing in Administrative Segregation are challenged, not only with mental health issues but struggle

with behavioral problems, which can affect the length of time in the unit. CHS is implementing this pilot in hopes of reducing behavioral issues; improving the inmate's ability to participate in programs and services that are available in other locations throughout the Jail; and to decrease Administrative Segregation placements for frequent users and increase medication/treatment compliance. Individuals associated with this Project will receive incentives for completing and meeting program requirements.

Electronic Health Records (EHR)

Partial implementation of the EHR system in September 2018 was, and continues to be, challenging. The time required to scan a medical record and to learn to navigate the system have been greater than anticipated. Temporary staff have been added to help with the workload and CHS has contracted with a temporary agency to provide on-site scanning services. The implementation/interface process continues as the pharmacy is still in test phase. Funding allocated in 2018-2019 for implementation of Phase II has been re-budgeted in 2019-2020. CHS is hopeful that in the near future the system will be able to interface with the SJGH Laboratory and Radiology departments.

Fiscal Analysis

At the request of the County Administrator, CHS in coordination with Health Care Services, performed a detailed staffing and fiscal analysis comparing correctional health services in San Joaquin County to other similar counties in California. The analysis showed that the average medical cost per inmate was favorable compared to most other counties in the comparison. The study also found that most counties with a public hospital continue to deliver correctional health services internally. Other considerations discussed in the report outlined some of the potential risks of outsourcing services such as the limited number of providers, future cost increases, and difficulty in integrating services with other agencies.

Accreditation

In April 2019, CHS received funding from the CCP in the amount of \$47,600 to support an accreditation study to be performed by the National Commission on Correctional Health Care (NCCHC). This review will focus on compliance with standards that pertain to the correctional health setting and provide technical assistance needed to improve the quality of health care services delivered and to achieve NCCHC Accreditation.

2022621000—Correctional Health Services

Law & Justice

Workload Data					
	-----Actual-----			Est./Act.	Projected
	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020
<i>Health Assessments</i>	19,564	22,186	18,930	20,860	20,900
<i>Kitchen Clearances</i>	5,754	6,866	5,810	6,936	6,950
<i>Registered Nurse Triage</i>	14,599	13,340	12,070	12,248	12,500
<i>Sick Call</i>					
<i>Mental Health Sick Call</i>	1,445	1,599	1,721	1,671	1,700
<i>Provider Sick Call</i>	2,017	3,136	2,880	1,848	2,000
<i>Clinic Visits</i>					
<i>Inmates to CHS Clinics</i>	2,887	2,655	2,669	2,620	2,650
<i>Inmates to Offsite Clinics</i>	651	805	948	888	950
<i>Hospital Visits</i>					
<i>Emergency Room Visits</i>	213	204	280	238	250
<i>Hospitalized Inmates</i>	93	93	84	64	70
<i>Number of Days Hospitalized</i>	285	280	332	244	240
<i>Mental Health</i>					
<i>Brief Jail Mental Health Screen</i>	N/A	N/A	N/A	8,540	20,900
<i>MH Clinician Assessments</i>	186	554	554	1,895	3,100
<i>MH Clinician Individual Therapy</i>	904	1,233	840	810	950
<i>MH Clinician Group Therapy</i>	195	2,181	1,065	831	1,000
<i>MH Clinician Collaborative Court</i>	N/A	N/A	3,603	3,693	3,700
<i>Psych. Tech./LVN Intake Assess.</i>	2,188	2,534	3,399	3,030	3,200
<i>Pharmacy</i>					
<i>Medication Passed</i>	235,557	272,226	278,115	278,128	280,000
<i>Prescriptions Filled</i>	34,195	37,151	38,664	37,623	38,500

Summary

All Probation Budgets

Stephanie L. James, *Chief Probation Officer*

Special Revenue Fund	2017-2018 Actual	2018-2019 Adjusted	2019-2020 Requested	2019-2020 Recommended	Increase/ (Decrease)
Expenditures					
Salaries & Benefits	\$38,125,737	\$45,295,513	\$47,830,024	\$47,830,024	\$2,534,511
Services & Supplies	16,076,269	24,571,116	25,615,287	25,615,287	1,044,171
Centrally-Budgeted Expenses	3,278,643	3,833,331	5,531,347	5,531,347	1,698,016
Other Charges & Uses	853,319	1,110,404	1,410,404	1,410,404	300,000
Fixed Assets	389,505	15,366	639,254	639,254	623,888
Operating Transfers Out	6,004,866	6,853,282	6,466,959	6,466,959	(386,323)
Total Expenditures	\$64,728,339	\$81,679,012	\$87,493,275	\$87,493,275	\$5,814,263
Expenditure Reimbursements	(5,235,744)	(7,067,055)	(6,414,558)	(6,414,558)	652,497
Total Appropriations	\$59,492,595	\$74,611,957	\$81,078,717	\$81,078,717	\$6,466,760
Earned Revenues By Source					
Fines/Forfeitures/Penalties	\$14,620	\$13,660	\$9,193	\$9,193	(\$4,467)
Interest/Rents	328,339	271,719	563,906	563,906	292,187
Aid From Other Governments	42,773,850	46,543,505	51,232,555	51,232,555	4,689,050
Charges For Services	400,211	328,817	289,891	289,891	(38,926)
Miscellaneous Revenues	153,011	2,248	3,924	3,924	1,676
Operating Transfers In	643,098	1,071,171	630,139	630,139	(441,032)
Fund Balance	(5,184,780)	905,602	888,493	888,493	(17,109)
Total Revenues	\$39,128,349	\$49,136,722	\$53,618,101	\$53,618,101	\$4,481,379
Net County Cost	\$20,364,246	\$25,475,235	\$27,460,616	\$27,460,616	\$1,985,381
Allocated Positions	339.0	350.0	355.0	355.0	5.0
Temporary (Full-Time Equivalent)	17.1	22.1	25.5	25.5	3.4
Total Staffing	356.1	372.1	380.5	380.5	8.4

This is a summary of the budgets administered by the Probation Department:

- 2021200000 Pretrial Services
- 2022700000 Juvenile Probation
- 2022702000 Adult Probation
- 2022702300 Senate Bill 678
- 2022702510 Local Community Corrections-Assembly Bill (AB) 109
- 2022710000 Justice Assistance Grant
- 2022745000 Administration

- 2022785000 Juvenile Supplemental Law Enforcement Act

- 2022800000 Juvenile Detention

Board Strategic Priorities 2019-2020 through 2021-2022

The 2019-2020 recommended budget for the Probation Department focuses on the implementation of the Board Strategic Priorities as adopted by the Board on April 9, 2019. The Board Strategic Priorities for fiscal years 2019-2020 through 2021-2022 are a continuation of the Board's original five key priorities established in 2015. The Board has updated

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and augmented the goals associated with these strategic priorities to reflect the Board's direction related to water issues, health, collaboration, and homelessness.

Ensure Fiscal Responsibility

The Probation Department demonstrates sound fiscal responsibility. The Department accurately estimates outside revenue streams and provides fiscal oversight to monitor expenditures to remain in compliance with department budgets. Additionally, vacancies are actively managed to reflect forecasts for outside revenue streams that may negatively impact the Department. The Department has returned unspent funds to the County General Fund for the past seven years. Additionally, many processes have been established to increase transparency and accountability in the services provided as well as provide fiscal and programmatic oversight. The Department is committed to data-driven decision-making and regularly collects data and publishes reports to measure the outcomes of the services it provides.

Promote Good Governance and Increase Organizational Capabilities

Through initiatives, such as Assembly Bill (AB) 109, the Positive Youth Justice Initiative, and Reducing Racial and Ethnic Disparities, the Department actively collaborates with a variety of stakeholders that include public and private agencies, community and faith-based organizations, as well as youth, families, and the formerly incarcerated. This multiprong collaborative approach assists in transparency and inclusion, two principles valued by the Department, which improve the services provided to clients. While outside funding for two of these initiatives has ended, the Department continues to sustain the principles throughout and facilitates the Executive Steering Committees to continue collaboration with stakeholders.

In 2018-2019, the Department worked with the Information Systems Division to update and improve the website, which directs clients to information about services provided by the Probation Department. Additionally, the Department increases its use of social media to further engage and educate the community on services provided.

Improve Public Safety, and Enhance Overall Criminal Justice System

The Department continues to improve public safety and enhance the overall criminal justice system by its commitment to employing the eight Principles of Effective Interventions in the services provided. These principles have been proven to be effective at reducing recidivism. The specific strategies the Department performs in these areas are:

1. **Assessing Actuarial Risk** - The Department utilizes a variety of validated risk and need assessment instruments to ensure the provision of services to those individuals at the highest risk of committing future crimes. When dealing with juvenile offenders, the Department uses the Detention Risk Assessment Instrument, the Positive Achievement Change Tool, the Massachusetts Youth Screening Instrument, and the Juvenile Sex Offense Recidivism Risk Assessment Tool H. When dealing with adult offenders, the Department uses the Virginia Pretrial Risk Assessment Instrument (VPRAI), the Static Risk and Offender Need Guide (STRONG), and the Static Sex Offender Risk Assessment Instrument. Research has shown that services should be prioritized to the highest-risk offenders, as providing services to low-risk offenders can actually increase recidivism.

The Department currently is working on validating the STRONG and the VPRAI. Over the next three years, the Department will implement any changes indicated from the norming of these tools.

2. **Enhancing Intrinsic Motivation** - The majority of Probation Officers are trained in Motivational Interviewing, which is a style and method of communication used to help people overcome their ambivalence regarding behavior change. Additionally, the majority of Probation Officers are trained in Effective Practices in Community Supervision (EPICS), where Officers teach structured social learning and cognitive behavioral interactions in one-on-one interactions with the client. Monthly EPICS sessions are structured with a check-in, review, modeling an intervention, and giving homework.

In 2019-2020, the Department will continue to train new Officers, and provide booster trainings to current Officers on Motivational Interviewing and Effective Practices in Community Supervision. Currently, the Department has in-house trainers for Motivational Interviewing. Both of these trainings include a component where interactions with clients are audiotaped, so the tape can be reviewed and the Officer can receive coaching on their use of the strategy.

In 2019-2020, the Juvenile Detention Officers will undergo training on Core Correctional Practices (which is the institution version of EPICS) and the Department will continue to train all Juvenile Detention Officers on Motivational Interviewing.

3. **Targeting Interventions** - This includes the principles of risk, need, responsivity, dosage, and treatment. The Department provides more intensive supervision services to high-risk offenders and provides interventions that target their top three criminogenic

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needs. The goal is to match treatment to the type of client, and matching style and methods of communication with the client's stage of change readiness. High-risk clients should attend 200 hours of Cognitive Behavioral Treatment (CBT) classes to effectively reduce recidivism. CBT focuses on current risk/need factors and is action oriented, using a proactive and strategic approach to supervision and case planning.

During 2016-2017, the Department focused on redesigning program offerings to increase the hours of CBT. In 2017-2018, this programming redesign was implemented throughout all of the adult and juvenile supervision units. The Department will continue refining and expanding the Programming Passport so that all clients are receiving the required number of hours.

4. **Skill Train with Directed Practice** - All Probation Officers are trained in at least one cognitive behavioral intervention and facilitate formal groups with clients as well as use these skills in routine interactions with the clients. The skills taught to clients are role-played so the client can practice pro-social skills.

In 2019-2020, the Department will continue to train new Officers in CBT curricula and continue to work with the University of Cincinnati Correctional Institute to review and make necessary changes to the curriculum offerings.

5. **Increasing Positive Reinforcement** - The Department follows a Rewards Matrix that provides positive reinforcement to clients when they display pro-social attitudes and behaviors. Conversely, the Department follows a Sanctions Matrix, which provides swift, certain, and clear responses to violations of probation. This Matrix takes into account the risk level of the clients, the severity of the violation, and provides a range of responses to match the client's individual needs.

In 2019-2020, the Department will continue to review the Rewards and Sanctions Matrices for juvenile and adult offenders to ensure the rewards being offered are resulting in positive outcomes.

6. **Engage Ongoing Support in Natural Communities** - The Department partners with various community-based organizations to actively engage pro-social support for clients in their communities. These agencies actively recruit and partner with family members, spouses, and supportive others in the client's immediate environment to positively reinforce desired new behaviors. These community-based organizations provide clients with the opportunity to become

involved in a variety of pro-social activities in the community.

In 2017-2018, the Department implemented the 10X Moonshot, Innovative Care for Adolescent Needs (ICan) through the Google Government Innovation Lab to create virtual multi-disciplinary teams for the clients under supervision. ICan involves all the stakeholders in the clients' lives to work together to reinforce positive, pro-social behaviors and assist with behavior change. In addition to integrating data from the Human Services Agency and the Probation Department, the application has a matching component to better match youth to appropriate resource families. Over the next three years, ICan will be expanded to further integrate data from other stakeholders as well as expand the matching component for short-term residential treatment programs. This innovative solution will better serve foster youth in the juvenile delinquency and dependency systems.

7. **Measure Relevant Processes and Practices** - The Department assesses offender change in cognitive and skill development and evaluates offender recidivism. The Department is committed to using data to drive decision-making and regularly conducts a variety of evaluation studies to measure the impacts of efforts at reducing recidivism. The Department has implemented a Continuous Quality Improvement (CQI) process to ensure employee performance is being assessed in regards to facilitating groups and ensuring program fidelity.

In 2019-2020, the Department will continue the CQI process to ensure all Probation Officers are showing proficiency at facilitating CBT groups. These findings are presented on a dashboard that shows the proficiency of Probation Officers at the unit, division, and department level.

8. **Provide Measurement Feedback** - This principle includes: 1) providing feedback to clients regarding their progress; 2) monitoring and evaluating the delivery of services and fidelity to procedures to build accountability and maintain integrity to the Department's mission; and 3) performing regular performance audits and case reviews to keep staff focused on the goal of reducing recidivism through the use of evidence-based programming (EBP).

In 2019-2020, as indicated above, the Department will continue to work on these principles. While regular performance audits and case reviews are currently conducted, the Research and Evaluation Unit will continue to assist the Department in this area by creating electronic processes and reports that will provide consistency and efficiency.

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The Department anticipates these enhancements to service delivery will occur with current funding streams; however, if one of those funding streams is significantly reduced or eliminated, it would hinder the Department's ability to further these goals.

Research has shown that following the above stated principles is effective at reducing recidivism. Through the implementation of EBP, the Department is successful at changing clients' behavior, which reduces recidivism and increases public safety.

Proposition 172

In 1993, Proposition 172 established a permanent Statewide half-cent sales tax to provide funding for qualifying public safety programs. Funds are collected by the State Board of Equalization and apportioned to each county based on its proportionate share of Statewide taxable sales.

AB 2788 created a Maintenance of Effort (MOE) provision requiring cities and counties to maintain funding levels to public safety programs, which receive Proposition 172 funds. AB 2788 also established 1992-1993 as the MOE base year and required an adjustment to MOE levels based on the annual change in Proposition 172 revenues. In 1992-1993, the total

for all qualifying budgets in San Joaquin County was \$68,997,254 (base year).

The current program allocation formula for San Joaquin County was established by the Board on May 24, 1994, which allocates Proposition 172 revenue to the Sheriff (68.1%), Probation (13%), District Attorney (11%), and the Public Defender/Court Assigned Counsel (7.9%). During 2019-2020, the County Administrator's Office, working with Law and Justice departments, will review the current program allocation formula and determine if the Board should consider revising the percentage of allocation distributed to each department in 2020-2021.

In 2018-2019, the MOE for all qualifying public safety programs was \$106,870,787. The County's adjusted AB 2788 Certification for 2018-2019 was \$221,193,951. Overall, the General Fund provided overmatching funds of \$114,323,164 to all qualifying public safety programs. Not all budgets are included for each public safety department.

The Probation Department's portion of the MOE was \$17.2 million. The chart below illustrates that County General funds provided approximately \$17.6 million above the required MOE for 2018-2019.

Public Safety Fund (Proposition 172) - AB 2788 Maintenance of Effort

Probation	2018-2019 Adopted	AB 2788 Adjustments				Adjusted AB 2788	1992-1993 Base Year	Prop 172 MOE	Overmatch
		State/Federal Grant	Charges for Service	Trust Fund	Fixed Assets				
Pretrial	\$1,273,479	\$0	\$0	\$0	\$0	\$1,273,479	\$486,729	\$753,901	\$519,578
ADAP*	331,769	0	0	0	0	331,769	180,223	279,150	52,619
Juvenile	5,578,368	(709,046)	(5,241)		0	4,864,081	2,791,363	4,323,580	540,501
Adult	8,014,680	(556,051)	(750)	(60,000)	0	7,397,879	2,464,566	3,817,400	3,580,479
Administration	5,525,483	(1,563,586)	0	(67,921)	0	3,893,976	899,269	1,392,890	2,501,086
Juvenile Hall	18,052,634	(1,086,022)	0	0	0	16,966,612	4,257,141	6,593,944	10,372,668
Total	\$38,776,413	(\$3,914,705)	(\$5,991)	(\$127,921)	\$0	\$34,727,796	\$11,079,291	\$17,160,865	\$17,566,931

*ADAP Program was consolidated in Substance Abuse Services Budget #4040600000 on July 1, 2018

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Stephanie L. James, Chief Probation Officer

General Fund	2017-2018 Actual	2018-2019 Adjusted	2019-2020 Requested	2019-2020 Recommended	Increase/ (Decrease)
Expenditures					
Salaries & Benefits	\$6,232,367	\$6,476,363	\$6,581,825	\$6,581,825	\$105,462
Services & Supplies	866,718	973,424	837,126	837,126	(136,298)
Centrally-Budgeted Expenses	170,586	209,119	325,819	325,819	116,700
Other Charges & Uses	203,143	210,104	210,104	210,104	0
Fixed Assets	0	0	36,000	36,000	36,000
Total Expenditures	\$7,472,814	\$7,869,010	\$7,990,874	\$7,990,874	\$121,864
Expenditure Reimbursements	(2,106,708)	(2,290,642)	(2,240,143)	(2,240,143)	50,499
Total Appropriations	\$5,366,106	\$5,578,368	\$5,750,731	\$5,750,731	\$172,363
Earned Revenues By Source					
Aid From Other Governments	\$3,822,531	\$4,149,532	\$4,215,145	\$4,215,145	\$65,613
Charges For Services	5,241	5,241	5,700	5,700	459
Miscellaneous Revenues	150,000	0	0	0	0
Total Revenues	\$3,977,772	\$4,154,773	\$4,220,845	\$4,220,845	\$66,072
Net County Cost	\$1,388,334	\$1,423,595	\$1,529,886	\$1,529,886	\$106,291
Allocated Positions	52.0	50.0	49.0	49.0	(1.0)
Temporary (Full-Time Equivalent)	6.5	6.0	6.7	6.7	0.7
Total Staffing	58.5	56.0	55.7	55.7	(0.3)

Purpose

The Juvenile Division of the Probation Department serves and assists the Court in matters concerning the supervision of juvenile offenders and performs other investigations as ordered. Actions are mandated by various sections of the Welfare and Institutions Code.

The Juvenile Division consists of the following units: Assessment, Investigations, County Supervision, Placement, and Central Support, as well as Project 654 and Community Accountability and Prevention Services (CAPS).

Major Budget Changes

Salaries & Employee Benefits

- \$216,293 Salary and benefits adjustments.
- (\$81,203) Delete a Senior Social Worker position.

- \$101,586 Transfer of a Social Worker from the JSLEA budget.
- (\$158,699) Transfer a Probation Officer to the Local Community Corrections budget.
- \$27,485 Increase in extra-help for grant-funded Project 654 program.

Services & Supplies

- \$30,210 Increase in contract services costs.
- \$20,000 Internal audit fee by Auditor-Controller.
- \$8,840 Increase in facilities maintenance costs.
- \$7,000 Increase in emergency expenditures.

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- (\$160,000) Decrease in Google I-CAN project costs.
- (\$17,500) Decrease in training costs.
- (\$10,969) Decrease in facilities lease payments.
- (\$7,554) Decrease in Youth Offender Block Grant (YOBG) services.
- (\$7,200) Decrease in professional services technical assistance costs.

Centrally-Budgeted Expenses

- \$7,120 Increase in radio maintenance charges.
- (\$34,307) Decrease in Workers' Compensation insurance costs.
- \$143,481 Addition of Countywide Cost Allocation Plan charges.

Expenditure Reimbursements

- \$7,696 Increase in reimbursement from Juvenile Re-entry grant.
- (\$26,521) Decrease in reimbursement for Juvenile Justice expenses.
- (\$20,820) Decrease in reimbursement due to end of State Byrne Justice Assistance Grant.
- (\$7,554) Decrease in reimbursement from YOBG Trust Fund.

Revenues

- \$228,849 Increase in Proposition 172 funding.
- \$81,400 Increase in revenue from the San Joaquin County Office of Education (SJCOE).
- \$46,381 Increase in SB 933 funding.
- (\$201,886) Decrease in Federal revenue for placement of juveniles.
- (\$93,461) Decrease in State realignment tax funding.

Fixed Assets/Capital Improvements

- \$36,000 Vehicle.

Program Discussion

The 2019-2020 recommended Juvenile Probation budget totals \$7,990,874, which is an increase of \$121,864 from the 2018-2019 adjusted budget. This change primarily reflects salary and benefits adjustments, transfer of a Social Worker III from the JSLEA budget, increase in extra-help, internal audit costs, increase in costs for contract services, government buildings, emergency expenditures, and the addition of the Countywide Cost Allocation Plan charges, partially offset by the transfer of a Probation Officer III to the Local Community Corrections budget, and the deletion of a Senior Social Worker position, a decrease for the Google I-CAN project, and a decrease in Workers' Compensation insurance costs.

The Juvenile Division consists of the Assessment Unit, Investigations Unit, County Supervision Unit, Placement Unit, and Central Support Unit, as well as Project 654 and CAPS.

Assessment Unit

Officers in the Assessment Unit are responsible for conducting an assessment of all out-of-custody citations received from local law enforcement. As a result of the Positive Achievement Change Tool risk assessment, youth will be diverted out of the system or referred to Court. The Unit also oversees the informal probation program, and when necessary, refers cases to the prosecuting attorney for the filing of a petition with the Juvenile Court. Officers are required to develop a case plan to identify the youth and his/her family's strengths and needs, and to identify services to address those needs.

Investigations Unit

Officers in the Investigations Unit prepare a Social History Report and make recommendations to the Court regarding the disposition of juvenile cases. Officers are required to develop a case plan (or build upon an existing case plan) to identify the youth and his/her family's strengths and needs, and to identify services to address those needs. The Officers also conduct investigations when a youth appears to fall into both Section 300, Welfare and Institutions Code (WIC) (dependency) and Section 602, WIC (delinquency) systems and prepares a 241.1 WIC report for the Court with recommendations to determine which system will best address the youth's needs. The Court may order the Investigations Unit to complete other supplemental reports specific to a case per Section 281 WIC. The Unit is

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responsible for Deferred Entry of Judgment and Supplemental Reports as ordered by the Court, as well as Transfer Reports as required under Proposition 57, which was passed by the voters in November 2016.

County Supervision Unit

Supervision services for youth on probation are provided by the County Supervision Unit. The Unit supervises youth who are adjudged wards of the Juvenile Court or placed on informal probation or Deferred Entry of Judgment. These Probation Officers provide delinquency prevention, crisis intervention, and supervision services. Probation Officers from this unit are housed at police departments in Lathrop, Lodi, and Manteca, as well as at the Juvenile Division Office. Officers are responsible for assessing and reassessing youth using a validated risk assessment and developing and updating corresponding changes to the youth's case plan. Officers monitor compliance with the case plan and conditions of probation/court orders and file violations of probation when necessary. The Unit continues to participate in Peacekeeper forums and multi-agency operations targeting gangs and gang violence.

Court for Individualized Treatment of Adolescents (CITA Court)

In July 2015, the Probation Department received a Mentally Ill Offender Crime Reduction grant to re-establish the CITA Court Program. This specialized juvenile court focuses on the special needs of youth with serious mental health needs and is a collaboration between the Juvenile Court, District Attorney's Office, Public Defender's Office, Behavioral Health Services, and Victor Community Support Services. The intent of the Program was to effectively address the mental health needs of youth in the juvenile justice system and associated root causes of criminality in order to reduce recidivism. The grant ended on June 30, 2018, and the cases were disseminated to existing County Supervision Unit Officers, who will continue to oversee referrals to address the youth's mental health needs.

Placement Unit

If at disposition, a youth is ordered removed from their parent's custody and placed into foster care (i.e. group home), the Placement Unit is mandated to provide for the care, custody, and control of the youth. This mandate requires the Unit to be responsible for a youth ordered removed from the custody of the parent/guardian; to consider out-of-state placement when it has been determined there is not an appropriate foster care placement program in California; and to provide to the Court regular Permanency Planning Reports. A Probation Officer meets face-to-face with each youth in a group home or other out-of-home placement and with the parent/guardian on a monthly basis. When the youth returns

from foster care/group home placement, the Probation Officer provides weekly supervision as the youth transitions back into the community. Youth in the Family Visions Wrap-Around Program have foster care/group home placement orders, but are allowed to remain in the home while receiving intensive case management and mental health services.

Since Assembly Bill (AB) 12 went into effect on January 1, 2012, youth may now choose to stay in foster care voluntarily up until the age of 21 as "Non-Minor Dependents" as long as the criteria for such benefit is met. The Placement Unit Officers monitor the youth who choose to participate in AB 12 until the age of 21.

AB 403, also known as Continuum of Care Reform, went into effect on January 1, 2017, and requires probation departments to make efforts to reduce the number of youth in out-of-home placement by placing them in foster homes (i.e. Resource Families). Additionally, all group homes are in the process of being converted to Short-Term Residential Treatment Programs (STRTP), with the goal of having youth transition out of the STRTP to a lower level of care within six months. During 2015-2016, the Department was awarded funds as part of the Foster Parent and Relative Caregiver Recruitment Retention and Support (FPRRS) program to recruit resource families, non-relative extended family members, licensed foster parents, and relative caregivers. This funding will be eliminated in 2019-2020.

Central Support Unit

The Central Support Unit provides clerical support to the Juvenile Division. Staff establishes and maintains case files utilizing the Juvenile Justice Information System, processes Violations of Probation and Bench Warrants, compiles probation reports for Juvenile Court, and scans numerous documents into the Division's case management system.

Project 654

Since 1994-1995, the Probation Department and the SJCOE have administered a cooperative program through its community schools program for at-risk youth. The program, Project 654, provides probation services to juveniles in an educational setting. SJCOE reimburses the Department for the cost of services provided to the youth. In 2019-2020, additional part-time hours have been allocated to a Probation Assistant to assist with the increased workload.

Community Accountability and Prevention Services (CAPS)

The CAPS program targets at-risk youth in the community and in schools before they enter the juvenile justice system. The program includes two components:

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- **Crossroads Program** - Social Workers and community-based organizations provide evidence-based early intervention and prevention programs to at-risk youth to help them become independent and successful while preventing self-destructive and socially-negative behavior, such as substance abuse, delinquency, and family dysfunction.
- **Community Accountability Boards (CAB)** - Targets at-risk youth having behavioral or disciplinary issues at school. CABs are comprised of community volunteers and school representatives who assess the present issue, determine an appropriate behavioral contract, and provide ongoing support, mentoring, and follow through with the terms of the contract. Staff trains and assists interested schools/communities in establishing a CAB at their site.

National Guard Discovery ChalleNGe Academy

The SJCOE contracts with the Probation Department for a full-time Social Worker position, which is assigned to the

National Guard Discovery ChalleNGe Academy program. This program is for youth between the ages of 16 and 19 who have dropped out of high school, or are at-risk for dropping out. The program consists of a 22-week residential phase and a 12-month post-residential phase. The Social Worker works closely with students, mentors, parents, and faculty to ensure a positive and successful transition during the residential phase as well as after the cadet graduates and transitions to the next stage of their life.

Title IV-E Funding

County probation departments receive Federal Title IV-E funding administered through the California Department of Social Services (CDSS) to support efforts that allow at-risk youth, where appropriate, to remain in the family home rather than being placed in detention or group home facilities. A decrease in the number of eligible youth combined with more stringent claiming requirements, has resulted in significant declines in revenue. The Department will continue to monitor this funding stream for further reductions.

Workload Data

	Actual			Est./Act.	Projected
	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020
Referrals	3,012	2,373	2,425	2,191	2,100
Referrals Diverted from System	2,002	1,464	1,437	1,300	1,260
New Wards	382	314	311	209	220
Investigations	693	704	571	492	475
Deferred Entry of Judgment/Informal Caseload	172	106	94	120	120
<i>Regular Supervision</i>	118	82	108	90	85
<i>Minimum Supervision</i>	266	246	243	280	250
<i>Placement</i>	74	55	56	52	50
<i>Intensive Supervision/Family Vision</i>	29	26	28	17	15
<i>DJJ Returned Youth</i>	5	4	4	5	5
<i>Bench Warrant</i>	126	110	134	130	125
Total Caseload	618	523	573	574	530
Community Accountability Board	6	5	5	5	6
Crossroads	44	38	45	70	80
Project 654	765	841	997	1,022	1,030
Discovery ChalleNGe Academy	N/A	110	353	375	375

2022702000—Probation-Adult & Pretrial Services

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Stephanie L. James, *Chief Probation Officer*

General Fund	2017-2018 Actual	2018-2019 Adjusted	2019-2020 Requested	2019-2020 Recommended	Increase/ (Decrease)
Expenditures					
Salaries & Benefits	\$10,232,122	\$12,305,757	\$13,150,805	\$13,150,805	\$845,048
Services & Supplies	1,455,978	2,143,740	2,118,684	2,118,684	(25,056)
Centrally-Budgeted Expenses	242,515	321,673	1,024,572	1,024,572	702,899
Fixed Assets	49,125	15,366	603,254	603,254	587,888
Operating Transfers Out	81,643	150,000	0	0	(150,000)
Total Expenditures	\$12,061,383	\$14,936,536	\$16,897,315	\$16,897,315	\$1,960,779
Expenditure Reimbursements	(1,548,532)	(2,152,568)	(2,297,467)	(2,297,467)	(144,899)
Total Appropriations	\$10,512,851	\$12,783,968	\$14,599,848	\$14,599,848	\$1,815,880
Earned Revenues By Source					
Fines/Forfeitures/Penalties	\$14,620	\$13,660	\$9,193	\$9,193	(\$4,467)
Interest/Rents	361	320	466	466	146
Aid From Other Governments	5,192,956	5,804,172	6,790,659	6,790,659	986,487
Charges For Services	329,041	323,576	284,191	284,191	(39,385)
Operating Transfers In	60,000	60,000	60,000	60,000	0
Total Revenues	\$5,596,978	\$6,201,728	\$7,144,509	\$7,144,509	\$942,781
Net County Cost	\$4,915,873	\$6,582,240	\$7,455,339	\$7,455,339	\$873,099
Allocated Positions	101.0	103.0	105.0	105.0	2.0
Temporary (Full-Time Equivalent)	0.7	5.3	5.8	5.8	0.5
Total Staffing	101.7	108.3	110.8	110.8	2.5

Purpose

The Adult Probation Division serves and assists the Court in matters concerning the supervision of adult offenders and performs other investigations as ordered. The Division is comprised of the following units: Investigations, Assessment, Proposition 36, Domestic Violence Field Supervision, Minimum Supervision, Intensive Supervision, Family Focused Intervention Team, and Central Support. Funding is also received from the California Community Corrections Performance Incentive Act, otherwise known as Senate Bill (SB) 678.

The Pretrial Services Unit provides information to the Court on defendants booked at the County Jail and is a major component in the management of the Jail population. This Unit processes and screens misdemeanors for possible release on citation, and provides screenings for probable cause

hearings on all non-warrant arrests. The Unit is responsible for locating, abstracting, and adding all outstanding warrants for the California Highway Patrol and Sheriff's Office bookings.

This narrative combines budgets for Adult Probation (#2022702000), Adult Probation-SB 678 (#2022702300), and Pretrial Services (#2021200000).

Major Budget Changes

Salaries & Employee Benefits

- \$622,792 Salary and benefits adjustments.
- \$307,353 Add two Probation Officer positions to the SB 678 budget and one Probation Officer position to the Pretrial Services budget.

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- (\$102,928) Delete a vacant Probation Officer position from the Adult budget.
- \$14,445 Increase in extra-help.
- \$3,386 Increase in overtime.

Services & Supplies

- \$176,278 Increase in home detention Global Positioning Satellite (GPS) monitoring equipment costs.
- \$33,565 Increase in reimbursement to the Local Community Corrections budget for one-third cost of the a Deputy Chief Probation Officer and an Executive Secretary.
- \$21,832 Increase in communication costs.
- \$10,400 Increase in Domestic Violence Intervention program costs.
- \$4,270 Increase in fleet services costs.
- (\$171,060) Decrease in Pretrial Services system integration costs.
- (\$80,827) Decrease in training costs.
- (\$15,047) Decrease in facilities lease costs.
- (\$15,000) Decrease in social media costs.

Centrally-Budgeted Expenses

- \$14,450 Increase in radio maintenance costs.
- (\$44,188) Decrease in Workers' Compensation and Casualty insurance costs.
- \$726,377 Addition of Countywide Cost Allocation Plan charges.

Operating Transfers Out

- (\$150,000) Decrease in reimbursement to Capital Outlay Fund.

Expenditure Reimbursements

- \$160,265 Increase in reimbursement from Local Community Corrections budget for Pretrial assessment and monitoring.

- (\$15,366) Decrease in reimbursement from the California Department of Corrections and Rehabilitation Early Release program.

Revenues

- \$869,848 Increase in SB 678 revenue.
- \$226,371 Increase in Proposition 172 funding.
- (\$100,000) Decrease from Violence Against Women Act grant funding.
- (\$39,385) Decrease in charges for services.
- (\$17,565) Decrease in Superior Court Driving while Under the Influence (DUI) grant funding.
- (\$10,000) Decrease in reimbursement from the Assisting Re-entry for Co-occurring Adults Through Collective Support (ARCCS) program services due to the end of the grant.

Fixed Assets/Capital Improvements

- \$603,254 Day Reporting Center (DRC) programming rooms remodel.

Program Discussion

The 2019-2020 recommended budget for Adult Probation and Pretrial Services totals \$16,897,315, which is an increase of \$1,960,779 from the 2018-2019 adjusted budget. This increase reflects salary and benefits adjustments, the addition of three Probation Officer positions, increases in extra-help and overtime, GPS monitoring equipment costs, radio maintenance, communication, and fleet services costs, a one-time capital improvement cost for the DRC remodel, and the addition of the Countywide Cost Allocation Plan charges, partially offset by the deletion of a Probation Officer I position, decreases in system integration, training, facilities leases, and social media costs, and a decrease in allocated insurance costs.

Adult Division

The Adult Division is comprised of the following functional units:

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- **The Investigations Unit** - prepares pre-plea and pre-sentence reports prior to sentencing felons and occasional misdemeanants, as well as Drug Court Reports and STATIC-99R (sex offender) assessments. The Unit contains an Officer who represents the Department in Court for Violation of Probation calendars. Conditional Restitution staff correspond with victims and submit restitution orders to the Court when a client receives a conditional sentence or is sentenced to State prison.

The Unit manages the Proposition 63 Program (enacted in January 2018), which mandates the Department to investigate all defendants convicted of felonies and specified misdemeanors to determine if there are firearms registered to them by checking the Automated Firearms System. The Unit is also responsible to collect a Prohibited Persons Relinquishment form for all defendants who do not have registered firearms as well as those who have relinquished their registered firearms verifying the firearms have been relinquished and the Automated Firearms System updated. The Unit also prepares a report for the Court indicating whether the defendant has complied with the Proposition 63 requirements and provides appropriate paperwork to the Department of Justice resulting in a tremendous increase in workload. A Probation Officer and two Probation Assistants oversee the Unit.

- **The Assessment Unit** - processes all new grants of formal probation, with the exception of Proposition 36 cases, and processes incoming jurisdictional transfer cases. Officers assess the client's risk to reoffend; determine the appropriate level of supervision; and review the terms and conditions of probation, determine restitution, and conduct victim lethality assessments. An Officer is assigned to the County Jail to provide assessments to clients in custody to assist with providing a warm hand-off as they transition back into the community.
- **The Proposition 36 Unit** - works collaboratively with Substance Abuse Services, Superior Court, District Attorney, and Public Defender to meet the State mandate of diverting drug offenders from incarceration and providing drug treatment services. Officers inform the Court of the client's progress. Although the Department no longer receives Proposition 36 revenue, services remain a State-mandated function.
- **The Minimum Supervision Unit** - provides an appropriate level of supervision to clients who score moderate or low-risk to re-offend, or have been transferred to a lower level of supervision after demonstrating satisfactory adjustment while on a higher

level of supervision. Officers use Offender-Link, a telephone reporting and case management system, as a tool for efficient caseload management and increased client compliance.

The Unit contains the Administrative Bank caseload for cases where the client has satisfactorily completed all terms and conditions of probation but still owes victim restitution. This caseload also has clients whose jurisdiction remains in the County, but are being supervised by another State.

The Unit has the Unsupervised caseload, which is comprised of clients who score as low-risk, with the exception of domestic violence, child abuse, elder abuse, and sex offenses. The Unit also monitors clients with active warrants and misdemeanor offenders that owe outstanding restitution but are not being provided supervision services.

- **The Intensive Supervision Unit** - provides enhanced supervision to clients on probation for sex-related offenses. The sex offenders are assessed using the State-mandated STATIC-99R risk assessment. Clients that score high-risk are monitored via GPS. As an added measure of accountability, some sex offenders may also be placed on OffenderLink. In addition to attending sex offender treatment, clients participate in Programming Passport to address their criminogenic needs.

The Unit has an Officer assigned to the Delta Regional Auto Theft Team, which is a collaboration of law enforcement agencies performing proactive activities to arrest auto theft offenders and combat auto thefts in San Joaquin County.

The Unit has two Office of Traffic Safety grant-funded DUI Officers. One of these Officers provides supervision services to felony and repeat misdemeanor DUI clients and attempts to reduce the number of clients having outstanding bench warrants by conducting bench warrant service operations in collaboration with local law enforcement agencies. The second Officer is funded by a grant overseen by the Superior Court. This Officer works in close collaboration with the Court case managers and attends weekly Court sessions to monitor progress and program completion for clients.

- **The Domestic Violence Field Supervision Unit** - is responsible for certifying domestic violence treatment providers and monitoring their compliance. Officers monitor attendance and completion of the mandated 52-week Batterer Intervention Programs and provide supervision services to domestic violence clients. The Officers conduct monthly office and home visits to monitor compliance with court-ordered conditions of

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probation. The Unit contains an Officer who represents the Department in Court for Violation of Probation calendars. All clients supervised by the Unit attend the Programming Passport and once Phase 2 is completed, are eligible to attend Department sponsored Batterer Intervention Program classes.

- **The Central Support Unit** - provides clerical support to the Division by establishing and maintaining case files, processing violations of probation, bench warrants, supplemental reports, scanning numerous documents into the County's case management system, and processing reports for the Court. The Unit also compiles and reports mandated statistics to the DOJ.

Collaborative Services

The Department continues to collaborate with other agencies to improve the delivery of services to the Court, clients, and community. Adult Division Officers are involved in numerous Collaborative Courts, such as the Felony Drug Court, two DUI Courts, Accountability Court, and Veterans Court. The Department collaborates with other agencies to sustain services previously provided by the ARCCS grant. Officers regularly participate in multi-agency missions and operations with other law enforcement agencies by conducting searches and bench warrant service operations. Officers represent the Department at a variety of community events and conduct presentations throughout the County. Additionally, the Adult Division continues to help maintain the Statewide Deoxyribonucleic Acid (DNA) database at the County level by collecting DNA on qualifying offenders that have not yet had their samples collected. The recommended budget adds four additional part-time Probation Assistants to assist with the increased workload.

Senate Bill (SB) 678

The Probation Department receives SB 678 funds, which assist in providing Evidence-Based Programming (EBP) resulting in a reduction of adult State prison commitments for violations of probation. The current funding formula allows for some stability of funding by rewarding past performance while continuing to incentivize counties for ongoing reductions in State prison commitments. SB 678 requires the Department to identify and track specific outcome-based measures specified in legislation, and to allocate a minimum of 5% of allocated funding to data collection and evaluation of EBP programs and practices.

SB 678 funding is used to develop effective EBP throughout the County to meet the diverse needs of the community. Program development includes training staff, purchasing curricula and materials, and contracting with community-based organizations to provide EBP to probationers.

In 2019-2020, SB 678 funding will be used to operate the following:

- **The Adult Probation Day Reporting Center (DRC)**, which provides intensive rehabilitative services to moderate-high or high-risk clients. DRC is a collaborative effort between the Probation Department, Victor Community Support Services, Behavioral Health Services (BHS), the Northern California Construction Training (NCCT), and the San Joaquin County Office of Education.

The DRC provides expanded EBP offerings, a phased program, and allows completion of the program within six months based on the client's participation. Additionally, clients in aftercare are referred to case management services to assist in the transition from the structured DRC to a lower level of supervision. The NCCT program uses a core-curriculum involving classroom and hands-on instruction under the supervision of a journeyman carpenter. The NCCT vocational educational training program is also available to other adult clients upon completion of Phase 1 of the Programming Passport.

- **The Intensive Programming Unit (IPU)**, which supervises high-risk felony offenders. Officers conduct monthly visits both in the office and at clients' homes to monitor compliance with court-ordered conditions of probation. An Offender Needs Guide is completed for each client to determine criminogenic needs and targeted interventions. Clients participate in the Programming Passport to address their criminogenic needs.

This Unit also supervises high-risk offenders who participate in the Drug Court process. Working in collaboration with BHS and the Court, enhanced supervision is provided and probationers appear weekly in court to provide updates to the judge on their progress.

- **The grant for the ARCCS Officer**, which ended in 2017-2018. The Department and its partners remain committed to sustaining this ARCCS program. A Probation Officer III assigned to the Adult Division's Intensive Supervision Unit, as well as data collection efforts, are funded through SB 678. Additionally, BHS continues to have a clinician provide mental health and substance abuse services at the Jail. The Sheriff's Office continues to have a dedicated housing unit for these dual-diagnosis offenders. The ARCCS Officer monitors a caseload of adults with co-occurring disorders, who have been sentenced to at least 90 days in jail and three to five years supervised probation, with enhanced in-custody screening, assessment, housing,

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treatment, and recovery services. In 2017-2018, the Department published a tool-kit with the Crime and Justice Institute so the ARCCS program can be replicated in other jurisdictions.

- **The Transitional Age Youth (TAY)** for 2019-2020, the Department will enhance services currently being provided to clients aged 18-25, commonly referred to as TAY. Research on adolescent brain development indicates that the brain is still developing through the age of 25 and this population continues to be impulsive. As evidenced by data, this population continues to have the highest rates of recidivism as well as the highest rates of admission into State prison. The Department will be forming a new TAY Unit and will be adding two new Probation Officer I/II positions.

State funding to support the SB 678 costs is received in the Probation SB 678 Fund (#12108), which as of March 31, 2019 had a balance of \$3,391,586. Over the past two years, annual revenues have averaged \$2.4 million. For 2019-2020, the recommended budget appropriates \$4.1 million in SB 678 funds.

Pretrial Services

In 2014-2015, a Pretrial Assessment and Monitoring Program was implemented to better utilize the County's Jail capacity by reserving detention for individuals who pose a significant risk to the community or are at risk for failing to appear in Court. Use of a validated Pretrial Assessment tool assists in determining whether offenders should be released or remain detained pending a court proceeding.

Pretrial Services includes the following functional units:

- **The Pretrial Assessment Unit** - interviews all eligible bookings and completes the Virginia Pretrial Risk Assessment Instrument (VPRAI). Staff verifies and provides information to the Court regarding the

defendant's community ties, residence information, family ties, employment/education information, failures to appear, financial status, prior record, risk assessment score, and recommendation regarding pretrial release. The Unit also provides information to Probation Officers for the purpose of placing violation of probation holds, and networks with State and local law enforcement agencies.

- **The Pretrial Monitoring Unit** - provides a continuum of services based on the offender's risk to re-offend and likelihood to appear in Court. Services are based on risk, special needs, and court-ordered conditions and may include telephone reminder calls, office visits, individualized case management, drug testing, curfew restrictions, and GPS monitoring. Offenders may also be referred to a variety of community-based organizations for other services including substance abuse services, mental health services, and EBP.

In 2016-2017, a transdermal monitoring component was added for those offenders booked for a DUI offense. During 2017-2018, the Department entered into a contract with the Crime and Justice Institute to conduct: 1) an assessment of the Pretrial Services Unit that focuses on how the unit may better incorporate best practices and latest research; 2) an assessment of the larger pretrial system to examine the extent to which the system as a whole is as efficient and effective as possible; and, 3) a validation study to determine if the VPRAI is properly predicting failure for the County's pretrial population. Due to significant challenges and delays in receiving data for the norming and validation of the tool, this project is expected to be completed at the end of 2018-2019, at which time the Department will consider implementation of the proposed recommendations to the Pretrial Assessment and Monitoring Program. The recommended budget adds one new Probation Officer I/II position to assist with increased caseload.

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Workload Data

	-----Actual-----			Est./Act.	Projected
	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020
<u>Adult Division</u>					
<u>Referrals</u>					
Conditional Restitution	1,723	2,368	1,952	2,502	3,000
Domestic Violence	592	585	644	912	1,000
Drunk Driving	102	87	97	96	100
Proposition 36	375	425	204	180	175
<u>Reports to Court</u>					
Drug Court Reports	20	0	0	0	0
Penal Code 1203(c)	646	638	706	540	575
Pre-Plea	25	23	27	24	25
Pre-Sentence	382	286	271	192	185
Static-99R	120	72	107	108	110
Supplementals/Memos	6,386	3,128	6,519	5,952	6,250
Violations of Probation	3,214	3,037	3,207	2,796	3,000
<u>Caseloads</u>					
Administrative Bank	175	142	154	150	145
Assessment (Intake)	614	730	425	450	400
Bench Warrant	4,654	4,285	4,004	4,000	3,950
Conditional Restitution	928	1,927	1,096	1,400	1,300
Domestic Violence	292	340	463	450	425
Driving Under the Influence	72	86	98	80	85
Mental Health	0	0	28	30	30
Minimum Supervision	973	1,140	1,178	1,400	1,500
Proposition 36 Drug Oversight	487	372	244	125	120
Sex Offenders	140	100	98	120	125
Unsupervised	441	628	507	510	525
<u>Senate Bill 678</u>					
Day Reporting Center	55	25	22	23	30
Intensive Programming Unit	377	479	488	425	400
Supervision Referrals	1,036	1,186	507	792	825
<u>Pretrial Services</u>					
Risk Assessments Completed	7,240	7,525	7,156	6,912	7,000
% Released Pending Arraignment	10%	9%	12%	11%	12%
Citation Release Evaluations	5,558	5,929	5,508	4,690	4,750
Total Citation Releases/Percent	4,779/86%	4,957/84%	4,491/82%	3,809/82%	3,943/83%
Probable Cause Hearings	2,064	2,002	1,856	2,124	2,200
Pretrial Monitoring Unit Caseload	164	164	376	450	465

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Stephanie L. James, *Chief Probation Officer*

Special Revenue Fund	2017-2018 Actual	2018-2019 Adjusted	2019-2020 Requested	2019-2020 Recommended	Increase/ (Decrease)
Expenditures					
Salaries & Benefits	\$4,067,567	\$5,448,907	\$6,367,081	\$6,367,081	\$918,174
Services & Supplies	10,598,840	17,720,734	18,148,930	18,148,930	428,196
Centrally-Budgeted Expenses	349,315	252,940	336,367	336,367	83,427
Operating Transfers Out	5,923,223	6,028,282	6,466,959	6,466,959	438,677
Total Expenditures	\$20,938,945	\$29,450,863	\$31,319,337	\$31,319,337	\$1,868,474
Expenditure Reimbursements	(505,205)	(1,476,224)	(637,826)	(637,826)	838,398
Total Appropriations	\$20,433,740	\$27,974,639	\$30,681,511	\$30,681,511	\$2,706,872
Earned Revenues By Source					
Interest/Rents	\$326,824	\$271,034	\$563,010	\$563,010	\$291,976
Aid From Other Governments	24,771,082	26,760,355	29,618,501	29,618,501	2,858,146
Operating Transfers In	543,471	943,250	500,000	500,000	(443,250)
Fund Balance	(5,207,637)	0	0	0	0
Total Revenues	\$20,433,740	\$27,974,639	\$30,681,511	\$30,681,511	\$2,706,872
Net County Cost	\$0	\$0	\$0	\$0	\$0
Allocated Positions	35.0	42.0	46.0	46.0	4.0
Temporary (Full-Time Equivalent)	1.3	1.5	2.3	2.3	0.8
Total Staffing	36.3	43.5	48.3	48.3	4.8

Purpose

The 2011 Public Safety Realignment Act also known as Assembly Bill (AB) 109, transferred responsibility for supervising specified lower level inmates and parolees from the State to counties. AB 109 requirements are implemented in each county through a Community Corrections Partnership (CCP) previously established by Senate Bill (SB) 678. The CCP is charged with developing a plan of implementation and oversight of the public safety realignment process. The San Joaquin County Public Safety Realignment Plan coordinates activities among several County agencies, Superior Court, local law enforcement, and various community-based organizations.

Funding for AB 109 activities is provided through the County budget to the Probation Department, the Sheriff's Office, and other agencies. This narrative describes the Local Community Corrections services provided by the Probation Department.

Major Budget Changes

Salaries & Employee Benefits

- \$406,437 Salary and benefits adjustments.
- \$179,066 Add a Probation Officer and a Stock Clerk position.
- \$277,702 Transfer two Probation Officer positions from the Juvenile Supplemental Law Enforcement Act (JSLEA) and Juvenile budgets.
- \$36,529 Increase in extra-help.
- \$18,440 Increase in overtime.

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Services & Supplies

- \$1,401,523 Increase in contract services provided by community-based organizations.
- \$370,523 Increase in allocation to Correctional Health Services.
- \$346,275 Increase in allocation to Public Defender.
- \$287,027 Increase in realignment costs.
- \$278,851 Increase in allocation to Pretrial Assessments and Monitoring.
- \$31,762 Increase in allocation to District Attorney.
- \$17,000 Increase in evaluation costs.
- \$15,601 Increase in home detention Global Positioning Satellite (GPS) monitoring equipment costs.
- \$14,005 Increase in crisis housing costs.
- \$11,339 Increase in facilities lease costs.
- (\$1,500,000) Decrease in pilot projects costs.
- (\$443,250) Decrease in allocation of discretionary funds for early-release offender program.
- (\$386,886) Decrease in AB 109 expenses.
- (\$26,896) Decrease in drug and alcohol treatment costs.

Centrally-Budgeted Expenses

- \$71,046 Increase in data processing charges.
- \$32,914 Increase in radio maintenance costs.
- (\$13,393) Decrease in Workers' Compensation insurance costs.
- (\$12,755) Cost Allocation Plan adjustment.

Operating Transfers Out

- \$438,677 Increase in allocation to the Sheriff's Office.

Expenditure Reimbursements

- \$67,142 Increase in reimbursement for one-third of the cost of a Deputy Chief Probation Officer and an Executive Secretary, from the SB 678 and JSLEA budgets.
- (\$943,250) Decrease in reimbursement for supervision of early-release offenders.

Revenues

- \$1,745,944 Increase in State funding for Local Community Corrections.
- \$1,112,202 Increase in Public Safety Realignment funding.
- \$291,976 Increase in interest income.
- (\$443,250) Decrease in funding for supervision of early-release offenders.

Program Discussion

The 2019-2020 recommended budget for Local Community Corrections totals \$31,319,337, which is an increase of \$1,868,474 from the 2018-2019 adjusted budget. This change represents salary and benefits adjustments, the addition of three Probation Officers and one Stock Clerk, increases in extra-help and overtime costs, facility leases, data processing, radio maintenance, contract services costs, and various program costs as authorized by the CCP, partially offset by decreases in pilot project costs and decreases in allocation of State programs. The recommended budget also provides funding for the Day Reporting Center (DRC) and Pretrial Assessment and Monitoring Programs, which are discussed in the program narrative for Adult SB 678 (#2022702300) and Pretrial Services (#2021200000).

For 2019-2020, Public Safety Realignment funding has been allocated by the CCP: a Pretrial Assessment and Monitoring Program; staff and operating costs for additional Jail beds, in-custody programming, and alternatives to incarceration; bailiffs for AB 109 court programs; intensive supervision (High-Risk Unit (HRU), Violent Crimes Unit, and Transitional Age Youth Unit); Assessment Center; DRC; evidence-based programming; in-custody medical services; behavioral health treatment/services; employment training and services; transportation assistance; home detention with electronic or GPS monitoring; eligibility screening for assistance programs; transitional housing; Post Release Community Supervision (PRCS), Mandatory Supervision (MS), and monitoring courts; law enforcement task force;

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service referrals to community-based organizations; parole revocation hearing legal costs; data collection and evaluation; and administrative support costs. Additionally, the 2019-2020 budget includes the previous “pilot projects” that will now receive ongoing funding: Cal-Fresh Employment and Training program, Alternatives to Violence education program, case management services for felony probationers and in-custody inmates, telephone court reminders, and homelessness and recidivism prevention. As of March 31, 2019, the Local Community Corrections fund balance (#20051) was \$36,428,337.

In 2019-2020, the Probation Department will utilize AB 109 funding for the following:

High Risk Unit (HRU)

The HRU supervises clients deemed to be at high-risk for re-offending. The HRU consists of Probation Officers operating in two-Officer teams whose main function is to conduct field visits with clients to monitor their activities. Field visits can occur at home, work, school, or treatment locations. Clients are also required to regularly report in person to their assigned Probation Officer. Officers are responsible for conducting assessments, making program referrals, developing case plans, monitoring clients’ progress, and are trained in the principles of effective correctional interventions and cognitive behavioral curricula. The HRU employs an evidence-based programming design that mimics the programming offered at the DRC.

The HRU works non-traditional schedules, including evenings and weekends. The HRU also participates in Firearms Reduction Consortium missions with the Stockton Police, Sheriff’s Office, and District Attorney’s Office; Sheriff’s Safe Holiday sweeps; Lodi Police Safe Summer missions; as well as Operation Ceasefire call-ins and follow-ups.

An Officer in this Unit supervises offenders assigned to the PRCS Court. This program is based on the evidence-based Drug Court model and serves clients who have significant drug and alcohol issues. The Officer works closely with the Court, Case Manager, and Behavioral Health Services to develop and monitor an integrated case plan.

Another Officer in this Unit is assigned to supervise offenders in the Mandatory Supervision Court. Supervision begins while the client is in custody, assessing risk of re-offending and support needs prior to being released, linking to services, and transitioning services after the offender appears in Court.

Violent Crimes Unit (VCU)

The VCU was created in response to the significant number of AB 109 clients assessed as being high-risk to re-offend for

further violent acts. Operating similar to the HRU, the two-Officer teams in the VCU conduct field and office visits with potentially violent offenders to monitor their activities and verify compliance. The HRU employs an evidence-based programming design that mimics the programming offered at the DRC.

An Officer in this Unit supervises clients assigned to the Monitoring Court. This program is based on the Drug Court model and serves clients at high-risk for committing a violent act that have not been performing satisfactorily on community supervision, and would benefit from additional monitoring by the Court.

An Officer is assigned to work with other law enforcement agencies on the CCP Task Force. The Task Force assists the Department in conducting compliance checks and actively searching for wanted clients.

Transitional Age Youth (TAY) Unit

Recent research in adolescent brain development has shown that youth ages 18 to 25 are still undergoing significant cognitive brain development and are in need of additional services. Data gathered from the AB 109 Year 6 report shows that 81% of the 18 to 25 year-old population with prior convictions have at least one arrest and 63% have at least one conviction within three years from their release from custody. The arrest rate is 14.4% higher and the conviction rate is 11% higher than the remaining AB 109 population.

In 2019-2020, the TAY Unit is being created to address the needs of clients ages 18 to 25 years-old that are deemed to be at high-risk for re-offending. This Unit will be formed by adding a Probation Unit Supervisor from JSLEA funding and adding an AB 109 Probation Officer III. The Unit will be fully-formed by transferring existing Probation Officers and the appropriate cases from the AB 109 HRU, the AB 109 VCU, as well as from the Juvenile and Adult Divisions of the Probation Department. This cross-divisional Unit will work together to address the significant needs of this population.

The Unit is designed to provide added support and supervision for at-risk young adults including, but not limited to, mental health, education, job training and assistance, and cognitive behavioral programming. Officers assigned to the Unit are trained in the principles of effective correctional interventions and cognitive behavioral curricula.

The TAY Unit will provide community supervision to PRCS, MS, and probation clients. TAY will follow the DRC model for evidence-based programming, but it is for clients who are unable to attend programming on a daily basis due to conflicts with employment, childcare, or other mandated programming requirements. Clients can complete the programming over a 9 to 12-month period. Clients are able to attend Orientation,

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Cognitive Based Intervention: Substance Abuse, Foundations (a component of Thinking for a Change), Social Skills, Advance Practice, Anger Control Training, obtain their diploma or GED through San Joaquin County Office of Education (SJCOE), and vocational education training through Northern California Construction Technologies (NCCT). TAY will be a collaborative effort between the Probation Department, Behavioral Health Services (BHS), Victor Community Support Services, SJCOE, and NCCT. All clients are required to complete a three-phase system and participate in three months of aftercare.

At this time, all program offerings and services have not been fully developed; however, prior to implementation in 2019-2020, the Probation Department will meet with stakeholders to develop a plan to address this high-risk and high-need population.

Assessment Center

Clients referred to the Assessment Center are those released from State prison or County Jail that are under community supervision by the Department. Probation Officers assigned to the Assessment Center assess the client's risk to re-offend, develop a case plan identifying individual needs, determine the appropriate level and type of supervision, and refer to appropriate evidence-based programs and/or supportive services to assist in transition back into the community and rehabilitation efforts. An Officer is housed at the County Jail to assess clients in custody, in order to develop a plan for a seamless transition back into the community. In 2018-2019, the Unit began video conferencing with AB 109 clients who

are housed in prisons throughout the State in an effort to improve the transition (warm hand-off) from State prison to community supervision.

The Assessment Center, in partnership with BHS, Human Services Agency, and the Employment and Economic Development Department, serves as a hub for the comprehensive delivery of services to clients. It allows Officers to complete risk/needs assessments and provide intake decisions that incorporate multi-disciplinary team screening and assessment, decrease duplication of services between agencies, and facilitate multi-agency background sharing and record checking. Each of the partner agencies housed in the Assessment Center provides program-specific assessments to determine the client's level of readiness to receive appropriate services. The multi-agency agreements and rapport built among the agency participants in the Assessment Center overcome many of the traditional roadblocks to information sharing, and provide a continuum of care with immediate services and supervision.

Administrative Support

Responsibilities for the direct administrative services of AB 109 funds include overseeing and managing all the County AB 109 programs, including developing contracts, paying and tracking expenditures, procuring equipment, data collection, required reporting, fiscal oversight, composing Board letters, monitoring contracts for fiscal and programmatic compliance, overseeing the CCP, collecting and tracking recidivism information, and overseeing the programs that supervise and provide services to the AB 109 clients.

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Distribution of Local Community Corrections (AB 109) Funds			
Organization	Actual 2017-2018	Est./Act. 2018-2019	Projected 2019-2020
<i>Pretrial Assessment and Monitoring</i>	\$1,914,977	\$2,106,474	\$2,266,739
<i>Sheriff's Office</i>			
<i>Jail Beds</i>	4,188,947	4,295,944	4,695,369
<i>Jail Programming</i>	425,992	441,457	445,651
<i>Alternatives to Incarceration</i>	293,542	338,542	312,605
<i>Bailiffs</i>	215,983	187,589	198,575
<i>AB 109 Support</i>	768,688	764,750	814,759
<i>Probation Department</i>			
<i>High-Risk Unit</i>	1,507,325	1,474,100	1,561,577
<i>Violent Crimes Unit</i>	1,235,789	1,536,316	1,551,911
<i>Transitional Age Youth Unit</i>	0	0	143,384
<i>Assessment Center</i>	671,720	708,466	725,008
<i>Day Reporting Center</i>	642,259	705,463	743,682
<i>Evidence-Based Programming</i>	109,699	120,235	125,432
<i>Correctional Health Services</i>	1,633,274	2,697,114	2,697,114
<i>Behavioral Health Services</i>	1,117,747	1,171,144	1,221,194
<i>Employment and Economic Development Department</i>	716,350	759,142	801,940
<i>Transportation (Probation)</i>	25,000	25,000	26,248
<i>Global Positioning Satellite (Probation)</i>	100,000	100,000	100,000
<i>Human Services Agency</i>			
<i>Eligibility Screening</i>	220,465	226,488	128,943
<i>Transitional Housing</i>	261,023	258,639	272,644
<i>Superior Court</i>			
<i>Post-Release Supervision Court</i>	805,979	862,282	1,018,586
<i>Mandatory Supervision Court</i>	272,203	321,381	54,840
<i>Monitoring Court</i>	547,874	605,864	804,087
<i>Community Corrections Partnership Task Force</i>	768,629	1,193,763	1,225,763
<i>Friends Outside</i>	265,996	273,020	319,977
<i>Community Partnership for Families</i>	181,280	199,408	209,378
<i>El Concilio</i>	181,280	199,408	217,348
<i>Fathers & Families of San Joaquin</i>	181,280	203,477	221,224
<i>Mary Magdalene Community Services</i>	181,280	199,017	215,958
<i>District Attorney (Parole Revocation Process)</i>	266,775	313,586	345,348
<i>Public Defender (Parole Revocation Process)</i>	266,775	313,586	313,586
<i>San Joaquin Community Data Co-Op</i>	149,869	147,692	164,692
<i>Community Partnership for Families (CalFresh E&T)</i>	0	248,269	258,160
<i>El Concilio (Alternatives to Violence)</i>	0	19,140	20,527
<i>Fathers & Families of San Joaquin (Probation CM)</i>	0	185,225	197,247
<i>Friends Outside (In-Custody Case Management)</i>	0	176,805	187,286
<i>Mary Magdalene Community Services (Probation CM)</i>	0	185,224	191,862
<i>Public Defender (Uptrust)</i>	0	100,000	80,000
<i>Ready to Work (Homelessness and Recidivism Prevention)</i>	0	558,981	577,191
<i>Probation Department (AB 109 Administrative Services)</i>	1,402,845	1,616,656	1,753,895
Total Distribution of Funds	\$21,520,845	\$25,839,647	\$27,209,730

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Workload Data

	-----Actual-----			Est./Act. 2018-2019	Projected 2019-2020
	2015-2016	2016-2017	2017-2018		
<i>Post-Release Community Supervision</i>					
<i>Referrals</i>	558	597	522	516	520
<i>Local Community Supervision</i>					
<i>Referrals (split sentences only)</i>	126	154	118	144	130
<i>Assessment Center Cases</i>	148	271	168	175	180
<i>High-Risk Unit Cases</i>	237	221	242	260	235
<i>Day Reporting Center Cases</i>	75	63	87	125	130
<i>Violent Crimes Unit Cases</i>	435	327	320	340	315
<i>Transitional Age Youth Unit Cases</i>	N/A	N/A	N/A	N/A	40

2022745000—Probation-Administration

Law & Justice

Stephanie L. James, *Chief Probation Officer*

General Fund	2017-2018 Actual	2018-2019 Adjusted	2019-2020 Requested	2019-2020 Recommended	Increase/ (Decrease)
Expenditures					
Salaries & Benefits	\$2,668,909	\$2,724,843	\$3,130,068	\$3,130,068	\$405,225
Services & Supplies	335,604	415,345	660,598	660,598	245,253
Centrally-Budgeted Expenses	2,012,616	2,385,295	2,062,456	2,062,456	(322,839)
Total Expenditures	\$5,017,129	\$5,525,483	\$5,853,122	\$5,853,122	\$327,639
Expenditure Reimbursements	(4,391)	0	0	0	0
Total Appropriations	\$5,012,738	\$5,525,483	\$5,853,122	\$5,853,122	\$327,639
Earned Revenues By Source					
Aid From Other Governments	\$2,252,726	\$2,054,276	\$2,547,703	\$2,547,703	\$493,427
Miscellaneous Revenues	40	0	0	0	0
Operating Transfers In	39,627	67,921	70,139	70,139	2,218
Total Revenues	\$2,292,393	\$2,122,197	\$2,617,842	\$2,617,842	\$495,645
Net County Cost	\$2,720,345	\$3,403,286	\$3,235,280	\$3,235,280	(\$168,006)
Allocated Positions	17.0	17.0	17.0	17.0	0.0
Temporary (Full-Time Equivalent)	1.6	2.5	3.6	3.6	1.1
Total Staffing	18.6	19.5	20.6	20.6	1.1

Purpose

The Probation Administration budget funds management and support services for the Department's four functional divisions: Juvenile Probation, Adult Probation, Juvenile Detention, and Local Community Corrections (AB 109). Services provided include budgeting, accounting, personnel, training, planning/research, and grants management. The Chief Probation Officer function and responsibilities are mandated by California Government Code Sections 24000, 27770, 27771, and 27772; Welfare and Institutions Code Sections 270 and 271; and, Penal Code Sections 1203.5 and 1203.6.

Major Budget Changes

Salaries & Employee Benefits

- \$268,223 Salary and benefits adjustments.
- \$75,219 Increase in extra-help.
- \$61,783 Increase in overtime.

Services & Supplies

- \$87,534 Increase in law enforcement equipment costs.
- \$46,725 Increase for pre-employment psychiatric and polygraph exams.
- \$26,740 Increase in uniform costs.
- \$24,000 Increase in ammunition costs.
- \$14,535 Increase in training costs.
- \$10,355 Increase in software licensing costs.
- \$8,400 Increase in printing costs.
- \$5,000 Increase in radio equipment costs.

Centrally-Budgeted Expenses

- \$11,478 Increase in rents/leases-automation equipment costs.

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- (\$494,178) Decrease in data processing charges.
- (\$37,729) Decrease in Workers' Compensation and Casualty insurance costs.
- (\$6,834) Decrease in radio maintenance charges.
- \$204,424 Addition of Countywide Cost Allocation Plan charges.

Revenues

- \$427,892 Increase in reimbursement from the Juvenile Probation and Camp Funding (JPCF) Trust Fund.
- \$63,390 Increase in Proposition 172 funding.

Program Discussion

The 2019-2020 recommended budget for Probation-Administration totals \$5,853,122, which is an increase of \$327,639 from the 2018-2019 adjusted budget. This change primarily reflects salary and benefits adjustments, increases in overtime and extra-help, increases in gun and ammunition supplies, uniforms, and pre-employment costs, and the addition of the Countywide Cost Allocation Plan charges, partially offset with decreases in data processing charges and allocated insurance costs.

The Department continues to be the Court's most used alternative to incarceration for criminal offenders. Over the past decade, the profile of the typical juvenile and adult client supervised has changed as a result of the utilization of validated risk and needs assessment instruments. Probation Officers now supervise clients with the highest risk of re-offending. On October 1, 2011, AB 109 and Public Safety Realignment made dramatic changes in the population served. The Department continues to work aggressively to develop and maintain a probation service model that is evidence-based, employs best practices in the field of community corrections, and follows the principles of effective intervention.

Standards & Training for Corrections (STC)

The Administration budget includes funds for mandated training of Probation and Juvenile Detention Officers through the STC Program. Core (initial) training for new employees is a minimum of 196 hours for Probation Officers and a minimum of 160 hours for Juvenile Detention Officers. Probation Officers must also complete firearms courses and

both classifications have ongoing annual training. For 2019-2020, the Department will continue to ensure that sworn staff meet mandated training levels. Historically, Probation Officers receive more hours of training than is required by the State.

In early 2019, the Board of State and Community Corrections (BSCC) adopted changes to the training requirements for the Probation Officer and Juvenile Detention Officer classifications, which will go into effect on July 1, 2020. Probation Officer core training will be reduced from 196 hours to 189 hours and Juvenile Detention Officer core training will increase from 160 hours to 168 hours. Additionally, a new core training will be offered for staff that have previously attended Juvenile Detention Officer core training and are now going to become Probation Officers. This transition core training will be 69 hours.

Justice System Reform

As a result of the State's continuing corrections system crisis, sweeping changes have been made over the past several years that have had a dramatic impact on the local justice system at both the adult and juvenile levels. In 2016-2017, Propositions 57, 64, and 63 were passed and signed into law. In the Governor's 2019-2020 proposed budget, the Governor is proposing to move the Division of Juvenile Justice from under the California Department of Corrections and Rehabilitation to under the Department of Health and Human Services. Plans for how this will be accomplished as well as the impact to the Probation Department are unknown at this time.

Evidence-Based Practices (EBP)

The Department implements EBP throughout its divisions to prioritize services and provide targeted interventions to clients in an effort to reduce recidivism. The Department has committed to the use of validated assessment tools in the Adult, Juvenile, and Juvenile Detention divisions. A validated Pretrial Assessment Instrument was implemented in 2014-2015 to assist in making detain and release decisions for offenders booked into the County Jail.

Staff continues efforts to identify appropriate intervention options to address clients' individual criminogenic needs and to train staff and community-based organizations on use of EBP. Additionally, all field Probation Officers have been trained in Motivational Interviewing and Effective Practices in Community Supervision. In 2015-2016, the Department began a Continuous Quality Improvement process with a community-based organization to evaluate program fidelity for the EBP group interventions.

The Department worked with the University of Cincinnati's Correctional Institute (UCCI) to redesign the EBP offered by

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the Department and create a Programming Passport. This model has been implemented throughout all the divisions and is offered to all clients under the Department's jurisdiction. During 2019-2020, the Department will continue to work on increasing the hours of EBP and ensuring continuous quality improvement of the delivery of services.

During 2017-2018, UCCI conducted the Evidence-Based Correctional Programming Checklist-Community Supervision Agency (CPC-CSA) assessment of the Department to highlight strengths and weaknesses of the implementation of evidence-based programs. A separate CPC-CSA was conducted on Juvenile Hall and Camp Peterson, and a third CPC-CSA was conducted on Victor Community Support Services (VCSS). The Department contracts with VCSS to assist in delivering evidence-based programming. The Department received the

recommendations in three separate technical assistance reports and began working on implementing those recommendations in 2018-2019. This work will continue in 2019-2020.

In 2019-2020, the Department will look at replacing its Juvenile Case Management System with upgraded computer systems.

Research & Evaluation Unit

The Unit assesses ways to streamline services, develop efficiencies, employ automation, create databases, perform queries, and provide data analysis. The Unit has assisted with consistency, integrity, and fidelity of the work of the Department.

Workload Data

	-----Actual-----			Est./Act.	Projected
	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020
<i>Staff Trained</i>	219	215	208	225	230
<i>STC Classes Provided</i>	177	190	211	190	200
<i>STC Hours Provided</i>	9,710	15,057	15,398	15,000	15,500

2022785000—Juvenile Supplemental Law Enforcement Act

Law & Justice

Stephanie L. James, Chief Probation Officer

Special Revenue Fund	2017-2018 Actual	2018-2019 Adjusted	2019-2020 Requested	2019-2020 Recommended	Increase/ (Decrease)
Expenditures					
Salaries & Benefits	\$1,621,195	\$2,738,939	\$2,918,123	\$2,918,123	\$179,184
Services & Supplies	368,062	430,322	488,106	488,106	57,784
Centrally-Budgeted Expenses	39,276	63,067	92,234	92,234	29,167
Other Charges & Uses	650,000	600,000	600,000	600,000	0
Operating Transfers Out	0	675,000	0	0	(675,000)
Total Expenditures	\$2,678,533	\$4,507,328	\$4,098,463	\$4,098,463	(\$408,865)
Expenditure Reimbursements	0	(128,988)	(79,815)	(79,815)	49,173
Total Appropriations	\$2,678,533	\$4,378,340	\$4,018,648	\$4,018,648	(\$359,692)
Earned Revenues By Source					
Aid From Other Governments	\$2,812,508	\$3,471,888	\$3,129,697	\$3,129,697	(\$342,191)
Fund Balance	(133,975)	906,452	888,951	888,951	(17,501)
Total Revenues	\$2,678,533	\$4,378,340	\$4,018,648	\$4,018,648	(\$359,692)
Net County Cost	\$0	\$0	\$0	\$0	\$0
Allocated Positions	15.0	20.0	20.0	20.0	0.0
Temporary (Full-Time Equivalent)	1.3	1.5	1.5	1.5	0.0
Total Staffing	16.3	21.5	21.5	21.5	0.0

Purpose

The Juvenile Supplemental Law Enforcement Act (JSLEA), formerly known as the Juvenile Justice Crime Prevention Act, provides funding for community-based programs that reduce crime and delinquency among at-risk youth and young offenders. Funding is provided primarily from State Vehicle License Fee revenue and distributed to counties by statutory formula. In San Joaquin County, the JSLEA provides funding for the following programs: Reconnect Day Reporting Center, Probation Officers on Campus, Neighborhood Service Centers, Family Focused Intervention Team, and the Transitional Age Youth Unit.

Major Budget Changes

Salaries & Employee Benefits

- \$159,783 Salary and benefits adjustments.

- \$239,991 Add a Probation Officer and a Probation Unit Supervisor.
- (\$119,003) Transfer a Probation Officer to the Local Community Corrections budget.
- (\$101,587) Transfer a Social Worker to the Juvenile Probation Budget.

Services & Supplies

- \$33,564 Increase in labor costs reimbursed to the Local Community Corrections budget.
- \$10,000 Increase in professional services by community-based organizations for programming costs.
- \$8,400 Increase in Canlis Facilities lease for new Transition Age Youth unit.
- \$5,273 Increase in communication costs.

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Centrally-Budgeted Expenses

- \$4,200 Increase in radio maintenance costs.
- \$24,003 Addition of Countywide Cost Allocation Plan charges.

Operating Transfers Out

- (\$675,000) Decrease transfer for Canlis Basement Capital Improvement Project.

Expenditure Reimbursements

- (\$45,999) Decrease in reimbursement from Reducing Racial and Ethnic Disparities grant, which ended in September 2018.

Revenue

- (\$342,191) Decrease in State funding.

Program Discussion

The 2019-2020 recommended JSLEA budget totals \$4,098,463, which is a decrease of \$408,865 from the 2018-2019 adjusted budget. This change reflects transfers of positions to other Probation budget units, and the decrease in budgeted appropriations for the Canlis Basement Improvement Project offset with salary and benefits adjustments, the addition of a Probation Officer and a Probation Unit Supervisor, increases in community-based organization services, labor costs reimbursed for positions in the Probation-Local Community Corrections budget, radio maintenance costs, lease costs, and the addition of the Countywide Cost Allocation Plan charges.

As of March 31, 2019, the Juvenile Supplemental Law Enforcement fund balance (#20052) was \$5,322,999.

Probation Officers On Campus (POOC)

The POOC program is modeled after successful programs across the nation and includes the assignment of Juvenile Probation Officers to a school site in order to supervise wards attending the school. These Officers have regular contact with youth who have not yet entered the juvenile justice system, but are determined to be at-risk. Officers provide intensive supervision, monitor attendance, handle disciplinary problems, and work with school staff to ensure that mental health, substance abuse, and other relevant issues are addressed.

POOC regularly attend school activities, sporting events, attendance hearings, and meetings. By working closely with school personnel, Officers are able to provide both supervision and support to help students avoid anti-social behavior. Additionally, the presence of an Officer on campus has a positive impact on the school environment.

Certified Drug Detection Canine Team

During 2017-2018, a Probation Officer III was designated as a canine handler and the Department obtained a drug detection canine. The canine has been certified by the California Narcotic Canine Association and can detect a variety of narcotics, including heroin, cocaine, rock cocaine, methamphetamine, crystal methamphetamine, and marijuana.

During 2019-2020, the Department plans to make the canine a dual-purpose canine, which can also detect weapons.

Reconnect Day Reporting Center

The Reconnect Day Reporting Center offers an alternative to incarceration at Juvenile Hall. The program is a San Joaquin County Office of Education school named One Reconnect. Officers supervise youth attending the One Reconnect school and provide daily evidence-based programming curricula designed to reduce recidivism in youth.

Canlis Basement Capital Improvement Project

The Canlis Basement Capital Improvement Project is intended for the interior improvements within the existing Canlis building to provide for the Community Accountability and Prevention Services (CAPS) Unit and the Reconnect Day Reporting Center program. The project was budgeted in 2018-2019 for \$675,000, however, the project is currently in the initial design phase and no appropriations have been expended. Currently, there is a Purchase Order totaling \$23,700 in place for design costs. General Services does not anticipate this project going beyond the design phase in 2019-2020, therefore, funding for the project is not included in the 2019-2020 recommended budget. The Department will continue to track progress and return to the Board of Supervisors in 2019-2020 for approval of project funding if necessary.

Family Focused Intervention Team (FFIT)

In 2017-2018, FFIT was restored with the addition of two Probation Officers, which are assigned to the Adult Intensive Programming Unit. During 2018-2019, this program became a standalone unit with the transfer of a Probation Unit Supervisor and the addition of a Probation Officer II. In 2019-2020, an additional Probation Officer I position will be added.

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FFIT Officers provide wraparound case management services to parents who are under probation jurisdiction and significant risk factors exist for children in the home. The goal of the program is to intervene in these high-risk families to prevent/reduce violence in the home by providing case management services and evidence-based programming to directly address the needs of the families. The long-term program goal is to positively impact these at-risk children, thus preventing their ultimate entry into the juvenile justice system. The program will assist clients in providing an appropriate environment in which to raise children and remain crime-free, while offering appropriate supervision and support to these high-risk families. Targeted families will include those that suffer from mental illness, substance abuse issues, and/or are homeless.

Transitional Age Youth (TAY)

In 2019-2020, the TAY unit is being created to address the needs of clients ages 18 to 25 years-old that are deemed to be at high-risk for re-offending. Recent studies and research have shown this population of clientele is still undergoing significant cognitive brain development and are in need of additional services.

The unit is designed to provide added support and supervision for at-risk young adults including, but not limited to, mental health, education, job training and assistance, and cognitive behavioral programming. Officers assigned to the unit are trained in the principles of effective correctional interventions and cognitive behavioral curricula.

Data gathered from the AB 109 Year 6 Report shows that 81% of the 18 to 25 year-old population who have prior convictions have at least one arrest and 63% have at least one conviction within three years from their release from custody. The arrest rate is 14.4% higher and the conviction rate is 11% higher than the remaining population.

The Probation Department has identified a gap in services for those juveniles who are over the age of 18 but are still under the jurisdiction of the Juvenile Court. Currently, this population receives limited services from the Probation Department. As a result, the Department is forming a cross-divisional unit to provide a vast array of services to meet the needs of this population. A Probation Unit Supervisor and Probation Officer I/II position will be funded from JSLEA. The unit will also include Probation Officers funded through AB 109, SB 678, and the Adult Division budgets.

Positive Youth Justice Initiative (PYJI)

The Probation Department received grant funding from Sierra Health Foundation for the PYJI beginning in 2012. Although grant funding ended December 31, 2017, the Department is sustaining key pieces of the initiative. The system's grant focused on four cornerstones: Positive Youth Development, Trauma Informed Care, Wraparound Services, and Organizational Development, in an effort to promote improved health and positive social outcomes for crossover youth. The Department has embedded the four cornerstones into policies, procedures, and practices.

In order to sustain this initiative, the Department is funding 50% of a Management Analyst II position from this budget (the remaining 50% from the Adult-SB 678 budget), who will continue to be the liaison between the community-based organizations and the Probation Officers; schedule and host youth orientations; and manage and oversee referrals to community-based organizations. Funding will continue to be provided to three community-based organizations for working with youth in the areas of providing linkages to pro-social activities and supports, outreach, counseling, civil engagement, and community support.

Neighborhood Service Centers (NSC)

The NSC program is operated by the San Joaquin Community Partnership for Families. NSCs co-locate services and support, providing opportunities for families in underserved, high-risk neighborhoods. The effort focuses on reducing the number of youth that ultimately come to the attention of the juvenile justice system and other "high-end" social services systems.

Each of the five NSCs serves a geographic area of 15,000-20,000 residents. The Centers feature a wide range of services and activities such as integrated service teams, food pantries, recreation programs, after school tutoring, and income tax assistance. NSC locations include:

1. Dorothy L. Jones Family Resource Center, Stockton
2. Diamond Cove II Family Resource Center, Stockton
3. Lodi Family Resource Center, Lodi
4. Villa Monterey Family Resource Center, Stockton
5. Tracy Family Resource Center, Tracy

A total of \$600,000 in JSLEA funding will be used in 2019-2020 to continue operation of the Centers, fund a mobile NSC, provide services at the Reconnect Day Reporting Center, and provide referrals for clients diverted from the Court process.

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Workload Data					
	-----Actual-----			Est./Act.	Projected
	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020
Probation Officers on Campus					
<i>Average Caseload Size</i>					
<i>Bear Creek High School</i>	2	1	2	2	1
<i>Cesar Chavez High School</i>	5	4	3	2	1
<i>Edison High School</i>	5	7	7	4	3
<i>Franklin High School</i>	5	3	4	4	3
<i>Jane Fredrick Continuation</i>	7	6	6	4	5
<i>John McCandless Continuation</i>	2	0	0	1	1
<i>Kimball High School</i>	2	1	1	1	1
<i>Liberty High School</i>	3	2	0	1	0
<i>Lincoln High School</i>	2	1	1	1	1
<i>Lodi High School</i>	2	0	0	1	1
<i>Plaza Robles High School</i>	1	2	3	3	3
<i>Ronald E. McNair High School</i>	3	3	3	2	2
<i>Stagg High School</i>	2	5	5	3	4
<i>Stockton USD Alt. Schools</i>	3	1	3	3	3
<i>Tokay High School</i>	1	2	1	1	1
<i>Tracy High School</i>	2	1	0	1	1
<i>Tracy USD Alternative Schools</i>	4	7	8	4	4
<i>West (Merrill) High School</i>	2	1	3	3	3
<i>Weston Ranch High School</i>	1	1	3	2	1
<i>County Office of Education</i>	54	52	54	34	33
<i>Miscellaneous (youth in transition)</i>	44	35	37	28	28
<i>Total</i>	152	135	144	105	100
<i>Informal/Deferred Entry of Judgement</i>	72	87	78	83	88
<i>Intakes Processed</i>	34	31	41	35	28
<i>Walk-In Contacts</i>	197	192	132	190	200
Reconnect Day Reporting Center					
<i>Average Daily Population</i>	12	12	11	12	13
Family Focused Intervention Team					
<i>Average Caseload Size</i>	N/A	N/A	82	100	120
Transitional Age Youth					
<i>Average Caseload Size</i>	N/A	N/A	N/A	N/A	40

2022800000—Probation-Juvenile Detention

Law & Justice

Stephanie L. James, Chief Probation Officer

General Fund	2017-2018 Actual	2018-2019 Adjusted	2019-2020 Requested	2019-2020 Recommended	Increase/ (Decrease)
Expenditures					
Salaries & Benefits	\$13,245,327	\$15,439,899	\$15,568,950	\$15,568,950	\$129,051
Services & Supplies	2,271,281	2,729,082	3,079,068	3,079,068	349,986
Centrally-Budgeted Expenses	463,419	601,986	1,690,357	1,690,357	1,088,371
Other Charges & Uses	176	300,300	600,300	600,300	300,000
Fixed Assets	340,380	0	0	0	0
Total Expenditures	\$16,320,583	\$19,071,267	\$20,938,675	\$20,938,675	\$1,867,408
Expenditure Reimbursements	(1,070,908)	(1,018,633)	(1,159,307)	(1,159,307)	(140,674)
Total Appropriations	\$15,249,675	\$18,052,634	\$19,779,368	\$19,779,368	\$1,726,734
Earned Revenues By Source					
Interest/Rents	\$417	\$365	\$430	\$430	\$65
Aid From Other Governments	3,840,664	3,983,907	4,534,903	4,534,903	550,996
Charges For Services	65,929	0	0	0	0
Miscellaneous Revenues	2,971	2,248	3,924	3,924	1,676
Total Revenues	\$3,909,981	\$3,986,520	\$4,539,257	\$4,539,257	\$552,737
Net County Cost	\$11,339,694	\$14,066,114	\$15,240,111	\$15,240,111	\$1,173,997
Allocated Positions	119.0	118.0	118.0	118.0	0.0
Temporary (Full-Time Equivalent)	5.7	5.3	5.6	5.6	0.3
Total Staffing	124.7	123.3	123.6	123.6	0.3

Purpose

Section 850 of the Welfare and Institutions Code mandates counties to: provide a juvenile detention hall; that it not be connected with any jail or prison; and that it be managed and controlled by the Chief Probation Officer.

Peterson Juvenile Hall is San Joaquin County's secure youth detention facility. The facility is operated by the Probation Department and provides humane, temporary, and secure care of youth whose cases are pending disposition in the Juvenile Court. Probation also operates a Juvenile Camp (Camp Peterson), Electronic Monitoring, and Home Supervision Programs.

The Juvenile Detention budget funds the operation of the Juvenile Hall, Camp Peterson, In-Custody Assessment/Court Transportation Unit, Work Project Program, and Youth Advocacy Unit.

Major Budget Changes

Salaries & Employee Benefits

- \$129,986 Salary and benefits adjustments.
- (\$935) Decrease in extra-help.

Services & Supplies

- \$200,000 Increase in vocational education program costs.
- \$91,777 Increase in food service contract costs.
- \$55,000 Increase in uniform costs.
- \$30,000 Increase in juvenile clothing costs.

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- \$24,794 Increase in utility costs.
- \$19,262 Increase in fleet services, guard services, and allocated department services costs.
- \$16,864 Increase in miscellaneous incentive costs.
- \$10,644 Increase in home detention equipment costs.
- \$10,000 Increase in contract service costs for Juvenile Detention Kids Club.
- \$10,000 Increase in facilities maintenance costs.
- \$10,000 Increase in landscape equipment costs.
- (\$50,000) Decrease in technical assistance costs.
- (\$49,113) Decrease in School Nutrition program costs.
- (\$16,260) Decrease in Community-Based Organizations (CBO) costs.
- (\$10,000) Decrease in household expenses.

Centrally-Budgeted Expenses

- \$13,456 Increase in radio maintenance charges.
- (\$104,183) Decrease in Workers' Compensation and Casualty insurance costs.
- \$1,173,499 Addition of Countywide Cost Allocation Plan charges.

Other Charges

- \$360,210 Increase in youth commitment costs to Division of Juvenile Justice.

Expenditure Reimbursements

- \$143,174 Increase in reimbursement from the Youthful Offender Block Grant (YOBG).

Revenues

- \$374,360 Increase in Proposition 172 funding.
- \$233,626 Increase in State funding.
- (\$39,358) Decrease in Reducing Racial Ethnic Disparities (RRED) grant.
- (\$17,873) Decrease in School Nutrition funding.

Program Discussion

The 2019-2020 recommended budget for Juvenile Detention totals \$20,938,675, which is an increase of \$1,867,408 from the 2018-2019 adjusted budget. This change primarily reflects salary and benefits adjustments, increases in vocational education programs, youth meals, uniforms, program expenses, utilities and equipment costs, and the addition of the Countywide Cost Allocation Plan charges, partially offset with decreases in school nutrition program costs, CBO costs, household expenses, technical assistance costs, and allocated insurance costs.

Juvenile Hall's Board of State and Community Corrections' Rated Capacity is 179 beds. However, in 2011-2012, a housing unit was taken off-line due to budget cuts during the recession. In 2017-2018, the Department returned the funding for vacant Juvenile Detention Officer positions to the County General Fund to take a second housing unit off-line due to the low census. Currently, Juvenile Hall is funded for 120 beds; however, if the juvenile population rises above this level, the Department will return to the Board of Supervisors to recommend positions are reinstated to maintain minimum staffing levels required by the State.

Juvenile Camp Program

Camp Peterson is a structured residential program that serves as an alternative to out-of-home placement for moderate to high-risk youth who are at risk of increased delinquency. The program is housed in a two-dormitory, minimum-security facility adjacent to Juvenile Hall with a rated capacity of 45 beds. The 10 to 12 month program promotes the values and rewards of self-discipline, accountability, responsibility, tolerance, respect, sobriety, physical and academic education, basic life skills, and hard work. This program has three goals: 1) to provide a secure, intensive, evidence-based treatment program for moderate to high-risk youth; 2) to reduce the length of stay and recidivism; and 3) to provide high-quality, intensive aftercare services that support community and family reunification/stability. The program is based on a Cognitive-Behavioral Therapy model, using the

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Programming Passport, with a focus on targeting criminogenic risk factors through cognitive restructuring and skill acquisition.

In-Custody Assessment & Court Transportation Units

The In-Custody Assessment Unit reviews all admissions/bookings from law enforcement agencies in accordance with mandates in the Welfare and Institutions Code. The Unit utilizes the evidence-based Detention Risk Assessment Instrument to determine if youth should remain detained or be released from custody.

The Unit is responsible for population management at Juvenile Hall. This includes assessing all youth for eligible releases and where appropriate, requesting modifications with the Juvenile Court to utilize detention alternatives such as Home Supervision/House Arrest, Global Positioning Satellite, and the Work Project Program. These functions are critical in ensuring the County remains in compliance with regulations and Juvenile Hall's rated and operational capacity.

The Court Transportation Unit is responsible for monitoring high-risk youth being transported to adult court, medical and dental appointments, or the State Division of Juvenile Justice (DJJ). These high-risk transports require multiple armed Probation Officers, as well as Juvenile Detention Officers, to accompany and supervise the youth.

Work Project Program

The Work Project Program is an alternative to detention with staff overseeing court-ordered youth on weekends and during summer vacation. The program is responsible for maintaining the grounds at the Juvenile facilities. Due to significant staffing issues at Juvenile Detention, staff assigned to the program were pulled to meet the minimum staffing ratios on the housing units. It is hoped the program will be fully reinstated in 2019-2020 as staffing levels improve.

Vocational Educational Programs

In 2018-2019, the Department contracted with the San Joaquin County Office of Education (SJCOE) to have their local Conservation Corps institute a vocational educational program with Camp Peterson Youth to learn about irrigation, landscape installation, and maintenance.

During 2019-2020, the Department will be offering a culinary vocational educational program in partnership with the Food Service Provider to Juvenile Hall and Camp Peterson youth. This program will provide youth with training in kitchen basics, food service management, and ServeSafe, and will provide practical work experience.

Youth Advocacy Unit

The Youth Advocacy Unit ensures that essential and mandated services are provided in a timely, unbiased, consistent, and effective manner. Staff serve as Due Process and Grievance hearing officers, and members of the Use of Force Review Committee. Staff coordinate weekly meetings to discuss concerns involving youth exhibiting behavioral or disciplinary issues. Staff also prepare an Institutional Assessment and Case Plan for each youth detained over 30 days, conducting re-assessments every six months or when there is a significant event in the youth's life, and assist in developing an aftercare re-entry plan and transitional plans when youth are released back into the community.

The Unit, in collaboration with Victor Community Support Services, is responsible for facilitating various cognitive behavioral group sessions throughout all the housing units and for providing evidence-based programming to long-term youth at Juvenile Hall based on individual criminogenic needs.

Staff monitors all pre-dispositional youth placed on the Global Positioning Satellite or Home Supervision/House Arrest as an alternative to incarceration. This Unit also oversees the Behavior Management System (incentives and awards program). With the assistance of the Table Community Foundation, the Unit operates the "Dream Center" where youth earn the weekly and monthly privileges of participating in a variety of fun recreational activities, including video games, painting, gardening, and craft projects.

In collaboration with the SJCOE, the Unit operates a library "The Book Nook" inside Juvenile Detention. The Unit facilitates regular access for all youth in an effort to encourage reading and improve literacy.

Reducing Racial & Ethnic Disparities (R.R.E.D.) Grant

From 2014 through 2018, the Department received a R.R.E.D. grant from the Board of State and Community Corrections (BSCC). This grant sought to address the disproportionate rates of contact by minority youth throughout the juvenile justice system. Although funding for this program has been eliminated, various components of the R.R.E.D. program have been sustained, including data collection, Implicit Bias training for new staff and law enforcement partners, quarterly Executive Steering Committee meetings, and services and activities in the identified high-risk areas, which are being provided by CBOs.

2022800000—Probation-Juvenile Detention

Law & Justice

Supplemental Request

The Probation Department is requesting supplemental funding of \$261,319 for the following:

Proposition 57

Funding is requested in the amount of \$261,319 due to increased costs as a result of the passage of Proposition 57. There has been a decrease in youth being tried as adults and an increase in youth being sentenced to the California Department of Corrections and Rehabilitation-DJJ from Juvenile Court. The cost charged by the State for these youth is \$24,000 per year, with many youth receiving multiple-year sentences. The appellate court determined Proposition 57 was retroactive to youth who were still in the process of being tried as adults. In 2018, the Department experienced a significant increase in the number of youth being sentenced to DJJ out of Juvenile Court. The Department anticipates 20 youth in DJJ in 2019-2020, which will result in spending \$480,000 annually for additional State costs. New legislation Senate

Bill (SB) 1391 also went into effect on January 1, 2019, and now prohibits youth aged 14 or 15 from being tried as adults. There are 15 youth cases pending transfer hearings. It is anticipated this new legislation will result in 5 additional youth being committed to DJJ out of Juvenile Court, which would result in an additional \$120,000 in spending annually for additional State Costs. Expenditures as a result of this new legislation total \$600,000 in 2019-2020.

The department initially budgeted \$300,000 for 2019-2020 for Proposition 57 impacts and requested supplemental funding of \$300,000. However, due to a Net County Cost contribution adjustment within the Probation department, \$38,681 in additional funding was allocated to the proposed budget for a total of \$338,681. This resulted in a reduction in the supplemental request funding amount from \$300,000 to \$261,319.

The recommended budget has been augmented by \$261,319 in order to address this request.

Workload Data

	-----Actual-----			Est./Act.	Projected
	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020
Juvenile Hall					
<i>Average Daily Population (ADP)</i>	98	97	90	88	85
<i>Admissions</i>	1,076	1,012	856	730	685
<i>Average Length of Stay (Days)</i>	28	29	37	34	35
<i>Average Length of Stay (Days)</i>					
<i>Youth Found Unfit for Juvenile Court</i>	164	279	749	312	320
<i>Commitments (x, of ADP)</i>	38%	30%	26%	28%	30%
Juvenile Camp Program					
<i>Average Daily Population</i>	19	21	24	21	30
Total Detention Facilities ADP	117	118	114	109	115
Juvenile Court Work Project					
<i>Average Daily Attendance</i>	5	2	0	0	3
Electronic Monitoring					
<i>Regular Average Daily Caseload</i>	25	29	48	55	60
Home Supervision					
<i>Regular Average Daily Caseload</i>	41	34	27	19	16

Justice Assistance Grant

Law & Justice

Stephanie L. James, *Chief Probation Officer*

Special Revenue Fund	2017-2018 Actual	2018-2019 Adjusted	2019-2020 Requested	2019-2020 Recommended	Increase/ (Decrease)
Expenditures					
Salaries & Benefits	\$58,250	\$160,805	\$113,172	\$113,172	(\$47,633)
Services & Supplies	179,786	158,469	282,775	282,775	124,306
Centrally-Budgeted Expenses	916	(749)	(458)	(458)	291
Total Appropriations	\$238,952	\$318,525	\$395,489	\$395,489	\$76,964
Earned Revenues By Source					
Interest/Rents	\$737	\$0	\$0	\$0	\$0
Aid From Other Governments	81,383	319,375	395,947	395,947	76,572
Fund Balance	156,832	(850)	(458)	(458)	392
Total Revenues	\$238,952	\$318,525	\$395,489	\$395,489	\$76,964
Net County Cost	\$0	\$0	\$0	\$0	\$0

Purpose

The Edward Byrne Memorial Justice Assistance Grant (JAG) program is a Federal grant administered by the California Board of State and Community Corrections. JAG funds are allocated annually by legislative formula to local governments and are intended to help combat crime and improve public safety. The County and City of Stockton receive a combined funding allocation and are required to participate in a joint planning process to determine use of the grant funds. The recommended budget reflects only the County agencies' share of the overall JAG allocation.

The County receives annual JAG funding in the following budgets: District Attorney (DA) (#2020225000), Sheriff (#2021654000), Probation (#2022710000), and Centralized JAG (#2023024000).

Major Budget Changes

Salaries & Employee Benefits

- (\$36,935) Decrease in overtime for Probation.
- (\$7,000) Decrease in overtime for Sheriff.
- (\$3,698) Decrease in salary expense for DA.

Services & Supplies

- \$57,739 Increase in labor costs for DA.
- \$53,442 Increase in labor costs for Probation.
- \$13,125 Increase in airplane fuel expense for Sheriff.

Revenues

- \$76,572 Increase in reimbursement from the City of Stockton.

Program Discussion

The 2019-2020 recommended JAG budget totals \$395,489; however, the actual amount received by County departments will depend on the outcome of discussions with the City of Stockton that are anticipated to occur late in 2019.

Since 2011, the County and City of Stockton have used annual JAG funding for a Countywide Firearms Reduction Consortium, including District Attorney, Sheriff, Probation, and Stockton Police. The intent of the partnership has been to coordinate activities that combat gun violence, with funding allocated for prosecution of gun/gang violence, overtime costs for gun enforcement, airplane fuel costs, and a firearms examiner/equipment.

Justice Assistance Grant

Law & Justice

As of this writing, 2019-2020 JAG allocation amounts have not been announced. Discussions to be held between County departments and the City of Stockton will provide direction on recommended funding allocation amounts to each of the agencies and the viability of continued participation in the Countywide Firearms Reduction Consortium.

The budget assumes funding will be allocated to County departments in the same amounts as in 2018-2019. Once the allocations are determined and after a consensus has been developed among the participating agencies regarding use of the funds and allocation amounts, a Memorandum of Understanding will be presented for consideration by the Board of Supervisors and Stockton City Council for the 2019 JAG award.



PROPOSED BUDGET ROADS & FACILITIES



Roads & Facilities

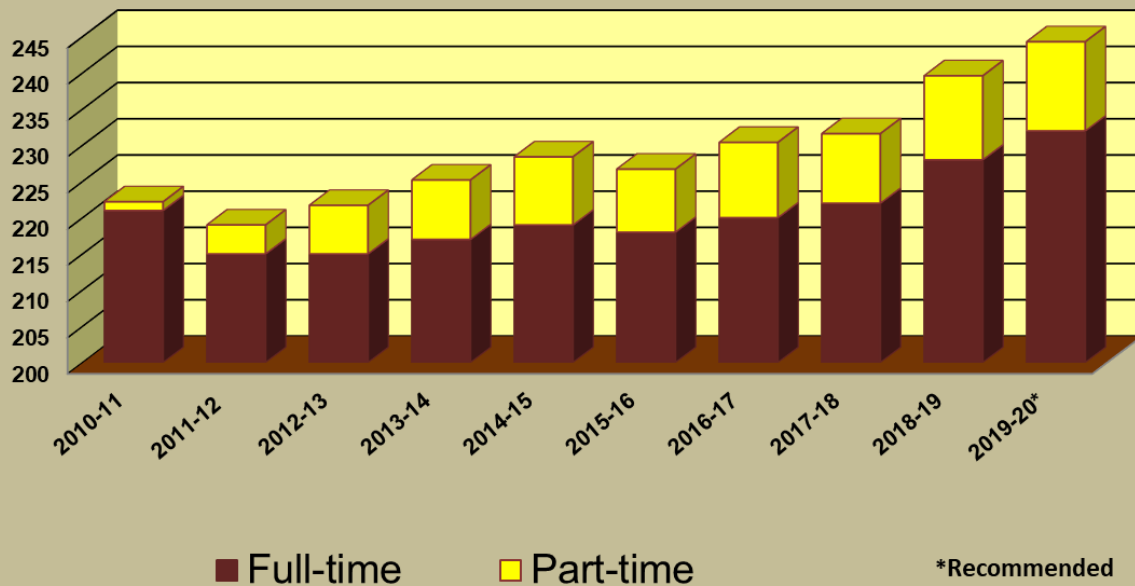
Appropriations

	Page Number	2018-2019 Adjusted	2019-2020 Requested	2019-2020 Recommended	Increase/ (Decrease)
<i>Summary — All Public Works Budgets</i>	E-4				
<i>Summary — Public Works - Road Fund</i>	E-10				
Public Works					
3030101000 Administration	E-11	\$4,574,731	\$3,670,102	\$3,670,102	(\$904,629)
3030103000 Engineering	E-13	14,438,935	16,393,248	16,393,248	1,954,313
3030105000 Road Maintenance	E-16	17,493,311	17,702,184	17,702,184	208,873
3030106000 Construction	E-20	40,026,000	43,440,000	43,440,000	3,414,000
3030108000 Development Services	E-23	811,934	745,400	745,400	(66,534)
2023060000 Water Resources	E-25	0	0	0	0
2023070000 Delta Activities	E-31	730,000	730,000	730,000	0
3030900000 Community Infrastructure Engineering	E-33	65,000	65,000	65,000	0
Road Districts					
3031300000 Road District #1	E-35	1,122,536	960,107	960,107	(162,429)
3031400000 Road District #2	E-35	663,175	786,523	786,523	123,348
3031500000 Road District #3	E-35	681,986	1,062,007	1,062,007	380,021
3031600000 Road District #4	E-35	4,804,017	5,007,840	5,007,840	203,823
3031700000 Road District #5	E-35	2,556,993	1,472,555	1,472,555	(1,084,438)
3039900000 Community Infrastructure Program	E-37	4,080,000	1,642,000	1,642,000	(2,438,000)
<i>Summary — All Airport Budgets</i>	E-39				
9230901000 Airport Enterprise Fund	E-41	11,540,955	4,548,439	4,548,439	(6,992,516)
9231000000 Airport Capital Projects	E-44	0	2,166,463	2,166,463	2,166,463
Total - Roads & Facilities		\$103,589,573	\$100,391,868	\$100,391,868	(\$3,197,705)

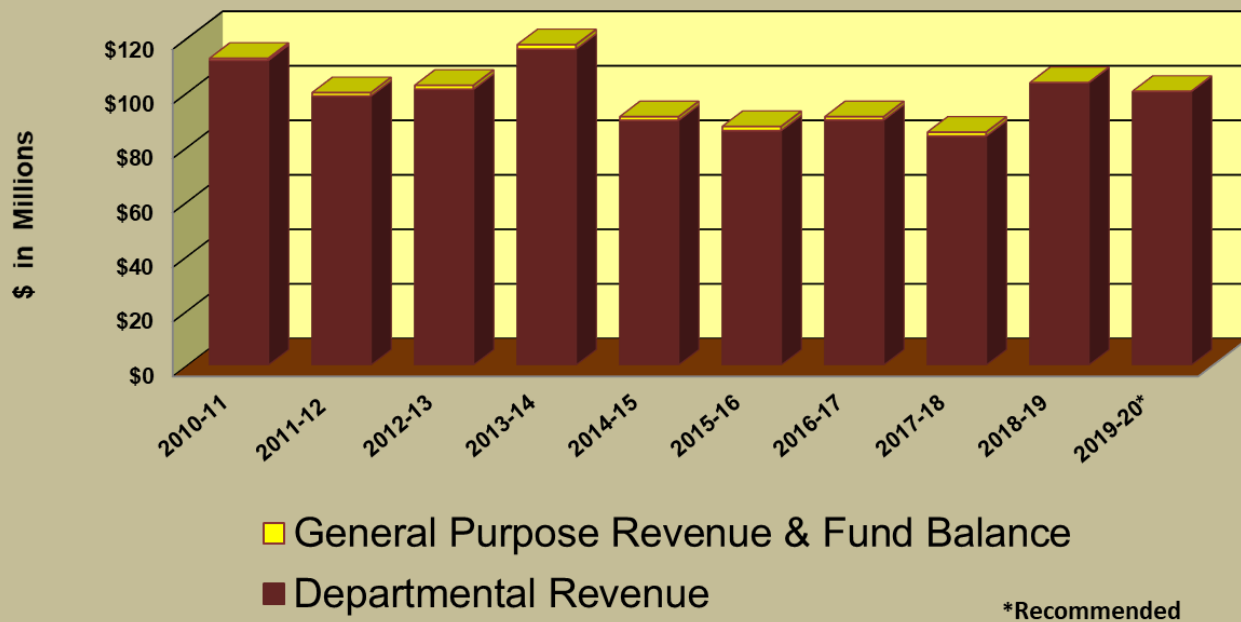
Roads & Facilities

Appropriations

Staffing Trend

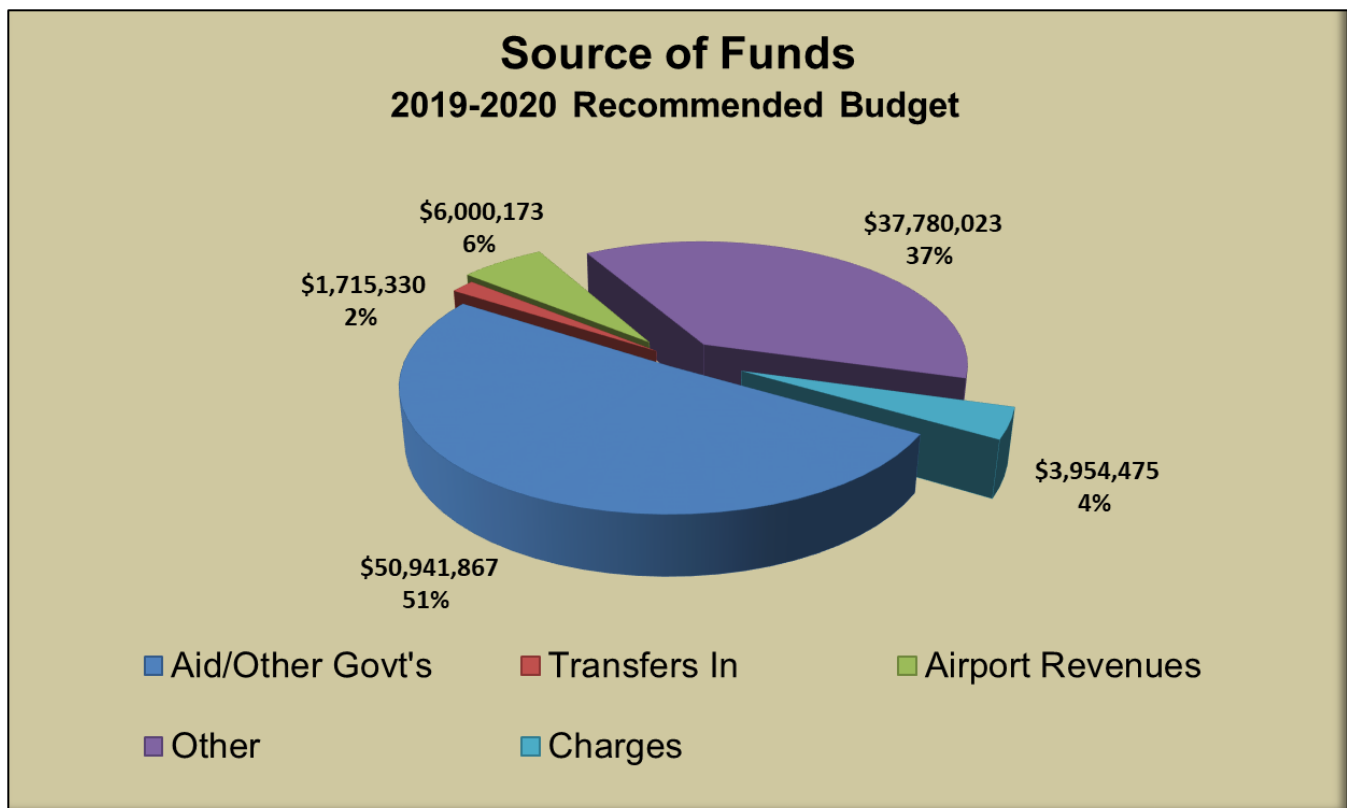
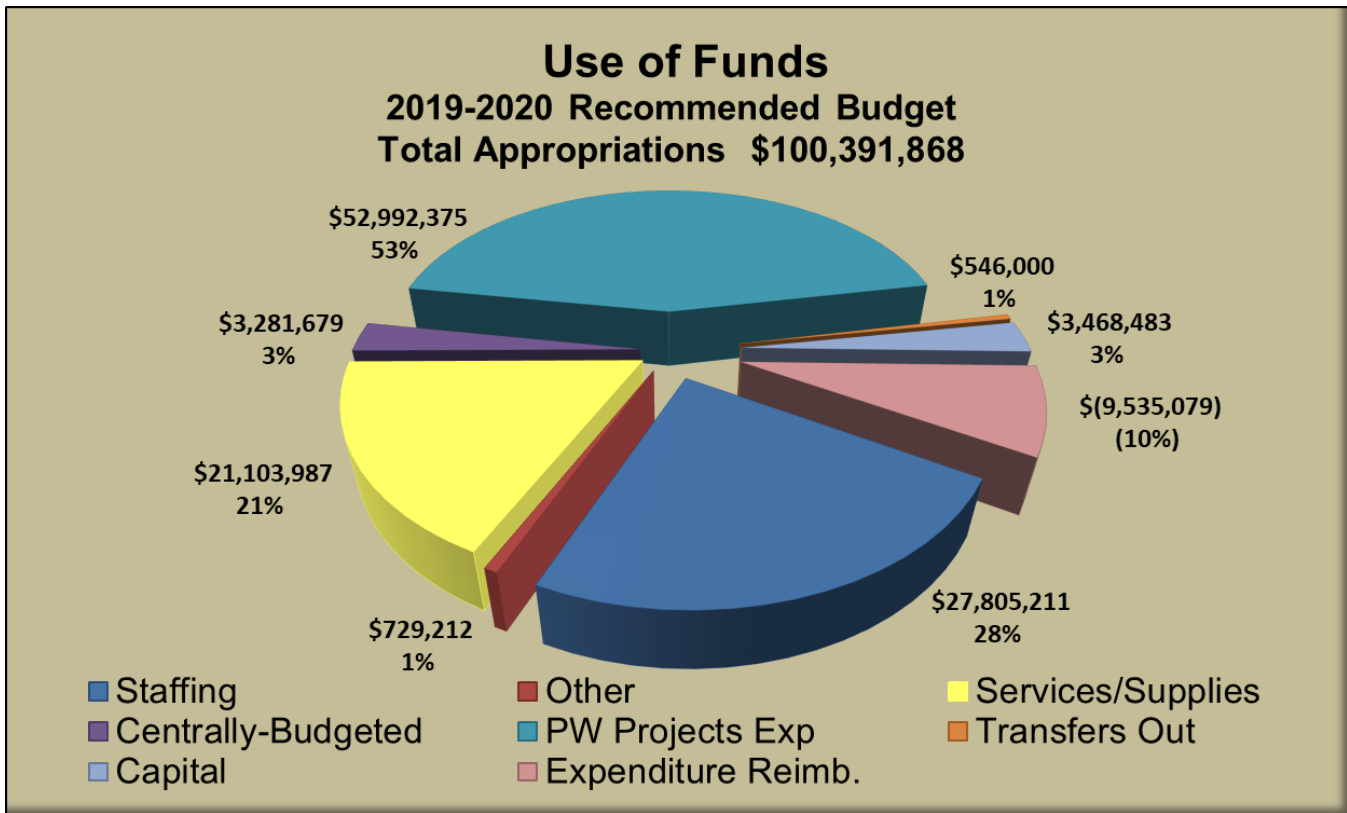


Appropriations by Source



Roads & Facilities

Appropriations



Summary

All Public Works Budgets

Kris Balaji, Public Works Director

	2017-2018 Actual	2018-2019 Adjusted	2019-2020 Requested	2019-2020 Recommended	Increase/ (Decrease)
Expenditures					
Salaries & Benefits	\$33,568,616	\$40,440,106	\$41,769,421	\$41,769,421	\$1,329,315
Services & Supplies	32,223,894	41,327,319	42,809,717	42,809,717	1,482,398
Centrally-Budgeted Expenses	4,353,892	4,319,118	3,861,570	3,861,570	(457,548)
Other Charges & Uses	1,896,258	2,656,250	2,968,015	2,968,015	311,765
Fixed Assets	5,236,467	14,102,550	6,878,246	6,878,246	(7,224,304)
Operating Transfers Out	270,250	520,500	746,000	746,000	225,500
Public Works Project Expense	33,700,952	50,223,952	52,992,375	52,992,375	2,768,423
Total Expenditures	\$111,250,329	\$153,589,795	\$152,025,344	\$152,025,344	(\$1,564,451)
Expenditure Reimbursements	(17,717,159)	(19,267,086)	(19,789,306)	(19,789,306)	(522,220)
Total Appropriations	\$93,533,170	\$134,322,709	\$132,236,038	\$132,236,038	(\$2,086,671)
Earned Revenues By Source					
Taxes	\$18,626,528	\$16,960,580	\$17,356,180	\$17,356,180	\$395,600
Licenses/Permits/Franchises	237,304	157,000	174,000	174,000	17,000
Interest/Rents	958,300	868,755	1,274,745	1,274,745	405,990
Aid From Other Governments	40,077,723	61,517,247	51,301,125	51,301,125	(10,216,122)
Charges For Services	7,033,276	5,414,676	7,048,800	7,048,800	1,634,124
Miscellaneous Revenues	1,516,937	1,456,885	1,417,263	1,417,263	(39,622)
Operating Transfers In	857,750	1,068,100	1,068,100	1,068,100	0
Solid Waste Special Revenues	29,954,322	29,822,635	30,893,097	30,893,097	1,070,462
Fund Balance	(6,033,941)	16,889,057	21,563,556	21,563,556	4,674,499
Total Revenues	\$93,228,199	\$134,154,935	\$132,096,866	\$132,096,866	(\$2,058,069)
Net County Cost	\$304,971	\$167,774	\$139,172	\$139,172	(\$28,602)
Allocated Positions	379.0	387.0	399.0	399.0	12.0
Temporary (Full-Time Equivalent)	18.6	23.5	22.6	22.6	(0.9)
Total Staffing	397.6	410.5	421.6	421.6	11.1

- This chart does not include appropriations for Fleet Services Internal Service Fund budget (#8190000000).*

This is a summary of the 20 budgets administered by the Public Works Director. These include:

- 1016000000 Surveyor
- 2023060000 Water Resources
- 2023070000 Delta Activities
- 2024100000 Flood Channel Maintenance
- 3030101000 Administration
- 3030103000 Engineering
- 3030105000 Road Maintenance
- 3030106000 Construction
- 3030108000 Development Services
- 3030900000 Community Infrastructure Engineering
- 3031300000 Road District #1
- 3031400000 Road District #2
- 3031500000 Road District #3
- 3031600000 Road District #4
- 3031700000 Road District #5
- 3039900000 Community Infrastructure Program

Summary

Roads & Facilities

- 4040800000 Utility Districts
- 8190000000 Fleet Services Internal Service Fund*
- 9210000000 Solid Waste Enterprise Fund
- 9312000000 CSA 31 Sewer Enterprise Fund

Board Strategic Priorities 2019-2020 through 2021-2022

The 2019-2020 recommended budget for Public Works focuses on the implementation of the Board Strategic Priorities as adopted by the Board on April 9, 2019. The Board Strategic Priorities for fiscal years 2019-2020 through 2021-2022 are a continuation of the Board's original five key priorities established in 2015. The Board has updated and augmented the goals associated with these strategic priorities to reflect the Board's direction related to water issues, health, collaboration, and homelessness.

Ensure Fiscal Responsibility

The Public Works Department ensures fiscal responsibility through a variety of efforts including, but not limited to: analysis of preventative maintenance opportunities; expanded use of technology; the leveraging of grant funding; and lease/purchase cost analysis of equipment. Below are examples where Public Works is ensuring fiscal responsibility:

- Since 2011-2012, by undertaking a cost analysis of lease versus purchase, the Department has undertaken the replacement of aging, inefficient, and environmentally non-compliant heavy equipment. Since 2014-2015, the Road Maintenance Division has been able to purchase replacement equipment without incurring any financing costs. As a result, the Division realized fiscal savings through purchasing instead of continued leasing of equipment. Additionally, in 2018-2019, Road Maintenance proposed purchasing two more pieces of heavy equipment: a debris collections truck, and a striper truck. Due to the time of estimated delivery, these expenditures are being re-budgeted in 2019-2020. Once purchased, there will be fiscal savings realized by the Department.
- In 2018-2019, the Department implemented on-line bidding for construction contracts and consultant services. The switch to on-line bidding reduces the costs related to publication and postage and promotes good governance by streamlining the bidding process for contractors and vendors.
- The Department actively participates in a number of coalitions to maximize the effectiveness of efforts to advocate for common issues in the Delta. The County

is an active participant in the Delta Counties Coalition (DCC), which includes the counties of Contra Costa, Sacramento, Solano, and Yolo. The DCC is able to cost-share a number of expenses related to advocacy, research, media presence, and coordination that is paid for from the Delta Activities budget. Additionally, the County has shared in the cost of preparing technical and legal comments with the South and Central Delta Water agencies on the Bay Delta Conservation Plan and the Single Tunnel Proposal.

- The Utility District Division and Community Infrastructure Engineering (CIE) Division continue to work together and complete rate studies and review Engineer's reports necessary to establish fees that provide adequate revenue for over 100 Special Districts. The ability to change fees must be done within the constraints of Proposition 218. In 2018-2019, there were six successful rate increases completed. These six Districts were the last of the Districts (with the exception of one) that were running with a negative balance. There are five Districts with declining balances, as well as the one District with a remaining negative balance, that will be addressed in 2019-2020. By reviewing these Districts and providing meaningful Proposition 218 activities, the Department is being fiscally responsible to the constituents in these communities.

Promote Good Governance and Increase Organizational Capabilities

The Public Works Department continues to establish and foster relationships with local and regional stakeholders, outside agencies, and other coalitions in order to continue to advocate for the needs of the community. Below are examples of Department initiatives to promote good governance and increase organizational capabilities:

- For the last several years, Development Services has made strides in utilizing technology for a variety of improvements. This is expected to continue in the upcoming years as a means to reduce reliance on outdated management systems and provide more efficient and timely responses to constituent inquiries as well as improve services. In 2018-2019, the ability for customers to pay via credit card/debit commenced. By providing this method of payment, it is a more convenient way for customers to pay for permits and other fees
- The Department continues to promote good governance initiatives, and provide staff with training, for a variety of areas including professional development, succession planning, and strategic outlook.

Summary

Roads & Facilities

In 2018-2019, the Department implemented the following initiatives:

- **Trailblazer Program** - provides stretch assignments to give participants tasks or projects that are beyond their current knowledge or skill level in order to “stretch” them developmentally. Since April 2019, the Program is temporarily suspended due to the immediate needs of the Department. It is anticipated the participants will resume involvement with the Program and will complete the assignment in 2020.
- **Business Process Review (BPR)** - undertaking of a thorough review of operational and organizational processes to identify performance measurement improvements for the Department. The BPR is scheduled for completion in fall 2019.
- **Implementation of Capital Improvement Plan (CIP)** - will provide a multiyear capital plan, which identifies and prioritizes expected needs based on a strategic plan, establishes project scope and cost, estimated amounts of funding from various sources, and projects future operating and maintenance costs. The creation of the CIP is scheduled for completion in fall 2019.
- **Professional Development Program** - an in-depth 12-month training for all Division Heads and Executive Team to improve communication and overall professional interaction with customers, both internally and externally also commenced. The first phase of training will be completed in fall 2019, and the Department is planning a continuation of this training in 2019-2020.
- In 2019-2020, the Solid Waste Division is proposing to install a light-emitting diode (LED) monitor at both Lovelace and North County landfill locations. These monitors will display essential information regarding Solid Waste and other County news for the public waiting in line to enter the landfill.

Improve Public Safety and Enhance the Overall Criminal Justice System

The Public Works Department continues to focus on public safety for both its employees as well as the community. Below are examples of Department initiatives to promote safety:

- Delta levees protect life and property from floods. Continuing to advocate for Delta levee funding is critical to protecting the system of levees, which are not only in place to protect local Delta agriculture, but also to protect the urban areas of Stockton, Lathrop, and

Manteca. The threat of catastrophic levee failures in the Delta have been overstated by the proponents of the Single Tunnel Proposal; however, Delta communities must continue to invest in maintenance of the existing levee system and meet the challenges of stricter regulatory oversight when performing in the field. The County supports the efforts of local levee maintaining agencies to find adequate funding not only locally, but to also ensure that historical cost-share levels from the State and Federal governments are also honored.

- Development Services oversees development and administration of the County’s Improvement Standards. These Standards guide the design of infrastructure, which will be County-maintained and are a key contributor in the delivery of safe, high quality, and efficient transportation and utility systems within the unincorporated County. The Division also safeguards the public through proper application of the County Development Title and other applicable regulations through project-specific conditions of approval. The conditions of approval reflect necessary mitigations for impacts caused by development projects and compliance with local and State regulatory requirements.
- The Channel Maintenance Division provides flood protection and levee maintenance in established Zone No. 9 and 10 areas and also contracts with the San Joaquin Area Flood Control Agency to maintain a portion of its levees. Services include vegetation control, stream-bed clearing, erosion control, rodent control, and patrol road maintenance. This Division is also responsible for implementing all State and Federal operations and maintenance requirements to maintain levee accreditation.
- In order to improve the response time in an emergency situation (such as significant road flooding), the Road Maintenance Division has requested funding to modify a Department truck to use as an emergency response vehicle. The truck will be pre-loaded with all necessary equipment, allowing employees to quickly respond to road closure events.

In 2018-2019, the Engineering Division obtained a grant that provided for the installation of 140 beacons throughout rural areas in San Joaquin County. These beacons have been positively received by the community by providing a flashing light at 2-way and 4-way stops in unlit intersections, warning the public of intersection traffic. In 2019-2020, the Road Maintenance Division is including funding to help maintain and replace damaged beacons.

Summary

Roads & Facilities

- In 2019-2020, the Road Maintenance Division is planning on purchasing two automated flaggers. This equipment will help reduce the risk of injury for those employees flagging during road operations as well as mechanically alert the public of a construction zone.
- The Department implemented the County's Adopt-A-Road program in 2018-2019. This program will give an opportunity for organizations, businesses, and individuals to assist in keeping County roads clean. The Department will provide tools and training to ensure success and safety of all participants. In 2018-2019, the first partner signed up for the program. By having the community help keep County roads clean, it will assist with improving both public health and safety.
- The Transportation Engineering Division continues to utilize and improve Geographic Information System (GIS) capabilities to track accidents, speeding, and other safety-related traffic concerns. In addition, through a data-sharing agreement with the navigation software application WAZE, the Division can mine data to help identify congested locations and determine needed improvements.
- The Bridge Engineering Division has recently updated its bridge inventory database, and is working hand-in-hand with the Road Maintenance Division to include minor structures (bridges with spans under 20 feet) as well. These minor structures have not previously been tracked. This database is key to managing the large number of structures, many of which are at or past their design life, and are a vital component of the County's transportation network.
- The Fleet Services Division continues to install Global Positioning System technology in all Fleet standard passenger vehicles to assist managers in monitoring vehicle use and implementing best practices for the safe and efficient use of County vehicles.

Promote Economic Development

The Public Works Department assists with the promotion of economic development by undertaking the following activities:

- The County's Delta Activities efforts support economic development by fighting to ensure the Delta has continued access to water of sufficient quantity and quality necessary for the viability of commercial agriculture, the ability of communities to meet the water needs of constituents, and to sustain and attract local businesses. These water rights are senior to the rights of Delta exporters south of the County.

- The Solid Waste Division promotes economic development through participation in the Recycling Market Development Zone Program. This Program operates with State agencies to provide loans to businesses that apply and are approved. The loans help provide funding for growth and expansion of businesses utilizing materials diverted from various waste streams for recycling. The Division also purchases supplies and services from local businesses in an effort to help grow and sustain the local economy.
- The CIE Division conducts public utility master planning for development within County Special Districts and reviews Public Works and other agency projects for impacts to special district infrastructure. The CIE Division will continue to support Development Services to ensure new development projects comply with applicable regulations, while at the same time encouraging and facilitating new and/or existing business requests for utility services in support of local/new industry growth.

Stay Informed and Proactive in Dealing with Water Issues

The Public Works Department continues to establish and foster relationships with local and regional stakeholders, outside agencies, and other coalitions in order to continue to be proactive regarding water issues facing the County. Below are examples of Department initiatives:

- The Department continues to conduct regular and informative meetings with elected officials at the local, State, and Federal levels of government. These actions ensure these officials are well informed of the County's position on water and the Delta, and to ensure that Delta stakeholders and residents have a represented voice.
- Water resources and Sacramento-San Joaquin Delta issues are among the top strategic and legislative priorities of the Board of Supervisors. With two-thirds of the Delta located in San Joaquin County, it is an important natural resource of local and Statewide importance, and the Board has vigorously defended County and regional interests in the Delta for many years. The Single Tunnel Proposal, the latest moniker for the Twin Tunnels project, and the conversion of agricultural land into shallow water habitat formally known as the Bay Delta Conservation Plan, threaten the economic, social, and environmental viability of the Delta. The Board has engaged with a variety of interests to defend the Delta in the following areas: 1) improving and maintaining the system of levees that protect life and property for both agricultural and urban areas, which also supports the current system of through-Delta exports; 2) advocating for continued access to Delta

Summary

Roads & Facilities

water supplies of sufficient quantity and quality for farmers, urban users, and the environment; 3) supporting efforts to have a healthy and viable Bay-Delta Estuary; 4) enhancing Delta maritime commerce and recreation; and 5) recognition of the Delta as a place.

- The Utility Districts budget includes funds for continued focus on water issues including groundwater management, pumping and production costs, and conservation education and enforcement. The Division will continue its phased installation of water meters within existing Special District Water Systems as funding allows.
- The Solid Waste Division proactively works with the California State Water Board in safeguarding the waters of the area. A Groundwater Monitoring Program has been established at each of the four County-owned landfills. The Division submits semi-annual reports to the Water Board on the results of this Program to ensure that landfill activities have minimal impact to local groundwater.

Public Works Department Six Core Business Strategies

In concert with the Board of Supervisors' Strategic Priorities, the Public Works Department has identified six core business strategies to enhance the Department's services. Below are the strategies as well as additional initiatives being undertaken by the Department:

1. **Succession Planning** - Investment in staff to prepare them for career advancement and succession is necessary for sustained growth of the individuals and success of the Department.
 - In 2019-2020, the Department is investing in staff development and training in all of its Divisions.
2. **Customer Service** - The Department must ensure that it is providing excellent customer service to assist and support its external and internal customers.
 - In 2019-2020, GIS-based document management protocols are being utilized to eliminate waste, streamline research activities, and help provide information to the public quickly. In 2019-2020, GIS plans to utilize funds to purchase software and licensing that will greatly improve the quality of information made accessible to the community. Upgrading these systems will enhance the customer service experience along with improving relationships with neighboring City Public Works Departments in the County.

- In 2019-2020, the Department is investing in customer service training in all of its Divisions.
3. **Innovation** - Identifying new and innovative ways to provide enhanced services is paramount. The Department strives to become the most innovative Public Works Department in California.
 - In 2018-2019, the Department conducted its first virtual public meeting by using YouTube.
 - In 2019-2020, the Utility Maintenance Division budget includes funding to purchase a ground-penetrating radar system. Acquiring this innovative equipment will provide exact locations of objects, including the depth, voids, and pipe leakage. In addition, incorporating this technology will eliminate possible job downtime due to structure damage or facility shut down for a severed utility line.
 - In 2019-2020, the Road Maintenance Division budget includes funding to implement an innovative road surface stability program. The program will serve the rural areas where some of the roads are composed of dirt and gravel. The process includes a coating of liquid, which improves dust control and reduces routine road maintenance cost. While this program has been included in the budget, the Department will be seeking an air quality grant to offset the cost.
 4. **Relationships** - Relationships are critical to the Department in the ability to properly serve the community as well as working with other County Departments and neighboring agencies.
 - In 2018-2019, the Public Works Department launched its Facebook page. The use of social media will improve communication with the public.
 - In 2019-2020, the Department is investing in staff development and training in all of its Divisions to improve professional relationships within the Department as well as enhance communication with County residents.
 5. **Strategic Outlook** - Having a long-term vision for the Department is necessary to ensure progress and improvement.
 - In 2019-2020, the CIP is scheduled to be completed and the plan will be implemented with future impact on budgets and planned activity.
 - In 2019-2020, the Public Works-Administration budget includes funding to perform a facility needs assessment of the Public Works Building located at 1810 Hazelton Avenue, Stockton. The needs assessment shall determine facility priorities.

Summary

Roads & Facilities

6. **Recognition** - It is important that the Department recognizes accomplishments; both internally as well as from the public works industry and organizations.
 - In 2018-2019, the Department received numerous awards acknowledging the efforts of the Public Works Department.
 - In 2019-2020, this practice will continue and expand to seek out both traditional and non-traditional acknowledgements so that all employees have an opportunity to be recognized.

Summary—Road Fund

Roads & Facilities

Kris Balaji, Public Works Director

Road Fund	2017-2018 Actual	2018-2019 Adjusted	2019-2020 Requested	2019-2020 Recommended	Increase/ (Decrease)
Expenditures					
Salaries & Benefits	\$18,071,687	\$22,958,691	\$23,171,049	\$23,171,049	\$212,358
Services & Supplies	7,922,129	13,137,829	14,787,002	14,787,002	1,649,173
Centrally-Budgeted Expenses	3,542,384	3,586,421	3,146,125	3,146,125	(440,296)
Other Charges & Uses	54	750,400	367,400	367,400	(383,000)
Fixed Assets	585,451	1,162,550	1,108,020	1,108,020	(54,530)
Public Works Project Expense	29,909,469	41,313,070	44,683,068	44,683,068	3,369,998
Total Expenditures	\$60,031,174	\$82,908,961	\$87,262,664	\$87,262,664	\$4,353,703
Expenditure Reimbursements	(5,072,215)	(5,564,050)	(5,311,730)	(5,311,730)	252,320
Total Appropriations	\$54,958,959	\$77,344,911	\$81,950,934	\$81,950,934	\$4,606,023
Earned Revenues By Source					
Taxes	\$11,453,701	\$9,447,765	\$9,786,821	\$9,786,821	\$339,056
Licenses/Permits/Franchises	237,304	157,000	174,000	174,000	17,000
Interest/Rents	269,524	250,000	100,000	100,000	(150,000)
Aid From Other Governments	39,352,855	61,151,505	50,882,969	50,882,969	(10,268,536)
Charges For Services	1,587,758	960,600	1,110,975	1,110,975	150,375
Miscellaneous Revenues	86,623	50,070	50,070	50,070	0
Operating Transfers In	250,250	338,100	338,100	338,100	0
Fund Balance	1,720,974	4,989,871	19,507,999	19,507,999	14,518,128
Total Revenues	\$54,958,989	\$77,344,911	\$81,950,934	\$81,950,934	\$4,606,023
Net County Cost	(\$30)	\$0	\$0	\$0	\$0
Allocated Positions	191.0	197.0	198.0	198.0	1.0
Temporary (Full-Time Equivalent)	9.2	11.2	11.2	11.2	0.0
Total Staffing	200.2	208.2	209.2	209.2	1.0

- Expenditures and Major Budget Changes are explained in following budget narratives.

All revenue for the five budgets in the Road Fund is included in the Public Works Administration (#3030101000) budget.

- 3030101000 Administration
- 3030103000 Engineering
- 3030105000 Road Maintenance
- 3030106000 Construction
- 3030108000 Development Services

In 2020-2021, in an effort to promote transparency, it is expected the Public Works Department will identify revenue sources for each budget unit separately.

3030101000—Public Works-Administration

Roads & Facilities

Kris Balaji, Public Works Director

Special Revenue Fund	2017-2018 Actual	2018-2019 Adjusted	2019-2020 Requested	2019-2020 Recommended	Increase/ (Decrease)
Expenditures					
Salaries & Benefits	\$3,225,930	\$3,912,977	\$4,031,511	\$4,031,511	\$118,534
Services & Supplies	719,655	1,184,164	1,074,276	1,074,276	(109,888)
Centrally-Budgeted Expenses	2,065,429	1,967,540	1,674,265	1,674,265	(293,275)
Other Charges & Uses	0	100,000	0	0	(100,000)
Fixed Assets	0	60,000	80,000	80,000	20,000
Total Expenditures	\$6,011,014	\$7,224,681	\$6,860,052	\$6,860,052	(\$364,629)
Expenditure Reimbursements	(2,574,955)	(2,649,950)	(3,189,950)	(3,189,950)	(540,000)
Total Appropriations	\$3,436,059	\$4,574,731	\$3,670,102	\$3,670,102	(\$904,629)
Earned Revenues By Source					
Taxes	\$11,453,701	\$9,447,765	\$9,786,821	\$9,786,821	\$339,056
Licenses/Permits/Franchises	237,304	157,000	174,000	174,000	17,000
Interest/Rents	269,524	250,000	100,000	100,000	(150,000)
Aid From Other Governments	39,352,855	61,151,505	50,882,969	50,882,969	(10,268,536)
Charges For Services	1,587,758	960,600	1,110,975	1,110,975	150,375
Miscellaneous Revenues	85,986	50,070	50,070	50,070	0
Operating Transfers In	250,250	338,100	338,100	338,100	0
Fund Balance	(49,801,319)	(67,780,309)	(58,772,833)	(58,772,833)	9,007,476
Total Revenues	\$3,436,059	\$4,574,731	\$3,670,102	\$3,670,102	(\$904,629)
Net County Cost	\$0	\$0	\$0	\$0	\$0
Allocated Positions	29.0	29.0	29.0	29.0	0.0
Temporary (Full-Time Equivalent)	1.5	3.8	3.8	3.8	0.0
Total Staffing	30.5	32.8	32.8	32.8	0.0

Purpose

The Department of Public Works is responsible for planning, designing, constructing, operating, and maintaining public roads, bridges, water, wastewater systems, flood control, and solid waste systems for the County. Additionally, staff support is provided to the Planning Commission, Groundwater Basin Authority, Flood Control Technical Advisory Committee, Board Water Committee, County Advisory Water Commission, Delta Counties Coalition, and the Delta Coalition. Fleet support is also provided to all County agencies by Public Works. The overall mission is to protect the health and welfare of the public, preserve the County's infrastructure investments, and develop Countywide long-term plans and programs for transportation

systems, water quality and supply needs, flood management interests, solid waste management, and Special Districts.

The Public Works Administration budget funds support services for 20 functional areas of the department. Support services include personnel, payroll, clerical, fiscal services, records management, and geographic information systems.

Major Budget Changes

Salaries & Employee Benefits

- \$158,758 Salary and benefits adjustments.
- (\$40,224) Decrease in extra-help.

3030101000—Public Works-Administration

Roads & Facilities

Services & Supplies

- \$31,000 Increase in software licensing and maintenance costs.
- (\$166,000) Decrease in professional services for staff development and organizational review.

➤ \$9,007,476 Increase in use of Fund Balance.

Fixed Assets/Capital Improvement

- \$80,000 Security camera system.

Centrally-Budgeted Expenses

- \$76,808 Increase in data processing charges.
- (\$58,516) Decrease in Casualty insurance costs.
- (\$303,120) Cost Allocation Plan adjustment.

Other Charges

- (\$100,000) Decrease in charges for Adopt-A-Road Program.

Expenditure Reimbursements

- \$540,000 Increase in reimbursement for Administration services.

Revenues

- \$636,627 Increase in State Highway Users Tax funds.
- \$327,454 Increase in Measure K funds.
- \$150,375 Increase in service fee charges.
- (\$9,396,677) Decrease in Federal funding for transportation projects.
- (\$1,062,000) Decrease in State transportation funds.
- (\$446,486) Decrease in intergovernmental revenues.
- (\$150,000) Decrease in interest income.

Program Discussion

The 2019-2020 recommended budget for Public Works Administration totals \$6,860,052, which is a decrease of \$364,629 from the 2018-2019 adjusted budget. The change is primarily due to decreases in extra-help, professional services costs, charges for the Adopt-A-Road Program, and Cost Allocation Plan adjustments, offset by salary and benefits adjustments, and increases in software licensing and maintenance costs and data processing charges.

The Department is continuing its efforts to enhance areas of strategic planning, staff development, succession planning, innovation, customer service, internal and external relationships, and employee recognition. A key initiative for 2019-2020 is implementing the performance measures identified in the Business Process Review, a review of the Department's operations. Additionally, the Department will continue to manage its resources through strategic actions while incorporating the Department's Six Core Business Strategies: Succession Planning; Customer Service; Innovation; Relationships; Strategic Outlook; and Recognition. More detail is included in the Public Works Summary under the Board Strategic Priorities.

The Public Works Administration budget funds support services for the Administration, Engineering, Road Maintenance, Construction, and Development Services budgets. All revenue for the five budgets in the Road Fund is included in the Public Works Administration budget. In 2020-2021, it is expected the Department will identify revenue sources for each budget unit separately.

Activities of individual divisions are provided in the specific budget narratives.

3030103000—Public Works-Engineering

Roads & Facilities

Kris Balaji, Public Works Director

Special Revenue Fund	2017-2018 Actual	2018-2019 Adjusted	2019-2020 Requested	2019-2020 Recommended	Increase/ (Decrease)
Expenditures					
Salaries & Benefits	\$6,670,846	\$8,688,622	\$8,632,033	\$8,632,033	(\$56,589)
Services & Supplies	3,462,546	6,772,846	8,658,132	8,658,132	1,885,286
Centrally-Budgeted Expenses	77,251	96,067	223,783	223,783	127,716
Fixed Assets	0	36,000	6,500	6,500	(29,500)
Total Expenditures	\$10,210,643	\$15,593,535	\$17,520,448	\$17,520,448	\$1,926,913
Expenditure Reimbursements	(1,136,199)	(1,154,600)	(1,127,200)	(1,127,200)	27,400
Total Appropriations	\$9,074,444	\$14,438,935	\$16,393,248	\$16,393,248	\$1,954,313
Earned Revenues By Source					
Miscellaneous Revenues	\$607	\$0	\$0	\$0	\$0
Fund Balance	9,073,837	14,438,935	16,393,248	16,393,248	1,954,313
Total Revenues	\$9,074,444	\$14,438,935	\$16,393,248	\$16,393,248	\$1,954,313
Net County Cost	\$0	\$0	\$0	\$0	\$0
Allocated Positions	62.0	68.0	68.0	68.0	0.0
Temporary (Full-Time Equivalent)	2.2	2.2	2.2	2.2	0.0
Total Staffing	64.2	70.2	70.2	70.2	0.0

Purpose

The Public Works-Engineering budget consists of the Design, Field, Bridge, and Transportation Engineering Divisions. Services include planning, design, environmental review, right of way services, and inspection of construction projects for the County's transportation, utility infrastructure, and solid waste facilities. Engineering studies recommend safety, operational, development, capital, and facility planning actions.

Major Budget Changes

Salaries & Employee Benefits

- (\$64,743) Salary and benefits adjustments.
- \$6,943 Increase in overtime.
- \$1,211 Increase in extra-help.

Services & Supplies

- \$1,909,083 Increase in professional engineering services.
- \$21,950 Increase in software maintenance costs.
- \$20,000 Increase in licenses and permitting costs for environmental mitigation.
- (\$44,142) Decrease in fleet service costs.
- (\$22,300) Decrease software and related license costs.

Centrally-Budgeted Expenses

- \$126,675 Increase in Casualty insurance costs.

3030103000—Public Works-Engineering

Roads & Facilities

Expenditure Reimbursements

- \$75,000 Increase in reimbursements from Community Development Block Grant.
- (\$100,000) Decrease in reimbursements from other County funds.

Fixed Assets/Capital Improvement

- \$6,500 Survey equipment.

Program Discussion

The 2019-2020 recommended Public Works-Engineering budget totals \$17,520,448, which is an increase of \$1,926,913 from the 2018-2019 adjusted budget. The budget primarily includes increases in professional engineering services, and software maintenance and permitting costs, offset with decreases in salary and benefits adjustments, fleet services costs, and software and related license costs. This budget reflects current reimbursement levels for design and construction engineering activities from Federal, State, and local programs. The budget also reflects current levels of grant-supported activity and associated project cost reimbursements. In 2019-2020, the objective is to provide the engineering required to complete the construction of 32 projects:

<i>Project Name</i>	<i>Projects</i>
<i>Surface Transportation Program</i>	<i>4</i>
<i>Highway Safety Improvement Program</i>	<i>1</i>
<i>Road Maintenance and Rehabilitation Account</i>	<i>18</i>
<i>Highway Users Tax Account</i>	<i>1</i>
<i>Road District</i>	<i>2</i>
<i>Highway Bridge Program</i>	<i>5</i>
<i>Local Transportation Fund</i>	<i>1</i>
<i>Total</i>	<i>32</i>

Fixing America's Surface Transportation Act (FAST Act)

The Moving Ahead for Progress in the 21st Century Act (MAP 21) authorized Federal highway spending for Federal fiscal years 2013 through 2015. It consolidated several programs, including the Highway Bridge Program (HBP), into a new program structure and retained other discrete programs that provide project-based financial support to the County, including the Surface Transportation Program, Congestion Mitigation and Air Quality Improvement

Program (CMAQ), and the Highway Safety Improvement Program (HSIP).

On December 4, 2015, the President signed into law the FAST Act. The FAST Act authorizes \$305.0 billion for Federal fiscal years 2016 through 2020 to improve the Nation's surface transportation infrastructure. The law also makes changes and reforms to many Federal transportation programs, including streamlining the approval process for new transportation projects, establishing performance measures, and providing new safety tools. Part of the rules of MAP-21 that guide program delivery are still in effect under the FAST Act, as the changes have not yet been finalized.

The elimination of a discrete HBP essentially forces most bridge projects to compete with roadway projects for the same funding. However, San Joaquin County is well positioned as it has already secured Federal funding for the preliminary engineering and environmental activities for 28 bridge projects to be constructed over the next 10 years.

CMAQ funds are competitively awarded to transportation projects that reduce emissions and mitigate congestion. Public Works succeeded in obtaining CMAQ funds for two roundabout projects on Jack Tone Road and State Routes 4 and 26, which are in the initial design stage with construction anticipated in 2020-2021.

The HSIP and the High Risk Rural Roads Program (HR3), are competitive Federal safety grants administered by the California Department of Transportation (Caltrans). HSIP and HR3 support projects that reduce the number and severity of traffic accidents. Public Works has also received HSIP funding for three roundabout projects (Byron Road/Grant Line Road, Liberty Road/Dustin Road, and Duncan Road/Comstock Road), two rumble strips projects and one flashing beacons project, which are all in the initial design stage with construction anticipated in 2020-2021. The Active Transportation Program (ATP) is a State-funded competitive grant which supports projects that target active forms of transportation such as bicycle and pedestrian traffic, including Safe Routes to Schools. In 2018-2019, Public Works successfully obtained an ATP grant for the Oro Avenue and Section Avenue Sidewalk Improvement projects for a total of \$1.4 million that will be constructed in 2020-2021.

Road Maintenance and Rehabilitation Account (RMRA) - Senate Bill (SB) 1

The RMRA was established in the State Transportation Fund by SB 1. SB 1 is a transportation funding bill signed by the Governor on April 28, 2017, for the purpose of addressing deferred maintenance on the State highway system and the local street and road systems. RMRA funds are generated by a series of increases in fuel and vehicle taxes and fees to support research, planning, construction maintenance, and operation of

3030103000—Public Works-Engineering

Roads & Facilities

public streets and highways. The County's share is determined by funding formulas based on the number of registered vehicles and maintained road mileage. Preliminary engineering efforts will be completed for 18 RMRA funded projects in 2019-2020.

Highway Users Tax Account (HUTA)

HUTA funds are derived from State fuel excise taxes to support research, planning, construction, maintenance, and operation of public streets and highways. Similar to RMRA funding, the County's share is determined by funding formulas based on proportions of registered vehicles and maintained road mileage. Despite an increase in HUTA Section 2103 revenues, caused in part by increased gasoline sales, only one HUTA project will be completed in 2019-2020 due to prioritization of RMRA funds and staffing constraints. Remaining funds will provide funding for other projects.

Measure K

Measure K funds are derived from the share of sales tax dedicated towards transit and transportation projects.

Portions of Measure K funds are allocated to the Local Street Repair and Roadway Safety programs. Measure K funds also provide the local match for projects that qualify for Federal funding. The San Joaquin Council of Governments (SJCOC) advanced and leveraged Measure K Congestion Relief (MKCR) funds to deliver several major highway projects including the widening of both Interstate 5 and State Route 99 in Stockton, and the extension of State Route 4. SJCOC projects MKCR funds will be available for programming non-highway projects beginning in 2021.

Other Project Support

Staff will continue to focus on the delivery of multiple transportation programs supported by funds in the Construction budget and various other sources. Public Works will continue to pursue competitive transportation funding opportunities, as well as non-road opportunities such as Community Development Block Grants and Solid Waste Enterprise Fund projects.

Workload Data

	-----Actual-----			Est./Act. 2018-2019	Projected 2019-2020
	2015-2016	2016-2017	2017-2018		
<i>Projects Designed & Constructed</i>	32	14	21	18	23
<i>Traffic Engineering Studies</i>	89	95	126	123	125
<i>Permits Inspected</i>	881	1,136	350	400	730
<i>Bridges Inspected</i>	35	24	47	45	33
<i>Property Acquisitions/Dispositions</i>	3	4	2	8	6
<i>Property Appraisals</i>	3	4	6	2	4
<i>Property Abandonments</i>	2	4	4	4	12
<i>Environmental Referrals</i>	25	19	12	18	20
<i>Environmental Coordinations</i>	76	70	51	75	80
<i>Development Traffic Impact Studies</i>	1	4	3	5	6
<i>San Joaquin Council of Governments Participations</i>	1	1	1	3	4
<i>Caltrans Participations</i>	4	2	2	4	5
<i>Other Agency/City Participations</i>	3	2	0	2	3
<i>Internal Transportation Studies</i>	3	1	1	2	2

3030105000—Public Works-Road Maintenance

Roads & Facilities

Kris Balaji, Public Works Director

Special Revenue Fund	2017-2018 Actual	2018-2019 Adjusted	2019-2020 Requested	2019-2020 Recommended	Increase/ (Decrease)
Expenditures					
Salaries & Benefits	\$7,528,702	\$9,598,145	\$9,785,835	\$9,785,835	\$187,690
Services & Supplies	3,685,843	4,984,269	4,799,744	4,799,744	(184,525)
Centrally-Budgeted Expenses	1,394,476	1,516,877	1,242,617	1,242,617	(274,260)
Other Charges & Uses	54	400	400	400	0
Fixed Assets	585,451	1,066,550	1,021,520	1,021,520	(45,030)
Public Works Project Expense	686,526	1,337,070	1,610,068	1,610,068	272,998
Total Expenditures	\$13,881,052	\$18,503,311	\$18,460,184	\$18,460,184	(\$43,127)
Expenditure Reimbursements	(755,759)	(1,010,000)	(758,000)	(758,000)	252,000
Total Appropriations	\$13,125,293	\$17,493,311	\$17,702,184	\$17,702,184	\$208,873
Earned Revenues By Source					
Miscellaneous Revenues	\$30	\$0	\$0	\$0	\$0
Fund Balance	13,125,293	17,493,311	17,702,184	17,702,184	208,873
Total Revenues	\$13,125,323	\$17,493,311	\$17,702,184	\$17,702,184	\$208,873
Net County Cost	(\$30)	\$0	\$0	\$0	\$0
Allocated Positions	95.0	95.0	96.0	96.0	1.0
Temporary (Full-Time Equivalent)	5.5	5.2	5.2	5.2	0.0
Total Staffing	100.5	100.2	101.2	101.2	1.0

Purpose

The primary goals of the Road Maintenance Division are to maintain safe roadways and to protect the County's road and bridge infrastructure investments. Performing timely maintenance of the County's 1,650 miles of roadway, 267 bridges, 3 ferry ramps, and 364 minor structures and related facilities is crucial to both of these goals.

Significant roadway maintenance programs include surface restoration, chip/crack seals, maintenance of traffic signs, roadway striping/legends, clearing drainage structures, maintenance of roadside drainage ditches and vegetation control, safety trimming and removal of unsafe roadside trees, shoulder maintenance, sidewalk safety repairs, roadside debris removal, bridge and ferry ramp maintenance, guardrail maintenance, and drawbridge operations.

Major Budget Changes

Salaries & Employee Benefits

- \$98,664 Salary and benefits adjustments.
- \$163,664 Add two Equipment Operator positions.
- (\$74,638) Delete a Highway Maintenance Worker position.

Services & Supplies

- \$56,200 Increase in fleet services costs.
- \$30,000 Increase in drainage cost assessments from Special Districts for County share of services.
- \$22,800 Increase in signal maintenance costs.

3030105000—Public Works-Road Maintenance

Roads & Facilities

- \$12,500 Increase in maintenance program costs.
- \$11,405 Increase in guardrail system repair costs.
- (\$105,000) Decrease in equipment rental costs.
- (\$95,000) Decrease in consultant costs for office space reconfiguration.
- (\$32,632) Decrease in costs for on-call contract services for hazardous waste collection.
- (\$26,790) Decrease in capital lease costs.
- (\$20,982) Decrease in personal supply costs.
- (\$19,227) Decrease in fleet supply parts.
- (\$19,000) Decrease in training costs.

Centrally-Budgeted Expenses

- (\$99,515) Decrease in Workers' Compensation insurance costs.
- (\$186,455) Decrease in Casualty insurance costs.

Public Works Project Expense

- \$272,998 Increase in project expense costs.

Expenditure Reimbursements

- \$74,000 Increase in reimbursement from Road Districts.
- (\$325,000) Decrease in reimbursement from Community Development Block Grant.

Revenues

- \$208,873 Increase in use of fund balance.

Fixed Assets/Capital Improvement

- \$375,000 Striping truck.
- \$160,000 Rear loading debris truck.
- \$150,000 Traffic Maintenance storage building.

- \$125,000 Bobtail truck.
- \$75,000 Electronic locks for corporation yard.
- \$75,000 Barricade truck conversion.
- \$50,000 Automated flagging equipment (2).
- \$11,520 Mobile computing devices (12).

Program Discussion

The 2019-2020 recommended Road Maintenance budget totals \$18,460,184, which is a decrease of \$43,127 from the 2018-2019 adjusted budget. This change reflects a deletion of a Highway Maintenance Worker position, decrease in allocated insurance costs, equipment rental, professional services, capital leases, and training costs, partially offset by salary and benefits adjustments, the addition of two Equipment Operator I positions, increases in fleet service costs, project expenses, and cost assessments from Special Districts.

The Road Maintenance Division is primarily funded from State gas tax revenues. With this funding, the Road Maintenance Division will continue to focus on essential safety and system preservation services. In 2018-2019, the Road Maintenance Division began work on three different programs: Storm Drain Management; Right-of-Way Abatement; and Adopt-A-Road.

Storm Drain Management

Storm Drain Management program involves the use of Road Maintenance employees and a new Vac-Con truck to clear blocked storm drains.

Right-of-Way Abatement

Right-of-Way Abatement program was a transfer of program management from the Environmental Health Department. Road Maintenance now responds to remove special wastes that cannot be disposed of in County landfills from the County Right-of-Way.

Adopt-A-Road

On December 4, 2018, the Board enacted the first Adopt-A-Road Program in San Joaquin County, as part of the Clean San Joaquin program. The program goals include ways to reduce roadside cleanup costs, allow for cleanup of litter, and increase public pride. The program launched on March 29, 2019, with the first volunteer organization in place to begin cleanup on a mile-stretch of County roadway. Outreach campaigns will continue to highlight the program and increase public awareness of existing options for proper

3030105000—Public Works-Road Maintenance

Roads & Facilities

disposal and for reporting of illegal dumping activity. Road Maintenance anticipates having the first few sections of road adopted for cleanup before the end of 2018-2019.

Road Stabilization

The Road Stabilization program will be a test of a new, environmentally-friendly product that will help reduce the frequency of road grading repairs to unpaved roads. If successful, this program would expand to candidate roads that require frequent patching and maintenance.

Replacement of aging, inefficient, and environmentally, non-compliant heavy equipment began in 2011-2012, using lease-purchase financing. The lease-purchase equipment replacement program was continued through 2013-2014. Since 2014-2015, sufficient funds have been accumulated and the Division has been able to purchase replacement equipment without incurring the financing costs. As such, the leasing efforts should end in 2019-2020, providing long-term budget savings.

In 2019-2020, six pieces of equipment are proposed for replacement. Fleet Services will purchase equipment from the Fleet Services' Replacement Reserve at an estimated cost totaling \$808,000:

- Pick-up trucks (4).
- Street sweeper.
- Front loading debris truck.

This approach allows the Road Maintenance Fund to pay Fleet Services for the cost of utilizing the equipment,

including maintenance and depreciation charges, so that sufficient funds may accumulate to replace the equipment once it reaches the end of its useful life.

In addition, the following equipment, totaling \$785,000, will be purchased and funded directly by the Road Fund:

- Striping truck (re-budgeted).
- Bobtail truck (re-budgeted).
- Debris collection truck (re-budgeted).
- Barricade truck conversion.
- Automated flagging equipment (2).

The 2019-2020 recommended budget includes \$11,520 to lease and deploy mobile computing devices to managers and supervisors. These devices are useful to managers and supervisors in the field for conducting research, documenting conditions, and performing work that currently requires office staff support.

The 2019-2020 recommended budget also includes \$225,000 for the following:

- \$150,000 to add an additional storage building near the Traffic Maintenance area at the Corporation Yard. This building would provide additional indoor storage for climate sensitive equipment and for secure storage of Traffic Maintenance supplies.
- \$75,000 for the replacement of the existing door lock system to improve building security.

3030105000—Public Works-Road Maintenance

Roads & Facilities

Workload Data					
	-----Actual-----			Est./Act.	Projected
	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020
<i>Adopt-A-Road (miles adopted)</i>	0	0	0	4	12
<i>Chip-Sealing (miles)</i>	145	131	117	127	130
<i>Crack Seal (miles)</i>	37	0	1,200	144	140
<i>Debris Removal (tons removed)</i>	1,924	2,117	1,864	1,934	2,000
<i>Leaf Pickup (tons)</i>	0	0	442	434	446
<i>Maintenance Restoration (miles)</i>	7	5	3	5	5
<i>Pavement Legends (each)</i>	7,021	3,798	5,352	5,700	5,500
<i>Pavement Striping (miles)</i>	1,692	1,168	1,663	1,450	1,600
<i>Raised Pavement Markers (each)</i>	55,941	44,059	36,713	46,366	50,212
<i>Roadside Mowing (miles)</i>	835	1,490	2,400	2,577	2,477
<i>Roadway Abatement (incidents handled)</i>	0	0	0	154	170
<i>Shoulder Weed Control (miles)</i>	67	5	86	75	80
<i>Sidewalk Repair (square feet)</i>	4,575	6,821	2,972	2,888	3,000
<i>Storm Drain Program (feet)</i>	0	0	65,343	90,000	90,000
<i>Traffic Sign Maintenance (each)</i>	8,982	8,692	10,958	10,500	10,750
<i>Tree Maintenance (each)</i>	3,290	6,149	6,599	5,700	5,675

3030106000—Public Works-Construction

Roads & Facilities

Kris Balaji, Public Works Director

Special Revenue Fund	2017-2018 Actual	2018-2019 Adjusted	2019-2020 Requested	2019-2020 Recommended	Increase/ (Decrease)
Expenditures					
Other Charges & Uses	\$0	\$650,000	\$367,000	\$367,000	(\$283,000)
Public Works Project Expense	29,222,943	39,976,000	43,073,000	43,073,000	3,097,000
Total Expenditures	\$29,222,943	\$40,626,000	\$43,440,000	\$43,440,000	\$2,814,000
Expenditure Reimbursements	(340,623)	(600,000)	0	0	600,000
Total Appropriations	\$28,882,320	\$40,026,000	\$43,440,000	\$43,440,000	\$3,414,000
Earned Revenues By Source					
Fund Balance	\$28,882,320	\$40,026,000	\$43,440,000	\$43,440,000	\$3,414,000
Total Revenues	\$28,882,320	\$40,026,000	\$43,440,000	\$43,440,000	\$3,414,000
Net County Cost	\$0	\$0	\$0	\$0	\$0

Purpose

The Public Works-Construction budget provides funding for the construction of County public roads, bridges, and related facilities. Projects financed exclusively by Road Districts and Community Development Block Grant (CDBG) funds are not included in this budget.

Program Discussion

The 2019-2020 recommended budget for Public Works-Construction totals \$43,440,000, which is an increase of \$2,814,000 from the 2018-2019 adjusted budget. Construction contracts are scheduled to be awarded for 33 projects in 2019-2020, including 14 projects with construction to be completed, 10 projects to begin construction by the end of 2019-2020, and 7 projects to be awarded late in 2019-2020. Construction expenditures for 2 multiyear bridge projects, which started construction in 2016-2017 and 2017-2018, were re-budgeted into the 2019-2020 program. In addition, 5 Right of Way projects are planned for future years.

Discretionary Federal gas tax and State sales tax revenues are projected to increase slightly in 2019-2020. These discretionary revenues support basic roadway operations and maintenance activities in addition to capital construction contracts. Overall, capital construction for 2019-2020 reflects an increase of \$3,097,000 from the 2018-2019 adjusted budget. This change is primarily due to construction of major multiyear projects including the

McHenry Avenue Corridor Improvement Project and the Woodward Island Bridge Project.

2018-2019 Construction Projects

During 2018-2019, construction contracts were awarded for 15 projects, totaling \$34.1 million, including 6 projects scheduled to complete construction in 2018-2019 and 7 projects to begin construction in 2019-2020.

Projects	No.	Cost
Road Maintenance and Rehab (SB 1)	8	\$6.1M
Surface Transportation Program	1	500,000
Highway Bridge Program	3	24.8M
Local Transportation Fund	2	1.2M
Active Transportation Program	1	1.5M
Total	15	\$34.1M

2019-2020 Construction Projects

The 2019-2020 program includes the re-budgeting of \$1,567,000 for the final expenditures for the McHenry project, \$4,762,000 for the third-year expenditures for the Woodward Island project, as well as five other bridge projects scheduled for construction within the Federal Highway Bridge Program.

Projects	No.	Cost
Road Maintenance and Rehab (SB 1)	18	\$13.9M
Highway Bridge Program	7	18.8M
Surface Transportation Program	4	4.1M

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Roads & Facilities

<i>Projects</i>	<i>No.</i>	<i>Cost</i>
<i>Local Transportation Fund</i>	<i>1</i>	<i>750,000</i>
<i>Highway Safety Improvement Program</i>		
<i>High Risk Rural Roads</i>	<i>1</i>	<i>1.0M</i>
<i>Highway Users Tax Account</i>	<i>1</i>	<i>1.5M</i>
<i>Measure K Congestion Relief</i>	<i>1</i>	<i>3.0M</i>
<i>Right of Way</i>	<i>5</i>	<i>367,000</i>
Total	38	\$43.4M

Federal Programs

Surface Transportation Program (STP)

This Program is funded by a flexible block grant administered by the San Joaquin Council of Governments (SJCOG). Historically, Federal gas tax dollars have been distributed to local agencies for discretionary use on local roadways classified as Federal aid routes. The County utilizes these funds to rehabilitate local regional and inter-city roadways. The County's 2019-2020 STP budget is expected to be \$4.1 million for four resurfacing projects at El Dorado Street, French Camp Road, and West Lane (East side and West side of West Lane).

Highway Safety Improvement Program (HSIP), and High Risk Rural Roads Program

These competitive Federal Grant Programs are administered by the California Department of Transportation (Caltrans) to reduce the number and severity of traffic accidents, and to support projects that target active forms of transportation, including bicycles and pedestrians. The appropriation request for construction in 2019-2020 is \$1.0 million, which will support the construction of one HSIP roundabout project.

Highway Bridge Program (HBP) and Bridge Preventative Maintenance Program (BPMP)

Caltrans establishes Statewide lists of deficient bridges based upon inspection reports. These reports designate which bridges are eligible for replacement, rehabilitation, preventative maintenance, and erosion counter measures.

Despite the passage of the Federal Fixing America's Surface Transportation Act, which provides additional funding for local bridges over the five-year term of the Act, it did not include dedicated funding for on-system bridges. These on-system bridges are essentially forced to compete with roadway projects for the same funding. Additionally, Caltrans recently advised local agencies that the HBP is financially constrained as there are more needs than available funding. However, the County successfully secured initial funding for the preliminary engineering and environmental phases for 28 bridge projects to be

constructed over the next 10 years. Five HBP and BPMP projects, totaling \$10.1 million, will be awarded in 2019-2020. One barrier rail replacement project, one scour mitigation project, one bridge rehabilitation, and two bridge replacements will begin construction late in the year. Also included is the third and final year of funding (\$8.7 million) for two multiyear projects.

Congestion Mitigation & Air Quality (CMAQ) Improvement Program

The CMAQ Program is for those areas that do not meet the National Ambient Air Quality Standards as well as former non-attainment areas that are now in compliance. The formula for fund distribution considers an area's population by county and the severity of its ozone and carbon monoxide problems, with greater weight given to areas that have not attained both carbon monoxide and ozone standards. CMAQ funds are competitively allocated by SJCOG and are directed to transportation projects and programs, which reduce emissions and mitigate congestion. While not included in the 2019-2020 Construction budget, Public Works was successful in obtaining \$3.2 million of CMAQ funds for two roundabout projects on Jack Tone Road and State Routes 4 and 26 that are expected to begin construction in 2020-2021.

State Programs

Highway Users Tax Account (HUTA)

HUTA funds are derived from State fuel excise taxes to support research, planning, construction, maintenance, and operation of public streets and highways. The County's share is determined by funding formulas based on proportions of registered vehicles and maintained road mileage. The appropriation request for construction in 2019-2020 is \$1.5 million, of which \$1.0 million will support the construction of one new HUTA project with the balance to provide local match for other Federally-funded projects.

Road Maintenance and Rehabilitation Account (RMRA) - Senate Bill (SB) 1

The RMRA was established in the State Transportation Fund by SB 1. SB 1 is a transportation funding bill signed by the Governor on April 28, 2017, for the purpose of addressing deferred maintenance on the State highway system and the local street and road systems. RMRA funds are generated by a series of increases in fuel and vehicle taxes and fees to support research, planning, construction maintenance, and operation of public streets and highways. Similar to HUTA, the County's share is determined by funding formulas based on the number of registered vehicles and maintained road mileage. The appropriation request for construction in 2019-

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Roads & Facilities

2020 is \$13.9 million, which will support the construction of 18 new RMRA projects.

Local Transportation Fund (LTF)

LTF revenues are derived from one-quarter cent of the retail sales tax collected Statewide. Regional revenues are distributed based on population and managed by the SJCOG. Other than a small portion allocated for bike and pedestrian needs, the County's allocation of new LTF funds ended in 2016-2017, due to the redistribution to the San Joaquin Regional Transit District. Unused funds from previous year's allocations in the amount of \$750,000 are available for accessibility improvements. The Sidewalk Accessibility Improvements project will utilize the remaining funds in 2019-2020.

Active Transportation Program (ATP)

The ATP was created to encourage increased use of active modes of transportation, such as walking and biking. The ATP consolidated various State and Federal transportation programs, including the Transportation Alternatives Program, Bicycle Transportation Account, and State Safe Routes to Schools, into a single competitive program with a focus to make California a national leader in active transportation. While not included in the 2019-2020 Construction budget, Public Works has been successful in obtaining a competitive grant in the amount of \$1.4 million

for the Oro Avenue and Section Avenue Sidewalk Improvements project, which will be constructed in 2020-2021.

Local Programs

Measure K— Local Street Repair (MKLSR)

Measure K funds are used as local match for Federal and State-funded projects, as well as ongoing road maintenance needs. The Measure K Program was renewed by voters in 2006, and does not sunset until 2041. Under the Program, 30% of the total funding is designated for MKLSR road resurfacing/rehabilitation of which 5% must be used for MKLSR safety needs. Measure K funds will be utilized in 2019-2020 to provide local match for the Federal funding of other projects.

Measure K— Congestion Relief Program (MKCR)

MKCR funds are designated for County roadway improvement projects specified in Measure K that provide capacity-enhancing features, additional travel lanes, signalization, and channelization. One new MKCR project totaling \$3.0 million will be awarded in 2019-2020, utilizing cost savings from the construction of the Lower Sacramento Road Improvements project which was completed in 2016-2017. SJCOG has stated that no additional MKCR funds will be available until 2021.

3030108000—Public Works-Development Services

Roads & Facilities

Kris Balaji, Public Works Director

Special Revenue Fund	2017-2018 Actual	2018-2019 Adjusted	2019-2020 Requested	2019-2020 Recommended	Increase/ (Decrease)
Expenditures					
Salaries & Benefits	\$646,209	\$758,947	\$721,670	\$721,670	(\$37,277)
Services & Supplies	54,085	196,550	254,850	254,850	58,300
Centrally-Budgeted Expenses	5,228	5,937	5,460	5,460	(477)
Total Expenditures	\$705,522	\$961,434	\$981,980	\$981,980	\$20,546
Expenditure Reimbursements	(264,679)	(149,500)	(236,580)	(236,580)	(87,080)
Total Appropriations	\$440,843	\$811,934	\$745,400	\$745,400	(\$66,534)
Earned Revenues By Source					
Fund Balance	\$440,843	\$811,934	\$745,400	\$745,400	(\$66,534)
Total Revenues	\$440,843	\$811,934	\$745,400	\$745,400	(\$66,534)
Net County Cost	\$0	\$0	\$0	\$0	\$0
Allocated Positions	5.0	5.0	5.0	5.0	0.0

Purpose

The Development Services budget provides funding for Public Works-Development Services Division activities, including the review of private development projects; issuing encroachment and transportation permits; providing engineering support for ongoing development of the Stockton Metropolitan Airport; and serving as staff support to the Planning Commission. The Development Services Division serves as the liaison with the Community Development Department and reviews all unincorporated development project applications to ensure the provision of adequate public infrastructure to support the development in a sustainable, efficient, safe, and fiscally responsible manner, while protecting the environment and natural resources.

- \$35,000 Increase in professional services for Engineering, Flood Management, and Water Resources Divisions.
- (\$65,000) Decrease in professional services from Community Infrastructure Engineering Division.
- (\$40,000) Decrease in external consultants for plan check and entitlement assistance.

Centrally-Budgeted Expenses

- (\$856) Decrease in Workers' Compensation insurance costs.

Expenditure Reimbursements

- \$87,080 Increase in cost reimbursements.

Revenues

- (\$66,534) Decrease in use of Fund Balance.

Major Budget Changes

Salaries & Employee Benefits

- (\$37,277) Salary and benefits adjustments.

Services & Supplies

- \$124,800 Increase in professional services from Field Engineering Division.

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Roads & Facilities

Program Discussion

The 2019-2020 recommended Development Services budget totals \$981,980, which is an increase of \$20,546 from the 2018-2019 adjusted budget. This is primarily due to an increase in professional services costs, offset by a decrease in external consultant services costs.

In 2019-2020, private development activity is expected to remain near current levels. The workload predominantly consists of residential, commercial, and industrial development applications. Transportation and encroachment permit issuances are expected to remain steady in 2019-2020. Building permit releases are expected to decrease modestly after peaking in 2018-2019. Consequently, the Division's overall workload for 2019-2020 is anticipated to remain at the 2018-2019 level.

Development Services Division

The Division will continue to engage in a number of activities that are not fee-supported but important to protect the County's interests and ensure adequate infrastructure to support and mitigate impacts of future growth. In the coming year, continued efforts will be made to update the County's Development Title to align with the 2035 General Plan update and any amendments made thereafter. There will be continued interaction with the Cities as their urban growth patterns drive the demand for utilities and transportation

facilities to serve urban development. The review of city development projects, environmental documents, and Local Agency Formation Commission applications are necessary to protect the County's investment in its infrastructure and minimize impacts upon adjacent unincorporated interests.

The Division plays a lead role in the application of programs affecting development projects. The County's Stormwater Quality Control program has affected development standards in an effort to sustain a "Green" environment. The mitigation of stormwater runoff from development projects is one way the County is making changes to foster a sustainable and environmentally friendly approach to development. The Division will assist in the application of those programs by serving as a liaison to affected developers.

Surface Mining & Reclamation Act (SMARA)

The Division is charged with maintaining an effective and comprehensive surface mining, reclamation inspection, and financial assurance program for surface mining operations in the County, as required by SMARA. These efforts are made to ensure that adverse environmental effects are prevented or minimized and that mined lands are reclaimed to a usable condition that is readily adaptable for alternative land uses. The Division monitors 26 quarry operations and annual Quarry Financial Assurances Reports are prepared by the Division for submission to the State. The Division occupies the lead role in quarry related monitoring and inspection.

Workload Data

	-----Actual-----			Est./Act.	Projected
	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020
Public Services					
<i>Agreements and Dedications and Declarations</i>	15	5	15	20	20
<i>Annexations Processed</i>	1	-	-	1	1
<i>Building Permit Releases</i>	1,247	1,374	1,719	1,349	1,350
<i>Business Licenses Issued</i>	219	251	255	240	240
<i>Comm. Dev. Application Referrals</i>	240	235	220	230	240
<i>Comm. Dev. Imp. Plan Referrals</i>	98	102	101	98	100
<i>Encroachment Permits</i>	831	1,066	696	556	626
<i>SMARA Monitoring, Inspection & Financial Assurances*</i>	26	26	26	26	26
<i>Transportation Permits</i>	1,000	983	1,204	1,037	1,100

*SMARA Program previously reported in Community Infrastructure Engineering.

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Roads & Facilities

Kris Balaji, Public Works Director

General Fund	2017-2018 Actual	2018-2019 Adjusted	2019-2020 Requested	2019-2020 Recommended	Increase/ (Decrease)
Expenditures					
Salaries & Benefits	\$1,481,397	\$1,850,949	\$1,856,426	\$1,856,426	\$5,477
Services & Supplies	402,794	789,672	859,756	859,756	70,084
Centrally-Budgeted Expenses	7,179	7,614	19,050	19,050	11,436
Total Expenditures	\$1,891,370	\$2,648,235	\$2,735,232	\$2,735,232	\$86,997
Expenditure Reimbursements	(1,891,370)	(2,648,235)	(2,735,232)	(2,735,232)	(86,997)
Total Appropriations	\$0	\$0	\$0	\$0	\$0
Earned Revenues By Source	\$0	\$0	\$0	\$0	\$0
Net County Cost	\$0	\$0	\$0	\$0	\$0
Allocated Positions	12.0	12.0	12.0	12.0	0.0
Temporary (Full-Time Equivalent)	0.0	0.0	0.8	0.8	0.8
Total Staffing	12.0	12.0	12.8	12.8	0.8

- Flood Management budget consolidated into the Water Resources budget July 1, 2018.

Purpose

The Water Resources Division (Water Resources) is responsible for carrying out the functions of the San Joaquin County Flood Control and Water Conservation District (District) including administration of the County's flood management and water resources programs. Water Resources administers the County's National Pollutant Discharge Elimination System (NPDES) Municipal Stormwater Program, and Delta Activities budget. Water Resources activities directly contribute to the Board Strategic Priority to "Stay informed and proactive in dealing with water issues".

Major Budget Changes

Salaries & Employee Benefits

- (\$25,115) Salary and benefits adjustments.
- \$27,592 Increase in extra-help.
- \$3,000 Increase in overtime.

Services & Supplies

- \$175,000 Increase in consultant costs.
- \$20,000 Increase in employee training costs.
- \$11,000 Increase in furniture costs.
- \$6,000 Increase in equipment lease costs.
- \$5,000 Increase in communication costs.
- (\$151,770) Decrease in allocated service department costs.

Centrally-Budgeted Expenses

- \$11,774 Addition of Countywide Cost Allocation Plan charges.

Expenditure Reimbursements

- \$358,158 Increase in reimbursement for services from Flood Control District.

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- \$10,000 Increase in reimbursement from Road Fund.
- (\$281,161) Decrease in reimbursement for services from Special Districts.

Program Discussion

The 2019-2020 recommended budget for Water Resources totals \$2,735,232, which is an increase of \$86,997 from the 2018-2019 adjusted budget. This change reflects salary and benefits adjustments, increases in extra-help, overtime, employee training, consultant, furniture, communication costs, and the addition of the Countywide Cost Allocation Plan charges, partially offset by a decrease in allocated service department costs.

Water Resources continues to face increasing workload demands, largely due to maintaining compliance with complex and frequently changing State and Federal requirements.

San Joaquin County Flood Control and Water Conservation District

The State Legislature created the San Joaquin County Flood Control and Water Conservation District (District) in 1956 to construct, operate, maintain and plan flood control, water supply, and drainage projects. The District is a Countywide entity with the County Board of Supervisors serving as the governing body of the District. The Director of Public Works is designated as the Flood Control Engineer in the District's enabling legislation and is delegated certain authority as described in the San Joaquin County Ordinance Code.

The District is authorized by statute to form zones within the County to fund construction projects and investigations related to flood control and water resources. Currently, Water Investigation Zone 2 and Flood Control Zones 9 and 10 are active zones within the District. Program revenues, expenditures, and budgeted activities for each of these specific funding sources are indicated within the Special District budgets.

The District is also an active member agency of the San Joaquin Area Flood Control Agency (SJAFCA) and Mokelumne River Water and Power Authority (MRWPA). Water Resources also supports the Advisory Water Commission (AWC), which consists of members from 23 agencies and interested parties who are appointed by and charged with making water-related recommendations to the Board of Supervisors.

Flood Management

In 2018-2019, the Flood Management Division was consolidated with the Water Resources Division. Water Resources responsibilities include floodplain administrative activities including enforcing the County's flood and drainage related ordinances; providing engineering and budgetary support to the Channel Maintenance Division to ensure compliance with State and Federal levee maintenance requirements; processing watercourse encroachment permits and elevation certificates; and educating the community about reducing flood risks. The following flood management activities are primarily supported by the San Joaquin County Flood Control Water and Conservation District, Zone 9 and SJAFCA Assessment District 96-1 (AD 96-1) Special District budgets.

National Flood Insurance Program

Water Resources administers the County's Special Flood Hazard Ordinance as required by the Federal Emergency Management Agency to remain eligible for coverage under the National Flood Insurance Program (NFIP). Under the NFIP, flood insurance is required for Federally-backed mortgages on properties within Special Flood Hazard Areas (generally those with less than 100-year flood protection). Failure to enforce the County's Special Flood Hazard Ordinance may result in the County being ineligible under the NFIP and ineligible to receive Federal funding.

Water Resources also maintains the County's eligibility for the NFIP Community Rating System (CRS) Program, which qualifies policyholders for a discount on flood insurance premiums. Under the CRS Program, agencies are given a rating from one to ten, with one being the best for the implementation of best management practices in floodplain management. San Joaquin County currently holds a rating of seven, which entitles property owners within the County for flood insurance discounts of up to 15%. Only 23 of California's 101 participating cities and counties have ratings better than six. Water Resources will continue to work closely with the County's Federal advocates and other agencies to monitor legislation related to proposed flood insurance rate increases and other NFIP-related issues affecting the community.

San Joaquin Area Flood Control Agency (SJAFCA)

On May 23, 1995, the City of Stockton, the District, and the County created SJAFCA to develop and implement projects that would reduce the risk of flooding in the Stockton Metropolitan area. In 1998, SJAFCA completed the construction of a number of flood control improvements to provide 100-year flood protection for most of the Stockton Metropolitan area. SJAFCA entered into an agreement with the District under which the District maintains these

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Roads & Facilities

improvements with funding from the SJAFCA AD 96-1 benefit assessment. The budget for AD 96-1 is located within the Special District budgets.

In order to approve most development within the Central Valley, State law requires that a land use agency must find that a 200-year level of flood protection exists or that adequate progress towards 200-year flood protection is being made. In November 2017, the SJAFCA Board approved the addition of the cities of Lathrop and Manteca as member agencies. The expanded SJAFCA assumes the lead role in the delivery of 200-year flood protection improvements for the Mossdale Tract area that includes parts of the cities of Stockton, Lathrop, and Manteca, and Reclamation District 17 (RD 17).

In 2019-2020, SJAFCA efforts on the Mossdale Tract project will focus on completing a State-funded feasibility study of potential alternatives and establishing local funding mechanisms for planned improvements. In 2018, SJAFCA established a regional development impact fee for which the cities of Stockton, Lathrop, and Manteca, and the County are collecting from new development. Additional funding mechanisms to be established by SJAFCA include a proposed benefit assessment levied on all benefiting properties and a proposed Enhanced Infrastructure Financing District. Water Resources will continue to work with SJAFCA, RD 17 and the cities of Stockton, Lathrop, and Manteca to develop the technical and financial aspects of a project that reduces flood risk for approximately 46,000 current residents in the Mossdale Tract area and to achieve 200-year flood protection.

Sustainable Funding

Since 2006 (following Hurricane Katrina), State and Federal agencies have adopted additional flood management regulations and are strictly enforcing new standards. These new standards and additional environmental restrictions have resulted in increased costs for performing maintenance and repairs. Zone 9 reserves have been drawn down in recent years to keep pace with the new standards. Despite several attempts to implement short-term cost reduction measures and secure grant funding in recent years, revenues generated by Zone 9 and SJAFCA AD 96-1 benefit assessments are insufficient to meet long-term maintenance requirements. Failure to maintain levees and channels to current standards could result in decertification of levees, loss of eligibility for State and Federal emergency repairs (caused by major storm events), and may have negative economic impacts due to resulting Special Flood Hazard Area designations.

In order to generate additional revenue needed, formation of a new benefit assessment district will be proposed to benefitting property owners during fall 2019. The total cost for this effort is anticipated to be approximately \$600,000 and will be paid from the District and Zone 9 Special District budgets.

Water Resources will also continue to manage five Department of Water Resources (DWR) grants to improve the County's flood emergency response capabilities. Water Resources expects to secure and implement over \$1.3 million in DWR grant funding to expand and enhance the County's Flood ALERT System, perform emergency response planning and training activities, develop flood inundation maps, and stockpile flood fight materials. In addition, Water Resources will be seeking regulatory permits and developing plans and specifications for the Mormon Slough Erosion Repair Project for construction in fall 2020. DWR, through a Flood System Repair Project grant, will fund \$5.0 million of eligible costs, with a \$450,000 local match requirement funded by Zone 9 and the Road District budget. Costs for permitting and the preparation of plans and specifications are anticipated to be approximately \$250,000 and are included in the District and Zone 9 budgets.

Water Resources Management

Water Resources staff provides technical and administrative support for a number of water resources stakeholder driven programs in which the County is an active participant or serves in a lead capacity. Water Resources provides the primary staff support to the San Joaquin County Flood Control and Water Conservation District Advisory Water Commission, which makes recommendations to the Board of Supervisors, and the Eastern San Joaquin Groundwater Authority (ESJGWA), which was created to address statutory requirements of the Sustainable Groundwater Management Act of 2014 (SGMA). In addition, Water Resources is pursuing water rights applications on the Mokelumne and American Rivers. Costs for these efforts are reimbursed from Water Investigation Zone 2 (Zone 2) and the MRWPA budgets.

Water Investigation Zone No. 2 (Zone 2)

In 1989, the Board established Zone 2 to provide a revenue source for water resources planning activities. The current Zone 2 funding mechanism is a Countywide property-related fee that is only allowed to be used to carry out the goals and objectives set forth in the 2015 Strategic Plan To Meet Water Needs, which includes the following:

- Protect and preserve existing water rights and area of origin rights.
- Manage groundwater in Eastern San Joaquin County.
- Protect Delta water resources common pool.
- Maintain existing, and develop new, water supplies to meet southwest County water needs.
- Develop funding programs to meet water supply needs.
- Support water conservation programs.

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The Special District budget for Zone 2 includes costs for monitoring of groundwater levels and water quality; coordination and planning efforts necessary to meet the statutory requirements of SGMA; Demonstration Recharge, Extraction, and Aquifer Management (DREAM) Project permit compliance; securing grant funding for, and updating, the Integrated Regional Water Management (IRWM) plan; and watershed education and outreach activities. The details of these programmed costs are explained below:

Sustainable Groundwater Management Act (SGMA)

SGMA establishes a State-mandated framework for sustainable groundwater management by local agencies and requires adoption of a Groundwater Sustainability Plan (GSP) by January 31, 2020, for medium and high priority basins. Basins designated as critically overdrafted must have GSPs adopted by January 31, 2020.

In 2017, Groundwater Sustainable Agencies (GSAs) within the Eastern San Joaquin Subbasin (designated as critically over drafted) formed ESJGWA, a Joint Powers Authority (JPA). Water Resources administers the ESJGWA on behalf of the member agencies including administration of a \$1.5 million grant from DWR (awarded in 2018) to develop a GSP. The GSP is expected to be complete in fall 2019 with adoption by the Board of Supervisors expected by January 2020. County costs beyond the adoption of the GSP have yet to be determined.

The Tracy Subbasin (designated as a medium priority) was subdivided to result in the Contra Costa County portion being a separate subbasin. The new Tracy Subbasin is composed of the San Joaquin County portion of the previous subbasin and a small portion of Alameda County. San Joaquin County is the designated GSA for the unorganized areas in the new Tracy Subbasin surrounding the City of Tracy and a majority of the Delta Islands. Water Resources will continue to support the organization of GSAs in the Tracy Subbasin and work towards a GSP by 2020. GSAs within the Tracy Subbasin have been awarded a \$450,000 grant from DWR to develop a GSP, and the Board of Supervisors approved a \$150,000 allocation from Zone 2 for the required local match. Water Resources will administer the DWR grant and associated expenditures, which are reflected in the Zone 2 budget.

Demonstration Recharge, Extraction and Aquifer Management (DREAM) Project

The County and North San Joaquin Water Conversation District (NSJWCD), in partnership with the Stockton East Water District (SEWD), Woodbridge Irrigation District (WID), and East Bay Municipal Utility District (EBMUD), have been working to develop and implement the DREAM Project. The purpose of the DREAM Project is to develop a

successful pilot scale groundwater storage project in East San Joaquin County. The Project allows EBMUD to temporarily store Mokelumne River water in the underground basin and recover up to half of the banked water in the future, which would provide supplemental dry year supply for EBMUD while also providing additional water for the local groundwater basin.

On April 11, 2017, in accordance with the County Ordinance Code, the Board granted a Groundwater Export Permit for the DREAM Project allowing the partners to pursue additional permits, construction, and operation. Water Resources will continue to support the DREAM Project by convening a Monitoring Committee as required by the Ordinance and performing the monitoring of wells prior to, and during, recharge and extraction activities for the next four years to ensure that the DREAM Project meets the conditions of the Groundwater Export Permit. Costs for these activities will be reimbursed by the project fund established by an agreement with NSJWCD and EBMUD.

Integrated Regional Water Management (IRWM)

IRWM is a DWR-supported grant program by which communities can receive State bond funding from sources such as Proposition 1 and Proposition 68 recently passed by voters. The predecessor to the ESJGWA, the Northeastern San Joaquin County Groundwater Basin Authority (GBA) existed in part to administer the East San Joaquin County IRWM Plan 2014 Update. DWR's most recent 2016 IRWM Plan standards require a significant update to the 2014 IRWM Plan in order to remain eligible for funding. On February 20, 2019, the AWC recommended that staff work to transition the IRWM Plan that expands membership into a governance structure that better represents stakeholders in the community and makes the region more competitive in securing grant funding. To initiate the effort and complete an IRWM update, the Zone 2 budget reflects an allocation of \$200,000 for related costs.

Water Resources is an active participant in the San Joaquin River Funding Region, which includes seven IRWM regions that extend from South Sacramento and Eastern Contra Costa Counties to Fresno County. The San Joaquin River Funding Area has been allocated a total of \$31 million from Proposition 1 to be split among the seven IRWM regions. The seven IRWM regions have also tentatively agreed to a minimum allocation for each region with \$6.5 million of the \$31.0 million total allocated to the Greater San Joaquin River Funding Region for IRWM projects. Additionally, the Greater San Joaquin IRWM Region secured \$148,000 in grant funding to develop projects specifically benefitting Disadvantaged Communities that are included in the Zone 2 Special District budgets.

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Watershed Education and Outreach Activities

After five consecutive dry-years beginning in 2010, the State Water Resources Control Board (State Water Board) has made permanent many of the mandatory conservation measures placed upon communities during the last drought. Additionally, numerous water-related bills are introduced and advocated by the State legislature. Water Resources will continue to develop and implement appropriate water conservation messaging with an emphasis on season-specific messaging through local media such as television ads, radio ads, printed media, and attend local events to raise awareness of drought conditions and encourage individuals to implement conservation and water-saving tips. In addition, linkages with watershed-based education efforts to increase awareness of water supply, flooding, and stormwater runoff quality will be explored. The Zone 2 budget includes \$40,000 to support these activities.

Mokelumne River Water and Power Authority (MRWPA)

The MRWPA is a JPA consisting of the District and the County. Revenues from the MRWPA come from Zone 2; however, there is no contribution from Zone 2 in the recommended 2019-2020 budget. The MRWPA budget supports the processing of County water right applications on the Mokelumne and American Rivers.

Water Resources has worked with numerous stakeholders throughout the Mokelumne River and American River watersheds to develop water-related projects with broad-based support. In order to move to construction, the County will need to secure funding partners and make substantial progress towards perfecting these water right applications over the next several years to maintain the current priority filing date. During 2019-2020, Water Resources will work with Mokelumne interests to propose a strategy to develop both Water Right Applications, which will include a significant role for local stakeholders such as NSJWCD, WID, and/or SEWD.

Stormwater Management

The State regulates stormwater discharges from urban areas. The areas in and around the City of Stockton are regulated under the Joint Municipal Separate Storm Sewer System (MS4) NPDES program Phase I Permit. The unincorporated areas in and around the cities of Lathrop, Lodi, Manteca, Ripon, and Tracy are regulated under the new Statewide MS4 Phase II Permit. The MS4 Permits require implementation of best management practices that reduce pollutant loads of stormwater discharge released into surrounding waterways.

The funding for MS4 Phase I Permit compliance is generated through County Service Area 54. The MS4 Phase II Permit

compliance is currently funded through nominal allocations from the Delta Activities budget and from the non-road General Fund allocation to Public Works. Long-term dedicated funding for the implementation of the Phase II Permit is needed, and the most likely mechanism is a property-related fee or an assessment established pursuant to Proposition 218 requirements. Water Resources must carry out the program requirements, partner with the State in pursuit of program objectives, and work with the Regional Board on the following:

- Managing and improving the quality of stormwater discharges.
- Developing cost-effective programs for pollution prevention.
- Providing public outreach to encourage residents to implement best management practices for reducing pollutant loads in stormwater runoff.
- Preparing annual reports, including program effectiveness assessments.
- Participating in regional efforts to encourage the Regional Board to allow for cost-effective and practical solutions to be included in future NPDES permits.

On April 7, 2015, the State Water Board adopted new regulatory requirements to protect aquatic life and public health, and reduce environmental issues associated with trash in State waters (the Trash Amendments). Compliance with the Trash Amendments will require the capture of small debris at storm drain inlets or pump stations prior to discharging into creeks and will most likely result in enhanced street sweeping and monitoring of high trash generation areas. Failure to meet reduction targets may result in escalating installation of full capture devices and/or fines; both of which will require additional revenue.

Delta Activities

The Delta continues to be a County priority. Public Works has worked closely on Delta-related activities with other County departments (Agricultural Commissioner, Community Development, County Administrator's Office, County Counsel, and Office of Emergency Services). Water Resources will continue to support efforts to advocate for County positions, respond to proposed legislation, build and participate in coalitions, communicate County positions through media and other outreach avenues, and coordinate with various Delta and Statewide interests. Public Works receives 10% of Tobacco Settlement Funding for Delta and other water related activities, which is anticipated to be \$730,000 for 2019-2020.

Delta advocacy efforts for 2019-2020 are anticipated to be focused on the following areas:

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- Promoting alternative solutions to the Governor's Single Tunnel Proposal and other tunnel alternatives.
- Improving and maintaining the system of levees that protect life and property for both agricultural and urban areas, which also supports the current system of through-Delta water exports.
- Advocating for continued access to Delta water supplies of sufficient quantity and quality for farmers, urban users, and the environment.
- Supporting efforts to have a healthy and viable Bay-Delta Estuary.
- Engaging in administrative and legal remedies in defense of the County's authority and the community's interest in the Delta.
- Engaging and building coalitions with agencies looking for alternative solutions to the Governor's Single Tunnel Proposal.
- Committing to be highly involved in reformulating Statewide water policy.
- Responding to anticipated legislative and administrative proposals regarding drought and flood conditions, Statewide Water Policy, the California Water Action Plan, Delta Levee Investment Strategy, the Delta Plan, and the potential impact of Federal legislation on Delta water operations.
- Ensuring that State appropriations of Proposition 1 and Proposition 68 funding directed to the Delta are allocated to projects that benefit the Delta and are not used to mitigate State and Federal Water Project impacts on the Delta.
- Participating actively in legal and administrative proceedings tied to the California Single Tunnel proposal, State Water Project Contract Extensions, Delta Plan consistency, and the Water Quality Control Plan for the Bay-Delta.

In addition, Water Resources will continue to be supportive of the County's participation in the Delta Counties Coalition (DCC), which consists of the Counties of Contra Costa, Sacramento, Solano, Yolo, and San Joaquin. The DCC is active in the following areas:

Workload Data

	-----Actual-----			Est./Act.	Projected
	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020
<i>Development Reviews, Environmental Impact Reports, Other Agency Document Reviews</i>	57	28	57	83	42
<i>Investigation of Complaint - Violations</i>	9	16	4	8	8
<i>Central Valley Flood Protection Board Endorsements & Watercourse Encroachment Permits</i>	16	16	7	15	16
<i>Elevation Certificate Review</i>	47	29	35	35	32
<i>Flood Zone Inquiries</i>	63	51	61	60	64
<i>Plan Checks for Building Permits</i>	100	122	101	95	120
<i>Project Information Reviews</i>	20	19	24	25	24
<i>Conduct Groundwater Monitoring Investigations</i>	956	956	960	960	960
<i>Support & Attend Water Resources Related Commission, Committee, & Board Meetings</i>	150	165	170	170	182
<i>Industrial Site Inspections</i>	19	19	19	19	19
<i>Commercial Site Inspections</i>	95	95	95	95	95
<i>Enforcement Actions</i>	5	5	0	5	5
<i>Public Outreach Activities</i>	35	35	35	40	40

2023070000—Public Works-Delta Activities

Roads & Facilities

Kris Balaji, Public Works Director

General Fund	2017-2018 Actual	2018-2019 Adjusted	2019-2020 Requested	2019-2020 Recommended	Increase/ (Decrease)
Expenditures					
Services & Supplies	\$867,407	\$710,000	\$738,136	\$738,136	\$28,136
Centrally-Budgeted Expenses	0	0	(28,136)	(28,136)	(28,136)
Operating Transfers Out	20,000	20,000	20,000	20,000	0
Total Appropriations	\$887,407	\$730,000	\$730,000	\$730,000	\$0
Earned Revenues By Source					
Miscellaneous Revenues	\$20	\$0	\$0	\$0	\$0
Operating Transfers In	607,500	730,000	730,000	730,000	0
Total Revenues	\$607,520	\$730,000	\$730,000	\$730,000	\$0
Net County Cost	\$279,887	\$0	\$0	\$0	\$0

Purpose

The Delta Activities budget supports ongoing planning, legislative, outreach, and coalition-building activities that protect the County's interests in the Sacramento-San Joaquin Delta. Funding is provided to reimburse County departments for staff support, and to perform historical and technical research, legal services, and legislative advocacy. The budget also funds the County's cost share of the Delta Counties Coalition (DCC) Coordinator.

Program Discussion

The 2019-2020 recommended budget for Delta Activities totals \$730,000, which reflects the Board of Supervisors' adopted policy for allocation of Tobacco Settlement funds, designating 10% (\$730,000) of the overall annual receipts for Delta activities and water-related matters.

The Sacramento-San Joaquin Delta is among the Board's top Strategic Priorities. With two-thirds of the Delta located in San Joaquin County, it is an important natural resource of local and Statewide importance. The Board has engaged with a variety of interests to defend the Delta in the following areas:

- Responding to the new proposal by the Governor to withdraw the proposed permits for the California WaterFix twin tunnel project and begin a new planning and review process for a smaller single tunnel. This new proposal also includes an Executive Order for State agencies to prepare a water resilience portfolio solution.

- Improving and maintaining the system of levees that protect life and property for both agricultural and urban areas, which also supports the current system of through-Delta exports;
- Advocating for continued access to Delta water supplies of sufficient quantity and quality for farmers, urban users, and the environment;
- Supporting efforts to have a healthy and viable Bay-Delta Estuary;
- Enhancing Delta maritime commerce and recreation;
- Recognition of the Delta as a place; and
- Engagement in administrative and legal remedies in defense of the County's authority and the community's interest in the Delta.

The County is also committed to participating in the Delta Counties Coalition (DCC) which consists of the Counties of Contra Costa, Sacramento, Solano, Yolo and San Joaquin. The DCC is active in the following areas:

- Engaging and building coalitions with agencies looking for alternative solutions to the Governor's Single Tunnel Proposal;
- Committing to be highly involved in reformulating Statewide water policy;
- Responding to anticipated legislative and administrative proposals regarding drought and flood conditions, Statewide Water Policy, the California Water Action Plan, Delta Levee Investment Strategy, the Delta Plan,

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and the potential impact of Federal legislation on Delta water operations;

- Ensuring that State appropriations of Proposition 1 and Proposition 68 funding directed onto the Delta are allocated to projects that benefit the Delta and are not used to mitigate State and Federal Water Project impacts on the Delta; and

- Participating actively in legal and administrative proceedings tied to the California WaterFix Project, State Water Project Contract Extensions, Delta Plan consistency, Water Quality Control Plan for the Bay-Delta, and the new single tunnel proposal.

Additional funding for 2019-2020 is not being requested at this time; however, depending on the level of activity, staff may need to request additional funding from the Board of Supervisors during 2019-2020.

3030900000—Community Infrastructure Engineering

Roads & Facilities

Kris Balaji, Public Works Director

General Fund	2017-2018 Actual	2018-2019 Adjusted	2019-2020 Requested	2019-2020 Recommended	Increase/ (Decrease)
Expenditures					
Salaries & Benefits	\$932,307	\$1,065,361	\$1,081,487	\$1,081,487	\$16,126
Services & Supplies	26,096	320,000	460,000	460,000	140,000
Centrally-Budgeted Expenses	7,532	7,307	11,630	11,630	4,323
Total Expenditures	\$965,935	\$1,392,668	\$1,553,117	\$1,553,117	\$160,449
Expenditure Reimbursements	(937,114)	(1,327,668)	(1,488,117)	(1,488,117)	(160,449)
Total Appropriations	\$28,821	\$65,000	\$65,000	\$65,000	\$0
Earned Revenues By Source					
Charges For Services	\$12,596	\$55,000	\$55,000	\$55,000	\$0
Miscellaneous Revenues	16,225	10,000	10,000	10,000	0
Total Revenues	\$28,821	\$65,000	\$65,000	\$65,000	\$0
Net County Cost	\$0	\$0	\$0	\$0	\$0
Allocated Positions	7.0	7.0	7.0	7.0	0.0
Temporary (Full-Time Equivalent)	0.2	0.2	0.2	0.2	0.0
Total Staffing	7.2	7.2	7.2	7.2	0.0

Purpose

The Community Infrastructure Engineering (CIE) Division performs administrative, financial, and rate-setting functions related to the County's Special Districts; provides technical and engineering support to the Utility Maintenance Division; processes zone formation and annexation proceedings; performs capital asset management; develops capital improvement projects for the Special Districts; and administers the Community Development Block Grant (CDBG) program for the Public Works Department.

➤ \$50,000 Increase in public outreach consultant costs.

➤ \$10,000 Increase in web page development costs.

Centrally-Budgeted Expenses

➤ \$3,885 Addition of Countywide Cost Allocation Plan charges.

Expenditure Reimbursements

➤ \$160,449 Increase in cost reimbursement from Special Districts.

Major Budget Changes

Salaries & Employee Benefits

➤ \$16,126 Salary and benefits adjustments.

Services & Supplies

➤ \$80,000 Increase in street light maintenance costs.

Program Discussion

The 2019-2020 recommended budget for CIE totals \$1,553,117, which is an increase of \$160,449 from the 2018-2019 adjusted budget. The change reflects salary and benefits adjustments, increases in street light maintenance costs, consulting costs for utility project financing efforts and public outreach, and the addition of the Countywide Cost Allocation

3030900000—Community Infrastructure Engineering

Roads & Facilities

Plan charges. This budget also reflects an increase in web page development for Special Districts.

Special Districts Administration

In 2019-2020, CIE will continue to focus on securing sufficient revenues to ensure long-term sustainability of Special Districts. This requires evaluating each utility rate structure as well as conducting cost and service analyses. California State law, Proposition 218, mandates that any increase in property-related fees or benefit assessment be approved by the affected property owners. Significant public outreach efforts will be required to educate customers about the necessity for revised rate structures. Approximately 10% of the Special Districts will require rate adjustments over the next two to three years to achieve long-term sustainability. Additional details regarding the financially-challenged Special Districts and proposed rate increases for 2019-2020 are provided in the Special Districts budgets.

Providing utility services with constrained revenues continues to be a challenge when faced with increasing regulatory, capital replacement, operations, and maintenance costs. Staff will continue to seek legislative or regulatory action that addresses the challenges of maintaining sustainable revenue levels under Proposition 218 requirements, particularly for the small sewer, water, and storm drainage systems and will continue to present a series of individual recommendations to the Board of Supervisors to address the long-term sustainability of the Special Districts over the course of the next several years. Some of these recommendations may include Special District consolidation and strategic infrastructure financing mechanisms.

In response to constituent requests, CIE has been focusing on creating informational websites that are easy to access for each Special District. The websites are under construction and will include frequently asked questions, community meeting notices, and an email subscription service. Additional funding has been budgeted for services provided by Public Works staff to support this effort. CIE will be allocating additional resources to explore potential solutions for two severely distressed Special Districts, County Service Area 44 Zone E and Zone G. Negotiations to find solutions are ongoing in 2019-2020. Additional funding has been budgeted for consultant services to assist with public outreach.

The Utility Energy Efficiency Project planned for completion in 2019 has been delayed because of project development consultant delays. Staff is working to repackage the project based on identified financing challenges for portions of the project and to address potential delays caused by PG&E's recent bankruptcy filing. Recommendations for moving forward with the project are anticipated to be presented to the Board of Supervisors by the end of 2019.

Community Development Block Grant (CDBG)

The CDBG program provides limited funding for infrastructure (sewer, water, stormwater drainage, and pedestrian safety) enhancement to low-income areas that meet U.S. Department of Housing and Urban Development's national and local community development objectives. In 2018-2019, Public Works allocated \$773,000 for storm drainage improvements, pump replacements, and sidewalk design projects. These projects will continue during 2019-2020.

Workload Data

	-----Actual-----			Est./Act.	Projected
	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020
<i>Special Districts Engineering Support</i>					
<i>Engineer Reports</i>	5	8	11	10	9
<i>Special Districts Projects</i>	9	5	6	7	8
<i>Special Districts Administration</i>					
<i>Rate Adjustments</i>	1	3	10	13	8
<i>Special Districts Budgets</i>	105	105	105	105	105
<i>Street Light Service Calls</i>	339	315	354	338	350

3031300000-3031700000—Public Works-Road Districts

Roads & Facilities

Kris Balaji, Public Works Director

Special Revenue Fund	2017-2018 Actual	2018-2019 Adjusted	2019-2020 Requested	2019-2020 Recommended	Increase/ (Decrease)
Expenditures					
Road District 1	\$419,746	\$1,122,536	\$960,107	\$960,107	(\$162,429)
Road District 2	429,990	663,175	786,523	786,523	123,348
Road District 3	547,635	681,986	1,062,007	1,062,007	380,021
Road District 4	2,445,452	4,804,017	5,007,840	5,007,840	203,823
Road District 5	587,711	2,556,993	1,472,555	1,472,555	(1,084,438)
Total Appropriations	\$4,430,534	\$9,828,707	\$9,289,032	\$9,289,032	(\$539,675)
Earned Revenues By Source					
Taxes	\$7,172,827	\$7,512,815	\$7,569,359	\$7,569,359	\$56,544
Interest/Rents	181,686	167,955	316,000	316,000	148,045
Aid From Other Governments	60,276	81,307	58,898	58,898	(22,409)
Charges For Services	500	500	500	500	0
Miscellaneous Revenues	102	0	0	0	0
Fund Balance	(2,984,857)	2,066,130	1,344,275	1,344,275	(721,855)
Total Revenues	\$4,430,534	\$9,828,707	\$9,289,032	\$9,289,032	(\$539,675)
Net County Cost	\$0	\$0	\$0	\$0	\$0

Purpose

Road District budgets provide funding primarily from property taxes for construction projects and road maintenance materials within the five County Road Districts. The County Ordinance Code established the five Road Districts under the authority set forth by the California Streets and Highways Code. Collectively, Road Districts receive approximately 1% of the overall Countywide property tax revenues.

Program Discussion

Road District funds are used to supplement the Public Works Road Fund to provide basic road-related services within the individual Road Districts. Monies raised in the particular Road District can only be expended on the road system within that District. Based upon recommendations from the Public Works Director, Board members approve the work that is to be performed in their respective District. The projected fund balance at June 30, 2019, for each Road District is:

Road District

Fund Balance

District 1	\$2,367,235
District 2	\$760,499
District 3	\$1,724,989
District 4	\$7,337,717
District 5	\$3,229,934

Road District expenditures fund the following road-related activities:

- Road and bridge maintenance materials: signs, striping, railing, and pavement repairs.
- Preventative maintenance: crack seal, chip seal, slurry seal, and surface restoration programs.
- Replacement of road maintenance equipment.
- Traffic signal and ferry operations (where applicable).
- Contract resurfacing and reconstruction.

Funds are prioritized for routine preventive maintenance activities. An emergency reserve is kept for items such as flood response, bridge damage, and collapsed pipes. Any remaining funds are earmarked for contract resurfacing and

3031300000-3031700000—Public Works-Road Districts

Roads & Facilities

reconstruction projects on local roadways, which are not eligible for other State and Federal funding programs.

Crack sealing and chip seals are performed by Public Works maintenance staff, while slurry seals for the various Districts are combined into one project contract annually. In 2019-2020, it is anticipated that approximately 137 miles of roads

will be chip sealed, approximately 30 miles will be slurry sealed, and restoration and construction projects are anticipated on segments of Drais Road, El Rancho Road, Hibbard Road, Oakwood Road, Tully Road, and Woodbridge Road, which totals approximately 5.7 miles.

3039900000—PW-Community Infrastructure Program

Roads & Facilities

Kris Balaji, Public Works Director

General Fund	2017-2018 Actual	2018-2019 Adjusted	2019-2020 Requested	2019-2020 Recommended	Increase/ (Decrease)
Expenditures					
Services & Supplies	\$2,445,677	\$4,080,000	\$1,642,000	\$1,642,000	(\$2,438,000)
Total Appropriations	\$2,445,677	\$4,080,000	\$1,642,000	\$1,642,000	(\$2,438,000)
Earned Revenues By Source					
Interest/Rents	\$281,173	\$300,000	\$600,000	\$600,000	\$300,000
Charges For Services	3,893,806	2,843,000	2,788,000	2,788,000	(55,000)
Fund Balance	(1,729,302)	937,000	(1,746,000)	(1,746,000)	(2,683,000)
Total Revenues	\$2,445,677	\$4,080,000	\$1,642,000	\$1,642,000	(\$2,438,000)
Net County Cost	\$0	\$0	\$0	\$0	\$0

Purpose

The Community Infrastructure Program budget provides funding for the administration and management of the County's Development Impact Fee programs. These fees provide a method to equitably assess new development for the impact on community infrastructure. Impact fees for traffic mitigation, regional transportation, and water facilities are collected by the Department of Public Works; and fire facilities fees are collected by the Community Development Department.

This Program includes Community Infrastructure-Traffic Impact Mitigation Fee (#3039900000) and Community Infrastructure-Regional Transportation Impact Fee (#3039902000) budgets.

Major Budget Changes

Services & Supplies

- (\$1,767,000) Decrease in Regional Transportation Impact Fee (RTIF) project costs due to completion of the City of Stockton Thornton Road Capital Improvement Project.
- (\$650,000) Decrease in Traffic Impact Mitigation Fee (TIMF) project costs for the Grant Line Road Improvement Project.

Revenues

- \$300,000 Increase in interest income.
- \$35,000 Increase in RTIF collection.
- (\$64,000) Decrease in TIMF collection.
- (\$26,000) Decrease in fire facilities fees.
- (\$2,683,000) Decrease in use of fund balance.

Program Discussion

The 2019-2020 recommended budget for the Community Infrastructure Program totals \$1,642,000, which is a decrease of \$2,438,000 from the 2018-2019 adjusted budget. The change is due to a decrease in RTIF and TIMF project costs.

The 2019-2020 budget includes approximately \$544,000 of 2018-2019 appropriations re-budgeted for project expenses anticipated to occur in 2019-2020:

<i>Project Expenses</i>	<i>Amount</i>
2018-2019 appropriations re-budgeted	\$544,000
Design of Grant Line Rd Realignment Proj	550,000
San Joaquin Council of Governments (SJCOG) share of RTIF fees collected	85,000
Fire facility fees, water impact mitigation fees, and related administration expenses	463,000
Total	\$1,642,000

3039900000—PW-Community Infrastructure Program

Roads & Facilities

The remaining fund balances will be encumbered and are earmarked for future studies and construction of road segments identified in the TIMF and RTIF programs. The projected June 30, 2019 fund balance is \$25.5 million.

Traffic Impact Mitigation Fee (TIMF)

The TIMF program provides funding for transportation system improvements needed to accommodate the impact of new development. The program was updated and became effective August 18, 2008. The previous program collected fees from 12 different planning areas in the County. These areas have been consolidated to four to minimize cross-boundary project limits, allow for growth and development in every zone, simplify the program for the public and administration, and allow for greater flexibility in utilizing TIMF revenues. Additionally, as a result of the transference of several roadway segments to the RTIF program, most TIMFs were reduced. TIMF collections for future improvements occur over several years and are used for matching other State, Federal, and local funds on projects. A report referencing the projects targeted for TIMF funding is prepared following each fiscal year. Fee programs of this type are required to be updated every five years; the next update will be required in 2020.

Many of the projects targeted for TIMF funding are multiyear projects. The fund balance that remains at the end of the fiscal year is retained in the program for completion of planned projects. As of June 30, 2018, the fund balance was \$12,994,461. In 2019-2020, revenues from the TIMF program are projected at \$985,000 with expenditures estimated at \$650,000 for project design, construction, and program administration.

Regional Transportation Impact Fee (RTIF)

The RTIF program was adopted by the County and all cities (Escalon, Lathrop, Lodi, Manteca, Ripon, Stockton, and Tracy) in 2006. The fee is based on land use and is the same throughout all jurisdictions. RTIF's are applied to specific regional transportation projects including highways,

interchanges, and regional roads to help fund additional improvements needed to mitigate regional impacts from new development. The program requires all agencies (including the County) to forward 10% and 5% of fees collected to the SJCOG for mainline highway and transit projects. Additionally, all cities are required to forward an additional 10% of the fees collected to the County for regional road projects. The five-year RTIF program update was approved by the SJCOG Board in April 2017.

As of June 30, 2018, the fund balance was \$10,480,548. For 2019-2020, revenues from the RTIF program are projected at \$1.5 million. Expenditures are estimated at \$664,000, which are comprised of \$544,000 for participation in the Thornton Road Capital Improvement Project with the City of Stockton; \$85,000 distribution to SJCOG for mainline highway and transit projects; and \$35,000 for program administration.

Water Facility Fee

Water facilities fees, collected on behalf of the Stockton East Water District, fund the County's share of the costs of water conveyance facilities and are disbursed to Stockton East Water District on a quarterly basis. As of June 30, 2018, the fund balance was \$77,126. In 2019-2020, water fee revenue and disbursements are projected to be \$168,000.

Fire Protection Facilities Improvement Fee

The fire protection facilities improvement fee is collected to provide resources to mitigate the impact of new development on fire protection services in the unincorporated areas of the County. The County authorized the collection of this fee on behalf of nine fire districts in the County (Clements, Escalon, Lathrop-Manteca, Mokelumne, Ripon, Tracy, Waterloo-Morada, Woodbridge, and Montezuma). Fees are collected by the Community Development Department and are disbursed monthly to the fire districts. As of June 30, 2018, the fund balance was \$52,674. For 2019-2020, fire protection fee collections and disbursements are projected to be \$160,000.

Summary

All Airport Budgets

Russell O. Stark, Airport Director

Enterprise Fund	2017-2018 Actual	2018-2019 Adjusted	2019-2020 Requested	2019-2020 Recommended	Increase/ (Decrease)
Expenditures					
Salaries & Benefits	\$1,267,728	\$1,403,813	\$1,696,249	\$1,696,249	\$292,436
Services & Supplies	2,129,475	1,996,314	2,170,368	2,170,368	174,054
Centrally-Budgeted Expenses	240,833	215,130	133,010	133,010	(82,120)
Other Charges & Uses	354,812	354,812	354,812	354,812	0
Fixed Assets	5,637,370	7,570,886	2,360,463	2,360,463	(5,210,423)
Total Expenditures	\$9,630,218	\$11,540,955	\$6,714,902	\$6,714,902	(\$4,826,053)
Expenditure Reimbursements	1,999	0	0	0	0
Total Appropriations	\$9,632,217	\$11,540,955	\$6,714,902	\$6,714,902	(\$4,826,053)
Earned Revenues By Source					
Interest/Rents	\$7,453	\$2,500	\$2,500	\$2,500	\$0
Aid From Other Governments	164,192	0	0	0	0
Miscellaneous Revenues	0	500	0	0	(500)
Operating Transfers In	892,244	1,234,545	647,229	647,229	(587,316)
Airport Special Revenues	7,061,358	12,375,529	6,000,173	6,000,173	(6,375,356)
Fund Balance	1,506,970	(2,072,119)	65,000	65,000	2,137,119
Total Revenues	\$9,632,217	\$11,540,955	\$6,714,902	\$6,714,902	(\$4,826,053)
Net County Cost	\$0	\$0	\$0	\$0	\$0
Allocated Positions	12.0	12.0	15.0	15.0	3.0
Temporary (Full-Time Equivalent)	0.2	0.2	0.1	0.1	(0.1)
Total Staffing	12.2	12.2	15.1	15.1	2.9

This is a summary of the budgets administered by the Airport Director, including:

- 9230901000 Airport Enterprise Fund
- 9231000000 Airport Capital Projects

Board Strategic Priorities 2019-2020 through 2021-2022

The 2019-2020 recommended budget for the Airport focuses on the implementation of the Board Strategic Priorities as adopted by the Board on April 9, 2019. The Board Strategic Priorities for fiscal years 2019-2020 through 2021-2022 are a continuation of the Board's original five key priorities

established in 2015. The Board has updated and augmented the goals associated with these strategic priorities to reflect the Board's direction related to water issues, health, collaboration, and homelessness. The following highlights provide an overview of several projects, programs, and activities administered by the Airport.

Promote Economic Development

The Airport has secured United Airlines, a major airline, to provide expanded domestic air passenger services to Los Angeles International Airport (LAX), a major hub airport, with twice-daily service. The Airport will work with United and Allegiant Airlines, the existing air carrier, to add new destinations. Additionally, the Airport continues to work aggressively with the current air cargo service provider to build upon the recent growth in air cargo service.

Summary

Roads & Facilities

On January 24, 2017, the Board of Supervisors approved (B-17-60) the establishment of a new legislative priority for the Airport to upgrade the present Category I Instrument Landing System to a Category II Instrument Landing System (CAT II ILS). Obtaining a fully operational CAT II ILS will help sustain current cargo operations during reduced visibility weather conditions and help promote the Airport to future air carrier, cargo, and international commercial service providers. A site survey has been completed and construction is currently underway with the new system expected to be operational by the end of 2019.

The Airport Director has focused on domestic air service and the utilization of the Small Community Air Service Development Program (SCASDP) Grant obtained in 2016. Utilizing this SCASDP Grant, twice-daily service to LAX is scheduled to begin in August 2019 with United Airlines. Additional destinations to other large-hub airports remain a priority and are necessary for sustained financial self-sufficiency.

The Airport will continue to prioritize capital project development to address safety and capacity infrastructure needs. The Airport Layout Plan, approved and adopted by the Federal Aviation Administration in June 2017, has been

revised several times since approval due to Airport project activity. One of the projects currently underway is the extension of Taxiway B, the main taxiway, which is being extended to increase safety and provide greater utilization of the primary runway. Additionally, the commercial terminal ramp expansion project is nearing completion and will increase safety and better utilize existing space for current and future commercial air service. An Environmental Assessment is currently being drafted to prepare for the design, engineering, and construction of a larger cargo ramp to address the increased demand for cargo aircraft parking capacity the Airport is currently facing.

In 2018-2019, the Airport began construction of the Taxiway B extension and commercial apron expansion. Due to the sheer size of these projects, and weather permitting, project completion is planned for summer 2019. Additionally, the Airport has hired a program manager to oversee the design and replacement of its old and outdated terminal electrical system. In 2018, the Board approved three actions (B-18-249, B-18-425, and B-18-711) for the Plans and Specifications for the Terminal Electrical Rehabilitation Project and authorized a purchase order for \$690,989 for the accomplishment of this project.

Airport Enterprise Fund

Roads & Facilities

Russell O. Stark, Airport Director

Enterprise Fund	2017-2018 Actual	2018-2019 Adjusted	2019-2020 Requested	2019-2020 Recommended	Increase/ (Decrease)
Expenditures					
Salaries & Benefits	\$1,267,728	\$1,403,813	\$1,696,249	\$1,696,249	\$292,436
Services & Supplies	2,129,475	1,996,314	2,170,368	2,170,368	174,054
Centrally-Budgeted Expenses	240,833	215,130	133,010	133,010	(82,120)
Other Charges & Uses	354,812	354,812	354,812	354,812	0
Fixed Assets	5,637,370	7,570,886	194,000	194,000	(7,376,886)
Total Expenditures	\$9,630,218	\$11,540,955	\$4,548,439	\$4,548,439	(\$6,992,516)
Expenditure Reimbursements	1,999	0	0	0	0
Total Appropriations	\$9,632,217	\$11,540,955	\$4,548,439	\$4,548,439	(\$6,992,516)
Earned Revenues By Source					
Interest/Rents	\$7,453	\$2,500	\$2,500	\$2,500	\$0
Aid From Other Governments	164,192	0	0	0	0
Miscellaneous Revenues	0	500	0	0	(500)
Operating Transfers In	892,244	1,234,545	639,826	639,826	(594,719)
Airport Special Revenues	7,061,358	12,375,529	3,906,113	3,906,113	(8,469,416)
Fund Balance	1,506,970	(2,072,119)	0	0	2,072,119
Total Revenues	\$9,632,217	\$11,540,955	\$4,548,439	\$4,548,439	(\$6,992,516)
Net County Cost	\$0	\$0	\$0	\$0	\$0
Allocated Positions	12.0	12.0	15.0	15.0	3.0
Temporary (Full-Time Equivalent)	0.2	0.2	0.1	0.1	(0.1)
Total Staffing	12.2	12.2	15.1	15.1	2.9

- Operating Transfers In includes a General Fund loan of \$639,826 for 2019-2020.

Purpose

The Stockton Metropolitan Airport (Airport) serves the commercial, corporate business, and general aviation needs of San Joaquin County. The Airport is in a foreign trade zone and is conveniently located and easily accessible by two major north-south arterials in California, Interstate 5 and State Route 99.

The Department of Aviation plans, operates, and maintains the safety and appearance of the Airport to meet the highest standards. The Department also manages numerous tenant agreements and facilities; provides a safe and efficient facility for the operation of aircraft; promotes development of Airport property for aviation and commercial-related services; obtains and administers Federal Aviation Administration

(FAA) grants; and reviews all development proposals within the Airport's sphere-of-influence to ensure compatibility with Federal, State, and local standards.

Major Budget Changes

Salaries & Employee Benefits

- \$53,681 Salary and benefits adjustments.
- \$163,664 Add two Airport Operations Specialists.
- \$75,550 Add an Airport Operations Worker.
- \$6,000 Increase in budgeted overtime.

Airport Enterprise Fund

Roads & Facilities

- (\$6,459) Decrease in extra-help.

Services & Supplies

- \$63,500 Increase in electric and water utility costs.
- \$54,450 Increase in Montezuma Fire District costs.
- \$25,500 Increase in maintenance costs of doors, fence, glass, and roofing.
- \$20,271 Increase in fleet services costs.
- \$13,000 Increase in costs for safety and security services.
- \$10,000 Increase in County Counsel costs.
- \$9,000 Increase in janitorial service costs.
- (\$27,500) Decrease in patrol services costs.

Centrally-Budgeted Expenses

- (\$22,791) Decrease in Workers' Compensation and Casualty insurance costs.
- (\$59,714) Cost Allocation Plan adjustment.

Other Charges

- \$62,887 Increase in loan repayments.
- (\$62,887) Decrease in interest costs.

Revenues

- \$390,065 Increase in Terminal Area Building revenues due to LGSTX Services Inc. lease.
- \$275,000 Increase in fuel flowage fees due to Atlas Air, Atlantic Aviation, United Airlines, and Allegiant Air.
- \$85,000 Increase in scheduled landing fees.
- \$21,450 Increase in Safety Division revenue from the Transportation Security Administration.
- \$11,132 Increase in aeronautical services revenues.

- (\$5,871,989) Decrease in Measure K Fund reimbursement for construction based on planned capital projects and accounting changes.

- (\$2,597,595) Decrease in Federal reimbursement for construction based on planned capital projects and accounting changes.

- (\$2,072,119) Decrease in contribution to Fund Balance.

- (\$650,000) Decrease in Federal Department of Transportation grant due to accounting changes.

- (\$594,719) Decrease in Passenger Facility-Charges (PFC) due to reduction in project costs and accounting changes.

- (\$113,500) Decrease in reimbursements and various Airport lease revenue.

- (\$19,120) Decrease in Aircraft storage revenues due to vacancies.

Fixed Assets/Capital Improvement

- \$194,000 San Joaquin Council of Governments (SJCOG) Measure K Expenditure Plan.

Program Discussion

The 2019-2020 recommended Airport budget totals \$4,548,439. This change represents a decrease of \$6,992,516 from the 2018-2019 adjusted budget, primarily attributable to the Category II Instrument Landing System and the terminal electrical system rehabilitation projects that are nearing completion with a majority of the expenses complete. The decrease also reflects a change in accounting for capital improvement projects, which will now be included in the new Airport Capital Projects budget unit (#9231000000). Cost decreases are partially offset by salary and benefits adjustments and the addition of two Airport Operations Specialists and an Airport Operations Worker. The additional staff is needed to serve increased client cargo activity.

The Airport continues to strive to improve its financial position and build a Fund Balance to fund deferred maintenance issues that have grown over the last year. Revenues continue to increase from terminal building leases, landing fees, and fuel flowage fees. Although there are

Airport Enterprise Fund

Roads & Facilities

increased revenues, they are not sufficient to maintain core infrastructure needs, including the Airport Industrial Park roads and repair, replacement, and rehabilitation of the commercial terminal.

The 2019-2020 recommended budget includes continued County support of the Airport by providing a General Fund loan of \$639,826 to the Airport Enterprise Fund. The County will leverage all financial contributions to the Airport in negotiations with the FAA for current and future land opportunities related to the Airpark 599 development project.

Air Services

Allegiant Air service continues to grow at the Airport. Passenger enplanements to Las Vegas are at an all-time high. Overall, the Airport hit its highest total passenger count in over two decades. Flights to Las Vegas are offered 10 to 13 times per week, depending on the season. Additionally,

Allegiant Air continues to service Phoenix-Mesa Gateway, Arizona and San Diego, California, two-to-three times per week depending on seasonal demand.

Revenue streams that are primarily driven by aviation activity, such as fuel-flowage fees and landing fees have increased due to a higher number of passenger enplanements and cargo activity. The trend of increased revenue is expected to continue in 2019-2020, with the expected increase in domestic air service due to the addition of United Airlines flights to Los Angeles International Airport twice weekly starting in August 2019. To develop high-quality commercial aviation activity, the Airport Director continues to work with an air service development consultant to make presentations to major and regional airlines to secure additional service and to increase the routes and frequency of Allegiant Air and United Airlines flights.

Workload Data

	-----Actual-----			Est./Act.	Projected
	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020
Commercial Passengers					
Enplanements	83,707	94,635	97,648	100,335	138,000
Deplanements	83,818	93,095	96,884	100,617	138,000
Total*	167,525	187,730	194,532	200,952	276,000
Aircraft Operations					
Air Carrier	1,336	2,532	2,500	2,557	5,732
Air Taxi	1,960	1,638	1,862	1,737	1,956
Military	2,791	3,089	2,083	2,114	2,163
General Aviation	53,175	68,429	80,904	84,525	92,100
Total	59,262	75,688	87,349	90,933	101,951

*New anticipated domestic services, August 2019.

Airport Capital Projects

Roads & Facilities

Russell O. Stark, Airport Director

Enterprise Fund	2017-2018 Actual	2018-2019 Adjusted	2019-2020 Requested	2019-2020 Recommended	Increase/ (Decrease)
Expenditures					
Fixed Assets	\$0	\$0	\$2,166,463	\$2,166,463	\$2,166,463
Total Appropriations	\$0	\$0	\$2,166,463	\$2,166,463	\$2,166,463
Earned Revenues By Source					
Operating Transfers In	\$0	\$0	\$7,403	\$7,403	\$7,403
Airport Special Revenues	0	0	2,094,060	2,094,060	2,094,060
Fund Balance	0	0	65,000	65,000	65,000
Total Revenues	\$0	\$0	\$2,166,463	\$2,166,463	\$2,166,463
Net County Cost	\$0	\$0	\$0	\$0	\$0

Purpose

The Airport Capital Projects budget includes capital improvement projects in support of Airport efforts to plan, operate, and maintain the safety and appearance of the Airport to meet the highest standards. The Airport prioritizes capital project development to address safety and capacity infrastructure needs. Project phases typically include scope development, environmental clearance, design, engineering, and construction.

- \$1,015,000 Small Community Air Service Development Program (SCASDP) Project.
- \$79,269 Rehabilitate Runway Light Signage.

Major Budget Changes

Revenues

- \$2,094,060 Federal reimbursement and Measure K Fund reimbursement for construction based on planned capital projects.
- \$7,403 Reimbursement from Passenger Facility-Charges (PFC).
- \$65,000 Use of fund balance for capital projects.

Fixed Assets/Capital Improvement

- \$1,072,194 Category II Instrument Landing System.

Program Discussion

The 2019-2020 recommended budget for Airport Capital Projects totals \$2,166,463 and reflects a change in accounting for capital improvement projects that were previously combined with the Airport Enterprise budget. The Airport was awarded a Department of Transportation (DOT) SCASDP grant in September 2016. On October 11, 2016, the Board of Supervisors approved the use of \$650,000 (B-16-572) with a commitment of local match funds (\$300,000 San Joaquin Council of Governments (SJCOG) funds and \$65,000 County's Transient Occupancy Tax) to assist an airline in initiating commercial air service from Stockton to Los Angeles. The Airport will utilize this grant in 2019-2020 to implement the United Airlines service to Los Angeles International Airport towards the end of 2019.

In 2014, the SJCOG Strategic Plan was amended to include the Airport in the Measure K Ordinance and Expenditure Plan to be eligible for additional funds for capital improvements. In 2015-2016, SJCOG approved an interest-only loan of \$9.7 million with a 3.82% interest rate for five years. The funding is used to modernize the aging infrastructure and equipment that continues to be a major issue. Multiple projects are included to improve safety, terminal efficiencies, and Americans with Disabilities Act compliance. Additionally, the general aviation pavement on the airfield has exceeded its useful life and requires replacement.

Airport Capital Projects

Roads & Facilities

Proposed Capital Projects Budget

(with projected sources of funding by project)

<i>Description</i>	<i>FAA</i>	<i>DOT</i>	<i>Local*</i>	<i>SJCOG</i>	<i>Total</i>
<i>CAT II Instrument Landing System</i>	\$0	\$0	\$0	\$1,072,194	\$1,072,194
<i>SCASDP</i>	0	650,000	65,000	300,000	1,015,000
<i>Rehab Runway Light Signage System</i>	71,866	0	7,403	0	79,269
<i>Total**</i>	\$71,866	\$650,000	\$72,403	\$1,372,194	\$2,166,463

*The local funding is from PFC, with the exception of the SCASDP project.

**These amounts are based on engineer estimates, and the actual costs and timing of reimbursements may vary significantly.



PROPOSED BUDGET HEALTH SERVICES



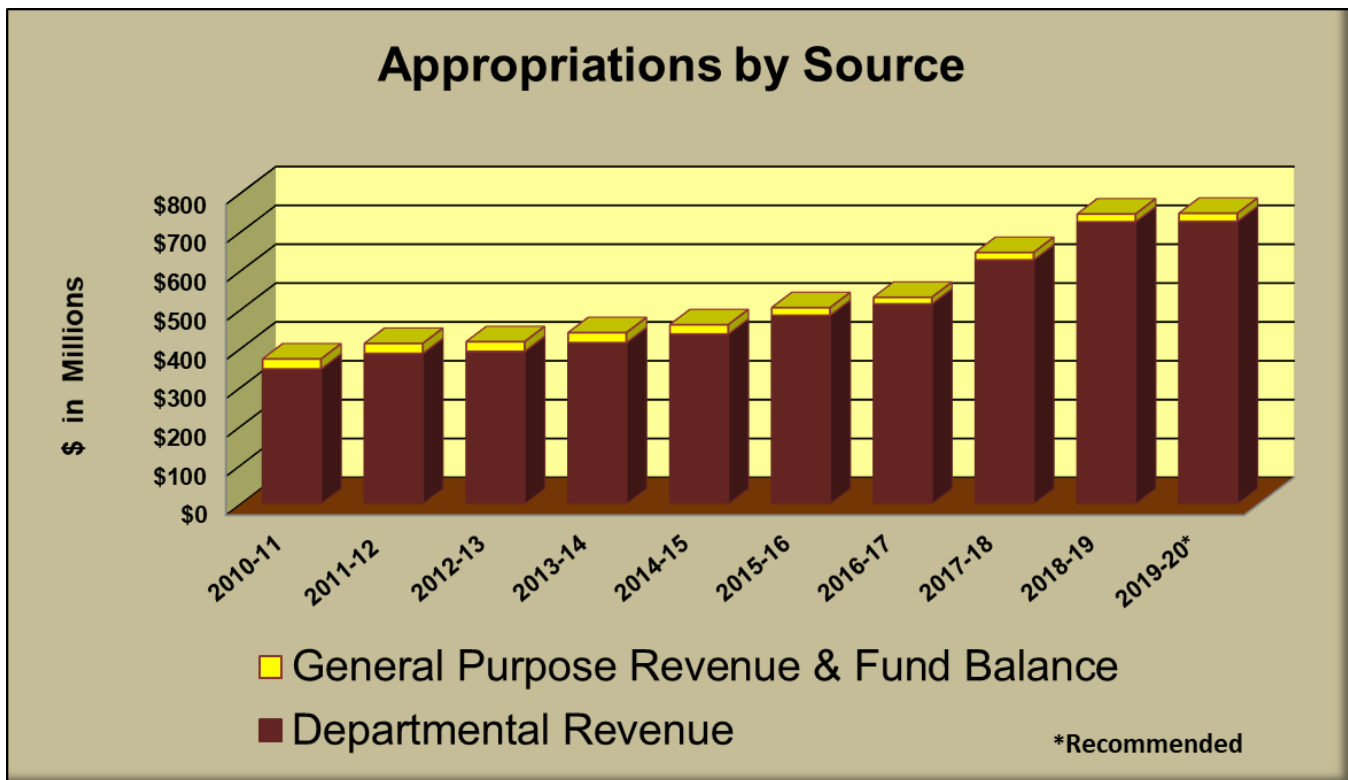
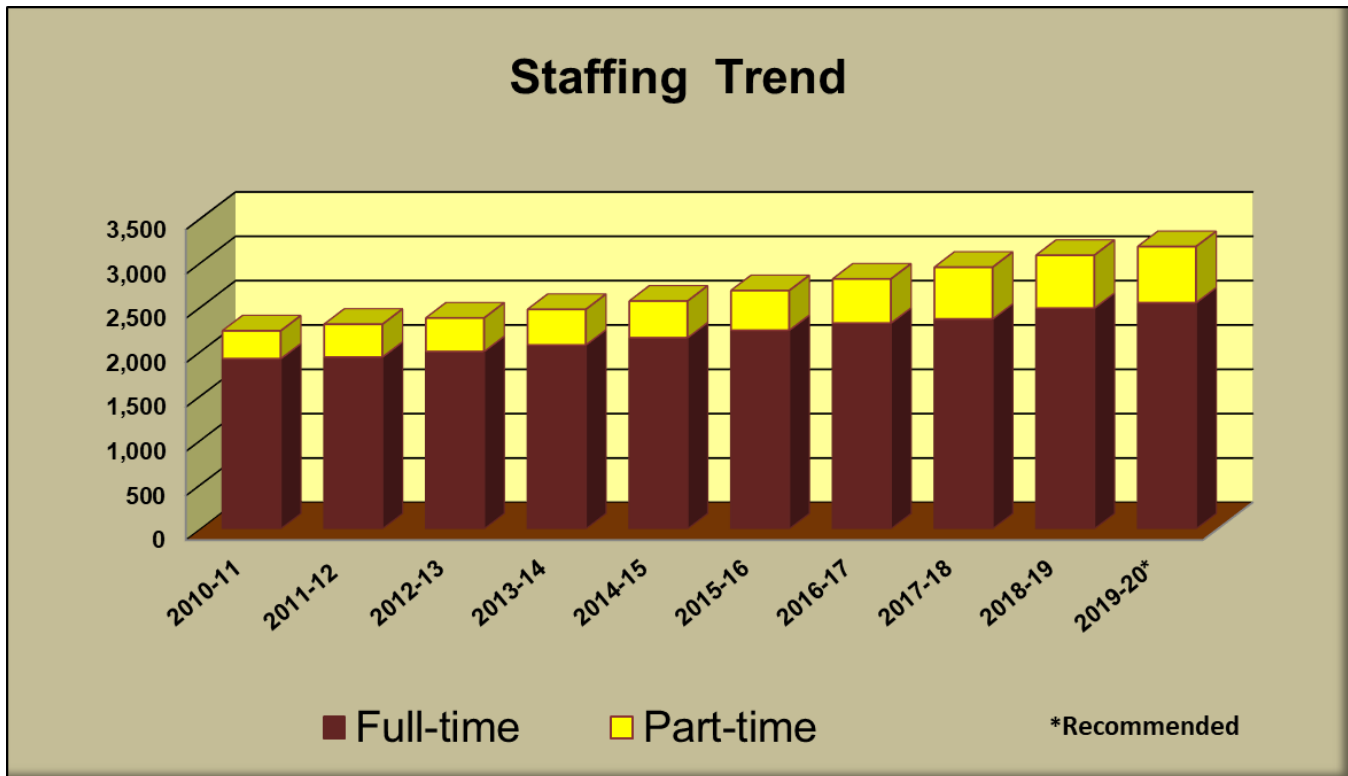
Health Services

Appropriations

	Page Number	2018-2019 Adjusted	2019-2020 Requested	2019-2020 Recommended	Increase/ (Decrease)
Summary — All Health Care Services Budgets	F-4				
4040300000 Mental Health Pharmacy	F-11	\$11,201,893	\$11,277,520	\$11,277,520	\$75,627
4040500000 Mental Health Services	F-13	143,883,503	156,455,827	156,455,827	12,572,324
4040600000 Substance Abuse Services	F-19	25,478,506	25,267,007	25,267,007	(211,499)
4041000000 Public Health Services	F-23	25,206,838	26,503,327	26,503,327	1,296,489
4041200000 Public Guardian/ Conservator	F-28	1,829,882	1,740,073	1,740,073	(89,809)
4041800000 Emergency Medical Services	F-31	2,873,119	3,148,112	3,148,112	274,993
4045415000 California Children's Services	F-35	6,552,891	7,076,749	7,076,749	523,858
4049500000 Health Care Services Administration	F-37	872,265	872,265	872,265	0
4049600000 Whole Person Care Program	F-41	8,271,348	9,041,789	9,041,789	770,441
Public Works					
4040800000 Utility Districts	F-44	0	9,000	9,000	9,000
9210000000 Solid Waste Enterprise Fund	F-47	41,771,559	36,748,523	36,748,523	(5,023,036)
9312000000 CSA 31 Sewer Enterprise Fund	F-52	0	1,298,402	1,298,402	1,298,402
4042000000 Environmental Health	F-54	9,500,047	9,829,294	9,829,294	329,247
4049100000 Children & Families Program (First 5)	F-61	1,502,307	1,813,857	1,813,857	311,550
4049400000 Operating Transfer to Health Care	F-65	40,212,308	43,137,311	43,137,311	2,925,003
9221100000 Hospital Enterprise Fund	F-67	426,651,273	413,421,178	413,421,178	(13,230,095)
Total - Health Services		\$745,807,739	\$747,640,234	\$747,640,234	\$1,832,495

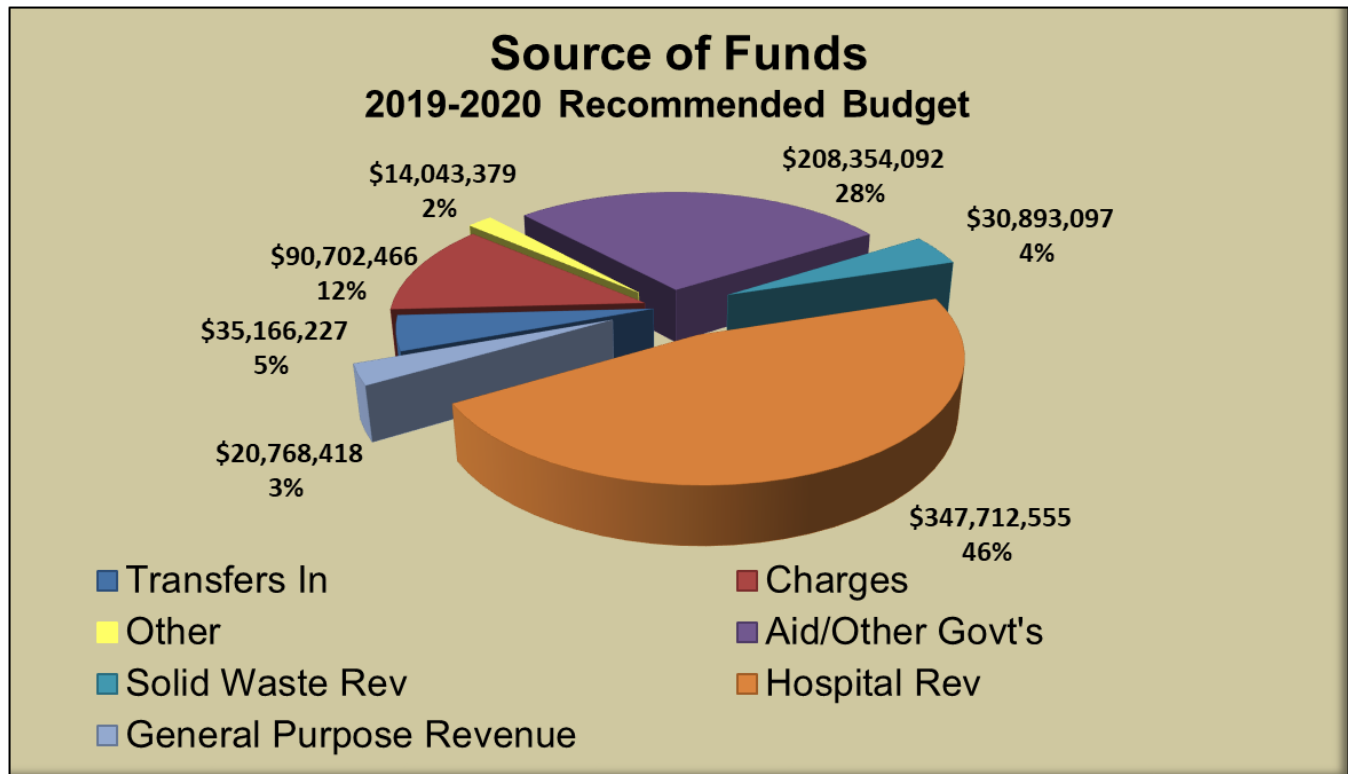
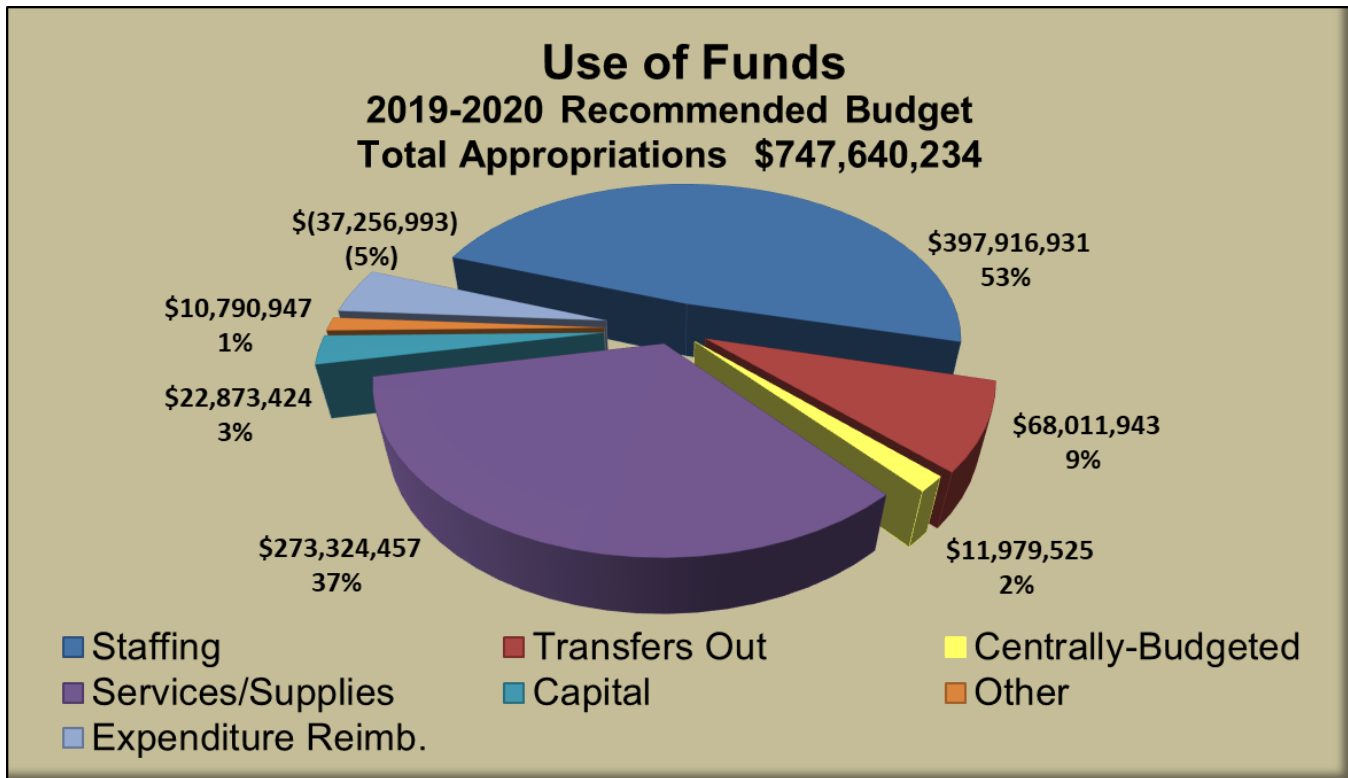
Health Services

Appropriations



Health Services

Appropriations



Summary

All Health Care Services Budgets

Greg Diederich, Health Care Services Director

	2017-2018 Actual	2018-2019 Adjusted	2019-2020 Requested	2019-2020 Recommended	Increase/ (Decrease)
Expenditures					
Salaries & Benefits	\$111,186,909	\$130,211,769	\$135,317,182	\$135,317,182	\$5,105,413
Services & Supplies	83,997,799	120,987,835	129,359,269	129,359,269	8,371,434
Centrally-Budgeted Expenses	3,200,781	3,674,161	4,286,097	4,286,097	611,936
Other Charges & Uses	2,587,422	7,462,027	8,059,635	8,059,635	597,608
Fixed Assets	1,243,556	4,965,296	6,396,559	6,396,559	1,431,263
Operating Transfers Out	3,677,174	4,767,996	4,674,632	4,674,632	(93,364)
Total Expenditures	\$205,893,641	\$272,069,084	\$288,093,374	\$288,093,374	\$16,024,290
Expenditure Reimbursements	(27,515,210)	(33,815,385)	(32,706,604)	(32,706,604)	1,108,781
Total Appropriations	\$178,378,431	\$238,253,699	\$255,386,770	\$255,386,770	\$17,133,071
Earned Revenues By Source					
Licenses/Permits/Franchises	\$1,016,439	\$906,740	\$970,782	\$970,782	\$64,042
Fines/Forfeitures/Penalties	1,161	61,427	61,427	61,427	0
Interest/Rents	245,091	121,000	420,000	420,000	299,000
Aid From Other Governments	91,450,422	128,330,190	134,731,621	134,731,621	6,401,431
Charges For Services	68,783,198	73,758,018	81,068,211	81,068,211	7,310,193
Miscellaneous Revenues	3,092,972	1,313,208	713,459	713,459	(599,749)
Operating Transfers In	6,872,451	8,584,200	8,714,317	8,714,317	130,117
Fund Balance	(10,547,857)	1,099,354	3,043,632	3,043,632	1,944,278
Total Revenues	\$160,913,877	\$214,174,137	\$229,723,449	\$229,723,449	\$15,549,312
Net County Cost	\$17,464,554	\$24,079,562	\$25,663,321	\$25,663,321	\$1,583,759
Allocated Positions	965.0	1,021.0	1,038.0	1,038.0	17.0
Temporary (Full-Time Equivalent)	204.6	180.4	161.5	161.5	(18.9)
Total Staffing	1,169.6	1,201.4	1,199.5	1,199.5	(1.9)

This is a summary of the budgets administered by the Director of Health Care Services (HCS), including:

- 2022621000 Correctional Health Services
- 4040300000 Mental Health Pharmacy
- 4040500000 Mental Health Services
- 4040600000 Substance Abuse Services
- 4040700000 Behavioral Health Administration
- 4041000000 Public Health Services
- 4041200000 Public Guardian/Conservator
- 4041800000 Emergency Medical Services

- 4045415000 California Children's Services
- 4049500000 HCS Administration
- 4049600000 Whole Person Care Program
- 5055600000 Veterans Services Office

Board Strategic Priorities 2019-2020 through 2021-2022

The 2019-2020 recommended budget for the HCS Agency focuses on implementation of the Board Strategic Priorities as adopted by the Board on April 9, 2019. The Board Strategic

Summary

Health Services

Priorities for fiscal years 2019-2020 through 2021-2022 are a continuation of the Board's original five key priorities established in 2015. The Board has updated and augmented the goals associated with these strategic priorities to reflect the Board's direction related to water issues, health, collaboration, and homelessness. The following highlights provide an overview of several projects, programs, and activities administered by the HCS Agency.

Ensure Fiscal Responsibility

HCS Divisions continually seek to maximize State and Federal funding in order to provide services to clients, thereby reducing demands on the County's General Fund. Grants and community support are also leveraged to sustain programs in an effort to minimize County costs and/or impacts on service delivery.

Correctional Health Services (CHS) participates in the State's Medi-Cal County Inmate Program (MCIP), which allows Medi-Cal reimbursement for allowable inpatient hospital services provided to MCIP-eligible inmates. Such costs would otherwise be a County General Fund obligation as CHS has historically reimbursed San Joaquin General Hospital (SJGH) or paid tertiary care centers for services provided to this population. With the implementation of MCIP, costs to CHS are reduced as SJGH is now reimbursed directly from the State at applicable Medi-Cal rates for these services.

CHS, in coordination with HCS Administration, performed a detailed staffing and fiscal analysis comparing the cost of correctional health services in San Joaquin County to several other counties in California. The analysis showed that the average medical cost per inmate was favorable compared to contracted counties. The analysis also showed that all compliance and standard of care measures are being met, and in addition to providing medical and psychiatric care, CHS is able to provide liaisons to the Collaborative Courts and other system partners to help reduce recidivism, as well as leverage funding outside of the General Fund. Additionally, most counties with a public hospital continue to deliver correctional health services internally due to operational efficiencies and enhanced quality of care provided to this mandated population.

In July 2018, Behavioral Health Services (BHS) began implementing the County's Drug Medi-Cal Organized Delivery System (DMC-ODS). DMC-ODS provides counties with tools to help control costs associated with the 2011 realignment of DMC, especially in the rapidly growing area of Narcotic Treatment Programs. DMC-ODS also provides the ability to draw down additional Federal funds to support residential treatment programs.

BHS redesigned its quality improvement and contract monitoring process with an emphasis on providing technical

assistance to enhance services provided by community contractors. Most contracts are moving to a rate-based payment methodology to better ensure compliance with State and Federal regulations.

Public Health Services (PHS) continues to make progress in decreasing its Net County Cost for laboratory services. In January 2019, the Board approved an agreement with Stanislaus County to share services and expand the laboratory's role as a regional service provider, further decreasing the net cost of laboratory operations. PHS is also partnering with SJGH to eliminate duplication of laboratory testing and leveraging the ability for PHS to bill third-party insurance payers for laboratory services. PHS is actively seeking additional funding from private, State, and Federal grants, and senior managers are participants in advocating to increase State funding for local health departments through their professional organizations.

Emergency Medical Services (EMS) includes provisions in its ambulance contracts to provide for mandated emergency ambulance services without the need for County subsidies, while capping the County's indigent emergency ambulance costs at State Medi-Cal reimbursement rates. The receipt of ambulance service provider performance penalty revenue has allowed EMS to offset its entire Net County Cost over the past two fiscal years and also provided initial funding toward future capital project needs.

HCS Administration, in coordination with PHS and General Services, continues moving forward on a Public Health replacement facility to replace the existing 55-year old building and adjacent laboratory. Work has begun on initial planning and it is anticipated that recommendations will be developed in early 2020. In addition, other HCS functions are being evaluated to determine if there are opportunities for efficiencies through co-location. At present, HCS Agency functions such as administration, finance, human resources, and information technology are scattered throughout various facilities. Centralizing staff in a single location could improve productivity, quality, and standardization, as well as increase the potential for efficiencies, both in terms of staffing and overhead costs.

HCS seeks to reduce Countywide health care costs by working to establish collaborations between systems to better position the County from the impacts of potential changes to Medi-Cal funding streams and an eventual shift toward alternative payment methodologies that may require participating in risk-sharing payment arrangements.

Promote Good Governance and Increase Organizational Capabilities

In conjunction with SJGH, HCS will continue to support the Federally Qualified Health Center Look-Alike (FQHC-LAL)

Summary

Health Services

primary care clinics branded as the San Joaquin County Clinics (SJCC). HCS provides administrative support for the SJCC Community Board and serves as the County point of contact for State and Federal agencies. BHS provides integrated behavioral health staffing to the clinics; PHS provides home visits for high-risk maternal clients and other integrated staffing and programmatic support; and Whole Person Care (WPC) has integrated with SJGH's Population Health Team and assists SJGH in meeting Medicaid waiver objectives in the areas of improved perinatal care, behavioral health, and complex care management for high-risk medical populations.

Both the HCS and BHS Directors maintain seats on the Board of Directors for the San Joaquin Community Health Information Exchange (HIE), a nonprofit corporation established to develop and implement technologies to compliantly share medical information between safety net providers. Work efforts have expanded access to include additional public and private health and hospital systems in San Joaquin, Stanislaus, and Merced counties. In coordination with the WPC Program, in April 2019, the HIE expanded functionality for real-time care coordination and population health management via a cloud-based care coordination platform.

HCS and BHS are active in a wide variety of collaborative efforts throughout San Joaquin County to improve the community, including public safety and reducing adverse impacts on the community by individuals suffering with the effects of mental illness. Staff are actively involved with the Homelessness Task Force, Opioid Safety Coalition, Human Trafficking Task Force, the Law Enforcement Assisted Diversion Project, Stepping Up Initiative, Healthy Communities Coalition, Community Corrections Partnership, Community Health Leadership Council, and County Threat Assessment Team.

BHS continues implementation of its Integrated Information System Infrastructure Project, which is partially funded by the Mental Health Services Act (MHSA). This system has modernized and transformed clinical and administrative information systems to support improved utilization management, quality of care, operational efficiency, data analytics, and timeliness of financial data, ultimately improving health outcomes for County residents. It is anticipated that the County's PeopleSoft financial system will allow BHS to reduce many redundant accounting processes associated with maintaining its own detailed general ledger and cost accounting systems.

MHSA funds are being used to expand Full Service Partnership Programs to provide mental health services and supports necessary to individuals who are unserved or underserved, and are experiencing homelessness, justice

involvement, or have other indicators of severe unmet need; provide increased early intervention programs for children and youth through school-based interventions and suicide prevention strategies, as well as services for children involved with Child Welfare Services or human trafficking. Funds are also directed towards efforts to improve public safety by assisting law enforcement partners in diverting certain non-violent and non-serious offenders with behavioral health concerns from the criminal justice system into community-based treatment alternatives, including building partnerships to focus on individuals who are potentially incompetent to stand trial.

BHS will use MHSA funds to support the expansion of service hours for the Mobile Crisis Support Teams to provide on-site clinical assessment and interventions in partnership with first responders, hospital emergency rooms, children's group homes, and the Mary Graham Children's Shelter.

BHS continues to implement its "Homeward Bound" Initiative, which is supported by a combination of MHSA Innovations and Proposition 47 grant funds. Homeward Bound includes a community-based Behavioral Health Assessment and Respite Center operated by Community Medical Centers that serves as a "friendly front door" to services for unserved and underserved individuals who may be reluctant to access the public mental health system. Homeward Bound also includes medically-monitored withdrawal management and medication-assisted treatment programs. Homeless individuals may be eligible for a grant-funded housing assistance project operated by the Central Valley Low Income Housing Corporation, and a second Innovations project component entitled "Progressive Housing" increases housing options for individuals with mental health challenges by developing a number of small-scale housing facilities. All of these services target major gaps in the County's service delivery system and are vital in addressing the recent increase in opioid use disorders.

PHS works closely with County departments, community partners, residents, and other entities on convening discussions on ways to improve population health and address health disparities in disadvantaged and distressed communities. Whenever possible, PHS strives for a "Health in All Policies" approach that calls for public health professionals to work with many partners, such as schools, law enforcement, health care providers, community service providers, faith-based organizations, transportation officials, and resident grassroots leaders who can help communities make healthier choices.

PHS continues efforts to become accredited by the national Public Health Accreditation Board (PHAB). Following completion of a Community Health Needs Assessment and a Community Health Improvement Plan in spring 2017, PHS

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developed its 2017-2022 Strategic Plan, which was the final prerequisite to initiate the accreditation application process. In November 2018, a site visit was conducted by a PHAB team to evaluate the Department's conformity to national public health practices. In March 2019, PHAB notified PHS that the accreditation decision has been deferred until some additional documentation can be submitted and reviewed. PHS will submit the required action plan and anticipates achieving national accreditation status by early 2020.

The EMS system is the ultimate safety-net for persons experiencing acute illness or injury, or requiring immediate access to medical care. EMS regularly collaborates with other County departments and external organizations to ensure the ability of the pre-hospital care system to meet the needs of all of the County's citizens and visitors. EMS maintains an active and up-to-date website and uses electronic messaging and social media to keep system personnel, providers, stakeholders, and the general public informed of EMS services, activities, and other important information. In 2019-2020, EMS will continue to enhance its data analytics capabilities to better monitor fire-medical and ambulance resource utilization and deployment.

EMS continues to implement recommendations from the consultant report that assessed EMS system best practices. Ultimately, these changes should lead to enhanced collaboration with system partners, improvements in pre-hospital care, and greater organizational capability.

In July 2018, EMS officially implemented a system of care tailored to patients who have experienced a stroke, including the designation of qualified hospitals as "primary stroke centers" to focus on rapid identification, treatment, and under specific circumstances, transfer to comprehensive stroke centers or tertiary hospitals outside San Joaquin County. EMS will work collaboratively with the system participants to evaluate system performance and implement adjustments as needed. EMS will also continue monitoring and evaluating the County's trauma system, including oversight of SJGH's performance as a designated Level III Trauma Center, and adherence to established timelines and benchmarks.

The Veterans Services Office (VSO) plays a critical role on behalf of County veterans by delivering information regarding available services and providing assistance with obtaining entitled benefits. In 2019-2020, the VSO will continue to assist the Federal Department of Housing and Urban Development-Veterans Affairs Supportive Housing program by referring and informing low-income and disabled veterans of eligibility for case management, clinical services, and housing vouchers, and by assisting in the preparation of health care and disability claims.

In 2019-2020, CHS will review potential accreditation by the National Commission on Correctional Health Care.

Emphasis will be placed on compliance with relevant standards with a focus on potential opportunities for quality of care improvement within the jail medical setting given the substantial changes to the inmate population since the passage of Assembly Bill (AB) 109.

HCS Administration, in coordination with the County Administrator's Office and Sheriff's Office (SO), will continue planning for implementation of the Medical Examiner's Office within HCS and the transition away from the Sheriff-Coroner model to be completed by June 30, 2020. Integration of certain support services within HCS Administration and a potential to eventually co-locate with EMS, would increase organizational capability for the Agency.

Improve Public Safety and Enhance Overall Criminal Justice System

HCS is active in a wide variety of collaborative efforts throughout the County that improve public safety. HCS is the lead County entity and single point of contact with the State Department of Health Care Services for the County's WPC Program. The Program is intended to coordinate physical health, behavioral health, and social services for vulnerable Medi-Cal beneficiaries who are high users of multiple health care systems and continue to have poor outcomes. WPC Program services are being leveraged by additional funding from MHSA for the Assessment and Respite Center, and Proposition 47 funds for a medically-monitored withdrawal management program, both of which are operated in partnership with Community Medical Centers. The WPC Program helps to improve public safety and enhances the overall criminal justice system by reducing recidivism.

In May 2016, the Board of Supervisors adopted a resolution in support of the Stepping Up Initiative (R-16-80). This national initiative is designed to help advance counties' efforts to safely reduce the prevalence of individuals with mental illness in jails. Since adoption, HCS has facilitated a series of meetings with several law and justice partners, providers, and other key stakeholders to help support the implementation of innovative and proven practices that can safely divert individuals with mental illness away from the criminal justice system and into community-based treatment, thus helping to improve public safety.

In April 2019, CHS was successful in obtaining continuing funding from the Community Corrections Partnership (CCP) to support universal screening and assessment for behavioral health conditions during the jail booking process. This service expansion increases early detection and identification of individuals who potentially have an undiagnosed mental illness, a substance use disorder, or who are active mental health consumers. Early identification of individuals in need of mental health services helps reduce recidivism rates for

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individuals at-risk of re-incarceration. At-risk individuals are referred for target-specific case management while still in custody, as well as linkages to services upon being released. Staff also assist individuals through the court process, prepare them for release back to the community, and follow through on the discharge plan for up to 30 days post-release.

HCS sponsored a Sequential Intercept Mapping workshop in 2018 that was facilitated by academic consultants to identify potential opportunities in the criminal justice process for diversion and/or behavioral health interventions, and to design a preliminary action plan specific to the County. Efforts continue to identify and secure funding to support these priorities and fully implement the Stepping Up Initiative concepts.

CHS continues to collaborate with the SO and the Department of State Hospitals on a program to provide competency restoration services for individuals with felony charges who are determined incompetent to stand trial. Instead of being retained in the Jail Medical Unit while awaiting admission to a State hospital facility, inmates may be ordered by the Court to a County-operated facility to receive State-funded services in order to encourage timely resolution and minimize the amount of time the inmate is incarcerated. In May 2019, the Board of Supervisors approved the agreement with the State and the necessary staffing, equipment, and operational costs have been included in the recommended 2019-2020 budget for CHS and the SO.

BHS and HCS are working in partnership with the Offices of the District Attorney and Public Defender to develop an AB 1810-funded grant proposal to implement a pre-arraignment diversion plan. Eligible participants would include individuals who have been charged with certain non-violent felonies as a result of a diagnosed serious mental illness and who may potentially be incompetent to stand trial. The intent would be to have participants receive treatment in a community setting.

BHS contracts to provide Crisis Intervention Training for Law Enforcement to all County law enforcement organizations on a quarterly basis. This program aims to increase the understanding of mental illness among law enforcement officers with the goal of improving the outcomes of interactions between law enforcement and people experiencing mental health difficulties. The collaborative efforts of BHS aim to provide the best level of care to those with serious mental illness and substance use disorders, while working to reduce stigma and improve overall public safety.

Safe and affordable housing is instrumental in assisting individuals to recover from mental health and substance use disorders and to reduce recidivism among offenders. In accordance with the County's Strategic Priorities on Homelessness, BHS will be using MHSA and "No Place Like

Home" grant funds to increase the availability of both transitional and permanent supportive housing. The HCS Director, along with numerous staff from BHS, CHS, and PHS fully participate on the County's Homelessness Taskforce and all sub-committees. The WPC Program requires all participating entities who enroll clients into services to coordinate discharge planning for homeless individuals, including data entry into the Homeless Management Information System.

The Public Guardian/Conservator's Office provides assessment and case management services to eligible individuals who are referred by the Collaborative Courts and help to support individuals living in the least restrictive environment possible.

PHS is collaborating with other County departments and community agencies as part of an opioid coalition to address opioid misuse and abuse. The coalition provides outreach to health care providers and the general public. Other activities include increasing availability of Naloxone to individuals at risk for opioid overdose. The coalition will increase funding opportunities through their eligibility to apply for State and Federal funding.

PHS strives to improve public health and safety through its focus on protecting residents from harm through promotion of safe and healthy communities. PHS collaborates with community partners to promote public safety by preventing early deaths; addressing communicable diseases; promoting safer, more walkable neighborhoods; preventing injuries; and reducing the impact of both acute and chronic diseases.

Promote Economic Development

The HCS Director is a Board member of the iHub San Joaquin representing the Health Care focus area and the promotion of local economic development within the health care technology sector with an emphasis on innovation and expanded health care career opportunities.

HCS has sponsored the Community Health Leadership Council since its inception in 2000 with the purpose of convening key community decision makers to identify the most critical health care challenges confronting San Joaquin County. In partnership with San Joaquin Delta College, the Council helped to launch HealthForce Partners in 2018, which brings together the area's major health care businesses, educational institutions, and workforce development agencies to advance the development of health care workforce strategies and training programs.

PHS promotes economic development through programs that focus on reducing barriers to healthy living. Participants receive support to graduate from high school, maintain housing, obtain healthy food, and increase compliance with

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medical regimens and appointments. Through this support, individuals are better prepared to be healthy contributing members of the community.

EMS estimates that ground ambulance transport alone generates over \$45.0 million in annual economic activity in the County. In 2019-2020, EMS will continue to work to quantify the annual economic activity generated throughout the EMS system including trauma centers, specialty care centers, and other related services.

In 2017-2018, the most recent year for which full-year data is available, the VSO collaborated with other agencies to ensure that San Joaquin County veterans received \$9.6 million in overall benefits, including retroactive payments and assistance from other agencies.

The VSO historically awards 200-300 military dependent students with the California College Fee Waiver. Students receive no direct compensation, but are authorized to attend California State Colleges, Universities, and community colleges with little to no financial burden. In 2018-2019, the VSO granted \$1,633,000 in college savings to 362 military dependent students.

Affordable housing projects are anticipated to be developed within the County via potential funding allocations from the No Place Like Home Program. These projects will not only provide much needed low-income supportive housing units, but will also promote economic development.

Other HCS activities planned for 2019-2020 in support of the Board Strategic Priorities include:

- Providing leadership and guidance for health care-related policy issues and legislation at the State and Federal levels, developing position statements for pending legislation or County advocacy, as well as meeting with elected officials in support of the County's legislative platform.
- Assessing and monitoring 1991 Realignment funds (derived from vehicle license fees and State sales tax), which provide funds to support indigent health care and

mental health services, as well as other major State-funded programs, such as 2011 Realignment, MHSA funds, EMS-Maddy Fund, and California Children's Services.

- Working collaboratively with community partners to develop and further the goals outlined in the PHS Community Health Improvement Plan.
- Engaging with qualified providers on service delivery options to expand the availability of inpatient psychiatric beds and substance use disorder treatment capacity.
- Serving as liaison with Health Plan of San Joaquin to maximize the use of safety net facilities, including BHS, SJGH, and SJCC for the transition of additional Medi-Cal eligible populations into Medi-Cal Managed Care.
- Assisting with advocacy for expanded local Veterans Affairs medical facilities and services, such as the planned Community-Based Outpatient Clinics in French Camp.
- Evaluating opportunities for system integration, enhanced coordination of care, and opportunities for quality improvement and compliance across the divisions of the HCS Agency and SJGH, as well as applicable safety-net partners.
- Continuing active participation with the Continuum of Care and coordinating homeless initiative programs to help address the findings of the Taskforce and as approved by the Board of Supervisors.
- Participating in the CCP to ensure programmatic and legal responsibilities for medical and mental health care for State inmates and newly-sentenced offenders in County Jail facilities.
- Participating in the County's PeopleSoft reimplementation executive steering committee.
- Continuing to participate in the County's review of, and enhancements to, emergency operations plans.

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Health Care Services - Summary of Net County Cost (2019-2020 Proposed Budget)

Budget	Name	Required Match/ MOE*	Overmatch/ Discretionary	Total Net County Cost	Total Budget (Expenditures)	NCC% of Total Budget
2022621000	Correctional Health Services	0	12,471,604	12,471,604	16,233,455	76.8%
4040300000	Mental Health Pharmacy	0	0	0	11,561,628	0.0%
4040500000	Mental Health Services	1,610,759	0	1,610,759	160,342,591	1.0%
4040600000	Substance Abuse Services	379,489	396,799	776,288	26,498,809	2.9%
4040700000	Behavioral Health Administration	0	0	0	16,229,308	0.0%
4041000000	Public Health Services	331,881	10,524,753	10,856,634	28,435,861	37.0%
4041200000	Public Guardian/Conservator	0	928,073	928,073	4,197,613	22.1%
4041800000	Emergency Medical Services	0	543,931	543,931	3,148,112	17.3%
4045415000	California Children's Services	545,334	1,259,939	1,805,273	7,076,749	25.5%
4049500000	HCS Administration	0	0	0	4,699,699	0.0%
4049600000	Whole Person Care Program	0	0	0	9,041,789	0.0%
5055600000	Veterans Services Office	0	317,760	317,760	627,760	50.6%
Total		\$2,867,463	\$26,442,859	\$29,310,322	\$288,093,374	10.2%

* MOE (Maintenance of Effort)

4040300000—Mental Health Pharmacy

Health Services

Greg Diederich, Health Care Services Director

Special Revenue Fund	2017-2018 Actual	2018-2019 Adjusted	2019-2020 Requested	2019-2020 Recommended	Increase/ (Decrease)
Expenditures					
Salaries & Benefits	\$1,830,834	\$2,051,092	\$2,094,089	\$2,094,089	\$42,997
Services & Supplies	8,724,527	9,474,549	9,459,678	9,459,678	(14,871)
Centrally-Budgeted Expenses	7,399	8,460	7,861	7,861	(599)
Total Expenditures	\$10,562,760	\$11,534,101	\$11,561,628	\$11,561,628	\$27,527
Expenditure Reimbursements	(304,038)	(332,208)	(284,108)	(284,108)	48,100
Total Appropriations	\$10,258,722	\$11,201,893	\$11,277,520	\$11,277,520	\$75,627
Earned Revenues By Source					
Aid From Other Governments	\$243,054	\$422,118	\$727,245	\$727,245	\$305,127
Charges For Services	10,012,603	10,779,275	10,549,275	10,549,275	(230,000)
Miscellaneous Revenues	2,519	500	1,000	1,000	500
Fund Balance	546	0	0	0	0
Total Revenues	\$10,258,722	\$11,201,893	\$11,277,520	\$11,277,520	\$75,627
Net County Cost	\$0	\$0	\$0	\$0	\$0
Allocated Positions	12.0	12.0	12.0	12.0	0.0
Temporary (Full-Time Equivalent)	3.8	4.1	3.8	3.8	(0.3)
Total Staffing	15.8	16.1	15.8	15.8	(0.3)

Purpose

The Welfare and Institutions Code mandates and regulates the existence of community mental health services. The purpose of the Mental Health Pharmacy is to provide psychotropic medication for Mental Health Services' (MHS) consumers.

Major Budget Changes

Salaries & Employee Benefits

- \$50,356 Salary and benefits adjustments.
- (\$5,859) Decrease in extra-help.
- (\$1,500) Decrease in budgeted overtime.

Services & Supplies

- (\$14,619) Decrease in lease and support costs associated with dispensing robot.

Expenditure Reimbursements

- (\$48,100) Decrease in reimbursement from MHS for inpatient services.

Revenues

- \$305,127 Reallocation of Mental Health realignment funds.
- \$70,500 Increase in Medicare funding.
- (\$180,000) Decrease in funding from MHS for indigent client drug costs.
- (\$120,000) Decrease in funding from Health Plan of San Joaquin.

Program Discussion

The 2019-2020 recommended budget for the Mental Health Pharmacy totals \$11,561,628, which is an increase of \$27,527

4040300000—Mental Health Pharmacy

Health Services

from the 2018-2019 adjusted budget. This change mainly represents salary and benefits adjustments, offset by a decrease in equipment lease and support costs.

Long-acting injectable drugs are part of the Mental Health drug regimen because of improved clinical outcomes and reduced readmission rates due to better patient compliance. However, these injectable drugs have seen a steady increase in cost, which is projected to continue during 2019-2020. Although the overall volume of prescriptions filled by the Pharmacy is declining, the increasing cost of injectable drugs offsets other decreases in overall spending for medications.

With potential, yet unknown changes in national health care, the Mental Health Pharmacy will continue efforts to work

with drug manufacturers that have Patient Assistance Programs, which may provide medications at no-cost or low-cost to those lacking adequate insurance coverage.

Operating an internal Mental Health Pharmacy offers the convenient ability to provide and monitor medication in a manner that promotes client stability for those who have difficulty maintaining regular compliance with a drug regimen, thus potentially avoiding costly high-acuity services.

The Mental Health Pharmacy continues to review all aspects of pharmacy operations in an effort to improve customer service levels, maximize third-party reimbursement, reduce operational costs, and maintain fiscal sustainability.

Workload Data

	-----Actual-----			Est./Act. 2018-2019	Projected 2019-2020
	2015-2016	2016-2017	2017-2018		
<i>Prescriptions</i>	90,904	86,923	68,923	65,719	63,580

4040500000—Mental Health Services

Health Services

Greg Diederich, Health Care Services Director

Special Revenue Fund	2017-2018 Actual	2018-2019 Adjusted	2019-2020 Requested	2019-2020 Recommended	Increase/ (Decrease)
Expenditures					
Salaries & Benefits	\$59,871,373	\$69,684,350	\$73,863,665	\$73,863,665	\$4,179,315
Services & Supplies	51,383,233	80,575,768	86,416,155	86,416,155	5,840,387
Centrally-Budgeted Expenses	2,574,460	2,512,818	2,284,485	2,284,485	(228,333)
Other Charges & Uses	2,371,027	7,337,027	7,934,635	7,934,635	597,608
Fixed Assets	1,023,520	3,834,786	6,072,959	6,072,959	2,238,173
Total Expenditures	\$117,223,613	\$163,944,749	\$176,571,899	\$176,571,899	\$12,627,150
Expenditure Reimbursements	(15,525,811)	(20,061,246)	(20,116,072)	(20,116,072)	(54,826)
Total Appropriations	\$101,697,802	\$143,883,503	\$156,455,827	\$156,455,827	\$12,572,324
Earned Revenues By Source					
Interest/Rents	\$177,467	\$60,000	\$390,000	\$390,000	\$330,000
Aid From Other Governments	57,763,676	91,908,893	97,404,163	97,404,163	5,495,270
Charges For Services	47,156,017	47,761,661	53,569,655	53,569,655	5,807,994
Miscellaneous Revenues	31,979	176,689	97,459	97,459	(79,230)
Operating Transfers In	4,016,206	3,976,260	3,950,759	3,950,759	(25,501)
Fund Balance	(7,447,543)	0	1,043,791	1,043,791	1,043,791
Total Revenues	\$101,697,802	\$143,883,503	\$156,455,827	\$156,455,827	\$12,572,324
Net County Cost	\$0	\$0	\$0	\$0	\$0
Allocated Positions	514.0	560.0	583.0	583.0	23.0
Temporary (Full-Time Equivalent)	134.0	101.6	95.9	95.9	(5.7)
Total Staffing	648.0	661.6	678.9	678.9	17.3

- Operating Transfers In includes a General Fund Contribution of \$1,610,759 for 2019-2020.

Purpose

Mental Health Services (MHS) provides programs to all age groups, including inpatient and outpatient services, and 24-hour emergency crisis intervention. Clinics are located in Stockton, Lodi, Manteca, and Tracy, but MHS services are provided throughout the County. Major sources of funding include Medi-Cal reimbursement, Mental Health Services Act (MHSA) funds, and 1991 State Realignment monies.

Behavioral Health Administration (BHA) provides administrative support for MHS, the Mental Health Plan (Medi-Cal Managed Care Plan), Substance Abuse Services (SAS), Public Guardian/Conservator's Office (PG/C), and youth Psychiatric Services at the Juvenile Justice Center.

This narrative combines the MHS (#4040500000) and BHA (#4040700000) budgets.

Major Budget Changes

Salaries & Employee Benefits

- \$1,879,003 Salary and benefits adjustments.
- \$745,641 Full-year cost of nine positions added midyear 2018-2019.
- \$1,877,563 Add 22 new positions.
- \$144,368 Transfer an Accountant position from SAS to BHA.

4040500000—Mental Health Services

Health Services

- (\$467,260) Decrease in extra-help.

Services & Supplies

- \$1,500,000 Increase in MHSA-Turning Point contract.
- \$1,480,014 Increase in MHSA-Telecare contract.
- \$1,318,232 Increase in costs for MHSA-funded projects.
- \$1,193,000 Increase in payments to Stockton Self-Help Housing.
- \$1,095,000 Increase in intensive adult and justice response.
- \$1,058,000 Increase in costs for children's mental health services.
- \$615,861 Increase in BHA indirect costs.
- \$601,456 Increase in software and computer supplies costs.
- \$501,226 Increase in Victor Community Support Services contract.
- \$308,780 Increase in reimbursement to PG/C.
- \$297,706 Increase in San Joaquin Child Abuse Prevention Council contract.
- \$272,817 Increase in adult placements.
- \$208,388 Increase in County Counsel legal services.
- \$188,584 Increase in reimbursement to MHS.
- \$146,000 Increase in costs for billing system.
- \$90,878 Increase in facility maintenance costs.
- \$79,071 Increase in professional services.
- \$26,248 Increase in costs for outside services.
- (\$1,672,937) Decrease in various MHSA-funded service contracts.
- (\$1,250,000) Decrease in payments to Housing Authority of the County of San Joaquin.
- (\$518,928) Decrease in children's placement contracts.

- (\$467,003) Decrease in expenditures for Human Services Agency (HSA) clients.
- (\$300,000) Decrease in inpatient hospital costs.
- (\$271,188) Decrease in furniture and small tools costs.
- (\$213,062) Decrease in reimbursement to SAS.
- (\$204,932) Decrease in reimbursement to Health Care Services (HCS) Administration.
- (\$174,225) Decrease in communications costs.

Centrally-Budgeted Expenses

- (\$125,218) Decrease in Workers' Compensation, Medical Malpractice, and Casualty insurance costs.
- (\$105,476) Cost Allocation Plan adjustment.

Other Charges

- \$588,277 Increase in Proposition 47 and MHSA contracts with Community Medical Centers.

Expenditure Reimbursements

- \$459,830 Increase in reimbursement from MHS.
- \$353,867 Increase in reimbursement from MHSA.
- (\$839,691) Decrease in reimbursement from HSA.

Revenues

- \$4,844,839 Increase in Medi-Cal funding.
- \$4,368,184 Increase in MHSA funding.
- \$1,614,592 Increase in State Managed Care allocation.
- \$703,862 Increase in funding for Medi-Cal administration.
- \$506,135 Increase in Mental Health Block Grant funding.
- \$330,000 Increase in interest income.

4040500000—Mental Health Services

Health Services

- \$219,422 Increase in Early and Periodic Screening, Diagnostic, and Treatment funding.
- \$146,780 Increase in Conditional Release funding.
- (\$1,166,311) Decrease in realignment revenue.
- (\$79,000) Decrease in community treatment rebates.
- \$1,043,791 Increase in use of fund balance.

Fixed Assets/Capital Improvement

- \$2,114,786 Crisis and Acute Services expansion.
- \$940,000 Facility upgrades and renovations.
- \$500,000 Consumer restroom and shower renovation.
- \$450,000 Cleaning and painting building exteriors.
- \$360,000 Computer equipment.
- \$275,173 Remodel public restrooms (2).
- \$210,000 Duress alarm.
- \$200,000 Additional parking.
- \$200,000 Security camera project.
- \$175,000 Vehicles (5).
- \$125,000 Outdoor lighting.
- \$100,000 Boiler.
- \$75,000 24-Hour and Crisis area flooring.
- \$75,000 System furniture for Children Youth Services (CYS) and inpatient areas.
- \$50,000 Conference room upgrades.
- \$48,000 Protective wall sheets.
- \$40,000 Workstations for call center.
- \$30,000 Pump and motor.
- \$25,000 CYS and Outpatient Administration area redesign.
- \$20,000 Stone veneer replacement.

- \$20,000 Heat pump.
- \$20,000 Key card patio access.
- \$20,000 Backflow valve.

Program Discussion

The 2019-2020 recommended combined budget for MHS and BHA totals \$176,571,899, which is an increase of \$12,627,150 from the 2018-2019 adjusted budget. The change is primarily due to salary and benefits adjustments, full-year cost of 9 positions added midyear 2018-2019, the addition of 22 new positions, transfer of 1 position from the SAS budget, and increases in various MHSA-funded projects.

The recommended budget adds 22 new full-time positions as follows:

- Mental Health Clinician (4)
- Mental Health Specialist (9)
- Mental Health Outreach Worker (2)
- Mental Health Interpreter
- Office Assistant (2)
- Senior Psychiatric Technician
- Psychiatric Technician
- Contracts Supervisor
- Business Analyst

An Accountant position is also being transferred from SAS to the BHA budget.

Mental Health Services Act (MHSA)

MHSA continues to be a major funding source for MHS. The overall purpose of MHSA is to reduce long-term adverse impacts on individuals, families, and State and local budgets as a result of untreated, serious mental illness. MHSA funding is used for a wide variety of prevention, intervention, and treatment programs for mental health concerns.

Behavioral Health Services (BHS) carefully examines the use of MHSA funds and evaluates the outcomes of MHSA-funded projects. In the past several years, BHS has made a concerted effort to substantially increase the number of MHSA-funded projects, while paying careful attention to strict State regulations that govern the use of MHSA funds. An annual community-wide planning process is conducted to determine community needs and priorities. BHS also incorporates the Board Strategic Priorities into the annual MHSA planning process, such as improving public safety and addressing homelessness.

4040500000—Mental Health Services

Health Services

MHSA funding is allocated within five component areas:

- Prevention and Early Intervention (PEI)
- Community Services and Supports (CSS)
- Innovation (INN)
- Workforce Education and Training (WET)
- Capital Facilities/Technological Needs (CFTN)

In 2019-2020, two new large-scale PEI projects will focus on community education to reduce suicide risks, as well as education about mental health concerns. Other PEI projects are in various stages of implementation, including school-based counseling services for children and youth; services focused on diverting non-violent and non-serious offenders from the criminal justice system; and counseling services for individuals who have experienced trauma.

CSS programs include four new Intensive Full Service Partnerships (FSP), which are also in the start-up phase. These are estimated to serve 60 very high-risk mental health consumers in 2019-2020. As a result of these new programs, several current contracts for FSP services with community-based organizations will end in 2018-2019. Other CSS projects being implemented are an expansion of Mobile Crisis Response Teams to provide on-site clinical assessment and interventions in partnership with first responders, hospital emergency rooms, children's group homes, and Mary Graham Children's Shelter; a project for treatment and case management of clients with very intensive treatment needs; licensed adult residential facilities for housing individuals with mental illness; and a Peer Navigation Program. In addition, a transfer of funding from the CSS component will re-fund the WET and CFTN components, as the original allocation of funds for these components was fully expended in 2017-2018.

Crisis and Inpatient Services

An expansion of the Crisis Stabilization Unit was completed in March 2017, bringing its capacity to 16 beds. Despite the increase, acute care services remain impacted and BHS continues to seek additional intensive rehabilitative services. A Request for Proposals for these services was released in 2017 and resulted in an award to Telecare, Inc. Additional funding through the MHSA CFTN component will be allocated to renovation costs for a new rehabilitation facility for individuals requiring intensive psychiatric services with 24 hours a day, 7 days per week monitoring.

Services for Homeless Individuals

In 2017, BHS was awarded a \$6.0 million grant from the California Board of State and Community Corrections for the

“Homeward Bound” Initiative. An additional \$7.7 million of MHSA INN funding was leveraged to support this Initiative. Homeward Bound includes a community-based Behavioral Health Assessment and Respite Center operated by Community Medical Centers. The Center is envisioned as a “friendly front door” to services for unserved and underserved individuals who may be reluctant to access the public mental health system, as well as withdrawal management and medication-assisted treatment programs. Homeless individuals may be eligible for a grant-funded housing assistance project operated by the Central Valley Low Income Housing Corporation.

A second project, Progressive Housing, is operated by Stockton Self-Help Housing and is designed to increase housing options for individuals with mental health challenges by developing a number of small-scale housing facilities. This project is funded with \$6.4 million of MHSA INN funding.

A third project, Project-Based Housing, is being implemented with CSS funds in partnership with the Housing Authority. The project will result in 15 studio apartments for adults with serious mental illness.

No Place Like Home (NPLH)

NPLH was approved by voters in November 2018 and authorized the use of MHSA funds for the development of permanent supportive housing for individuals with serious mental illnesses who are homeless, chronically homeless, or at-risk of chronic homelessness. The County is eligible for non-competitive allocation of \$2.1 million and may also apply for a competitive allocation in partnership with a development sponsor. BHS developed a plan for addressing homelessness for people with serious mental illness and issued a Request for Qualifications for development sponsors. A development sponsor will be selected and a project proposal will be initiated in 2019-2020.

1991 Realignment

As permitted in the Realignment legislation, \$2,004,244 will be redirected from Mental Health Realignment funding in 2019-2020 to support other Health Care Services Agency departments; \$1,131,979 to support Public Health Services and \$872,265 to support HCS Administration.

Network Adequacy of Mental Health Plan

BHS is designated as a prepaid Mental Health Plan for Mental Health Medi-Cal Services and is required by the Federal Centers for Medicaid and Medicare to demonstrate an adequate network of medical and clinical providers to serve the County's Medi-Cal population. In January 2019, BHS was notified that the number of network providers reported to

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Health Services

the State in 2018 was insufficient to meet the requirements. In April 2019, the State informed the County that a portion of funding provided for services would be withheld beginning in June 2019, until it could be demonstrated that the number of providers available had increased. BHS continues to work with the State to ensure that its network adequacy report is correct and that all providers are accurately counted. In addition, BHS is exploring options to become a more competitive employer within the region to maintain sufficient provider capacity.

Mental Health Services Act Fund

The projected State allocation to be received in the MHSA Fund (#20601) for 2019-2020 is \$33,416,881, an increase of 1.3% from 2018-2019. MHSA funds must be appropriated within three years of receipt or be subject to reversion to the State. Monies can only be used in accordance with the MHSA

legislation and as part of the local MHSA program and expenditure plan. Fund balance as of March 31, 2019, was \$26,720,845; however, this amount included an erroneous transfer out, which was subsequently reversed in April 2019. The adjusted fund balance for March 31, 2019, was \$89,720,845. The 2019-2020 recommended budget includes \$63,467,386 in transfers from the MHSA Fund to reimburse eligible costs. MHS is also required to maintain the MHSA Prudent Reserve Fund (#20606), which had a balance of \$12,098,557 as of March 31, 2019.

Dorothy Chase Estate Mental Health Fund

The Dorothy Chase Estate Mental Health Fund (#81261) is dedicated to the development and/or funding of mental health services, especially those benefiting senior citizens in the County. Fund balance as of March 31, 2019, was \$39,462.

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Workload Data

	-----Actual-----			Est./Act.	Projected
	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020
Adult Services (Days)					
<i>Psychiatric Health Facility</i>	5,708	7,062	6,924	6,939	7,000
<i>State Hospital</i>	1,095	1,095	1,095	1,095	1,095
<i>Crisis Residential</i>	11,663	11,495	11,534	11,201	11,500
<i>Adult Transitional</i>	5,344	5,378	5,935	5,414	5,500
Day Treatment (Days)					
<i>Children Placements</i>	835	699	318	87	100
<i>UOP Socialization</i>	11,036	10,026	8,303	6,520	8,000
<i>Crisis Stabilization</i>	29,129	25,711	33,067	34,494	35,000
Outpatient (Hours)					
<i>Adult Outpatient/Crisis</i>	42,626	46,774	42,406	55,502	58,000
<i>Crisis</i>	2,364	2,972	4,036	3,406	3,200
<i>Children's Services</i>	56,232	58,196	58,447	56,780	57,500
<i>Older Adults</i>	6,295	6,687	5,584	7,944	6,700
<i>Children's Placements</i>	293	8,408	2,997	331	100
MHSA Services (Hours)					
<i>Adult Outpatient</i>	46,914	46,925	56,444	55,852	59,000
<i>Crisis</i>	23,970	23,564	24,028	21,279	23,210
<i>Children's Services</i>	25,257	25,260	27,339	24,809	26,000
<i>Older Adults</i>	3,440	2,678	3,704	5,293	4,500
<i>System-wide Cost Per Consumer</i>	\$5,206	\$5,267	\$5,878	\$6,178	\$6,487

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Greg Diederich, Health Care Services Director

Special Revenue Fund	2017-2018 Actual	2018-2019 Adjusted	2019-2020 Requested	2019-2020 Recommended	Increase/ (Decrease)
Expenditures					
Salaries & Benefits	\$6,670,898	\$9,356,261	\$9,070,141	\$9,070,141	(\$286,120)
Services & Supplies	14,219,701	16,284,533	17,064,262	17,064,262	779,729
Centrally-Budgeted Expenses	345,143	388,781	290,406	290,406	(98,375)
Fixed Assets	70,783	856,050	74,000	74,000	(782,050)
Total Expenditures	\$21,306,525	\$26,885,625	\$26,498,809	\$26,498,809	(\$386,816)
Expenditure Reimbursements	(2,014,925)	(1,407,119)	(1,231,802)	(1,231,802)	175,317
Total Appropriations	\$19,291,600	\$25,478,506	\$25,267,007	\$25,267,007	(\$211,499)
Earned Revenues By Source					
Fines/Forfeitures/Penalties	\$0	\$60,427	\$60,427	\$60,427	\$0
Aid From Other Governments	11,928,045	11,386,588	10,771,493	10,771,493	(615,095)
Charges For Services	9,053,490	12,893,473	13,658,799	13,658,799	765,326
Miscellaneous Revenues	518,443	361,730	0	0	(361,730)
Operating Transfers In	554,276	776,288	776,288	776,288	0
Fund Balance	(2,762,654)	0	0	0	0
Total Revenues	\$19,291,600	\$25,478,506	\$25,267,007	\$25,267,007	(\$211,499)
Net County Cost	\$0	\$0	\$0	\$0	\$0
Staffing					
Allocated Positions	89.0	93.0	92.0	92.0	(1.0)
Temporary (Full-Time Equivalent)	33.9	40.3	32.8	32.8	(7.5)
Total Staffing	122.9	133.3	124.8	124.8	(8.5)

- Includes Alcohol/Drug Alternative Program budget (#2021201000), which was consolidated into the Substance Abuse Services budget beginning July 1, 2018.
- Operating Transfers In includes a General Fund Contribution of \$776,288 for 2019-2020.

Purpose

Substance Abuse Services (SAS) provides a range of drug and alcohol prevention and treatment services for County residents, including outpatient, residential, and narcotic treatment services. SAS plays a significant role in the community's effort to reduce the harmful effects of alcohol and drug addiction.

In partnership with its health care and criminal justice system partners, SAS uses a variety of funding streams in an effort to reduce the number of individuals requiring the use of high-cost jail beds, and medical and psychiatric emergency services, as a result of untreated substance abuse.

Major Budget Changes

Salaries & Employee Benefits

- \$155,762 Salary and benefits adjustments.
- (\$144,368) Transfer an Accountant position to Behavioral Health Administration (BHA).
- (\$297,514) Decrease in extra-help.

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Services & Supplies

- | | | | |
|---------------|---|---------------|--|
| ➤ \$945,918 | Increase in Narcotics Treatment Program (NTP) provider contracts. | ➤ (\$361,730) | Elimination of State funding for parolee services. |
| ➤ \$138,415 | Increase in security services for residential programs. | ➤ (\$113,857) | Decrease in transfers from SAS trust funds. |
| ➤ \$115,362 | Increase in capacity to provide client services. | ➤ (\$88,265) | Decrease in funding for Medi-Cal Administration. |
| ➤ \$58,500 | Increase in food costs for residential programs. | | |
| ➤ (\$144,288) | Decrease in BHA overhead costs. | | |
| ➤ (\$141,639) | Decrease in minor equipment costs. | | |
| ➤ (\$126,500) | Decrease in facility maintenance costs. | | |
| ➤ (\$50,381) | Decrease in training costs. | | |
| ➤ (\$46,892) | Decrease in reimbursement to Mental Health Services (MHS) for staffing costs. | | |

Centrally-Budgeted Expenses

- (\$92,098) Cost Allocation Plan adjustment.

Expenditure Reimbursements

- \$80,446 Increase in reimbursement from San Joaquin General Hospital.
- (\$115,900) Decrease in reimbursement from Human Services Agency.
- (\$70,000) Decrease in reimbursement from Community Corrections Partnership.
- (\$69,863) Decrease in reimbursement from MHS.

Revenues

- \$967,504 Increase in Federal Funding for Drug Medi-Cal (DMC).
- \$157,127 Increase in State realignment funds for DMC.
- \$22,089 Increase in Proposition 172 funds.
- (\$798,990) Decrease in Substance Abuse Block Grant funds.

Fixed Assets/Capital Improvement

- \$24,000 Paint building exterior.
- \$20,000 Landscape irrigation.
- \$9,000 Replace windows.
- \$6,000 Remodel counselor's office.
- \$5,000 Replace front door.
- \$5,000 Remodel group room.
- \$5,000 Privacy wall.

Program Discussion

The 2019-2020 recommended SAS budget totals \$26,498,809, which is a decrease of \$386,816 from the 2018-2019 adjusted budget. The change primarily reflects the transfer of an Accountant position to the BHA budget, a decrease in extra-help, reduction in departmental overhead charges, and a decrease in equipment purchases and capital expenditures, offset by salary and benefits adjustments and increases in NTP costs.

Narcotic Treatment Programs (NTP)

As a result of the 2011 State Realignment, counties are responsible for using realigned State sales tax revenue as a match for Federal DMC reimbursements to treatment providers. Most DMC contracts are for NTPs, the most costly of DMC services. In San Joaquin County, there are two NTP providers that operate seven clinics in Lodi, Manteca, and Stockton. These services are a Federal entitlement and counties have very little ability to modify services to achieve cost savings. In 2019-2020, the cost of NTP contracts is expected to increase by \$945,918 from the 2018-2019 budget.

DMC Organized Delivery System (DMC-ODS)

The State Department of Health Care Services is continuing to implement a Federal Section 1115 Medi-Cal "Bridge to Reform" Demonstration Waiver. One component of the Waiver includes major changes to the DMC service delivery system, transforming it into a continuum of care modeled after the American Society of Addiction Medicine criteria for

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substance use disorder treatment services. The County's DMC-ODS was implemented in 2018-2019 and includes a focus on timeliness of services and enhanced access to treatment.

In 2019-2020, SAS will continue efforts to increase its DMC-ODS provider network through a variety of means, including issuing a Request for Qualifications for service providers through the Purchasing Department. Ultimately, the Department hopes to increase the capacity of residential treatment and outpatient treatment throughout the County.

Residential Treatment

SAS operates two residential substance use disorder treatment programs, Recovery House (licensed for men and women) and the Family Ties Program (perinatal program for women and their children). Funding is provided by DMC-ODS, Federal substance abuse block grants, and State funds. Referrals are received from criminal justice agencies, social service agencies, and families. Implementation of the DMC-ODS in 2018-2019 allowed DMC billing for non-perinatal residential treatment services provided at Recovery House.

SAS continues to address deferred maintenance concerns at the Recovery House facility in collaboration with the General Services Department. In 2018, the bed capacity of the Recovery House was temporarily reduced from 69 to 32 clients due to operating concerns of the aging facility.

Potential Residential Services for Co-Occurring Substance Use and Mental Health Disorders

Many Recovery House participants suffer from co-occurring substance use and mental health disorders (COD); however, the Program was not specifically designed to serve these individuals. The County currently has no specialized

residential programs available to treat those with COD, which reduces the likelihood of successful recovery. To close this gap in its system of care, Behavioral Health Services (BHS) applied to the California Health Facilities Financing Authority (CHFFA) for potential funding of a 16-bed COD treatment facility that could be located adjacent to the existing Recovery House. If awarded, CHFFA funds could pay for a new building, while funding from the Mental Health Services Act and Medi-Cal would support the COD treatment services. BHS will coordinate with the General Services Department should project funding become available for a facility.

Substance Abuse Problem Assessment Fund

The Substance Abuse Problem Assessment Fund (#20604) receives funds collected by the Court from individuals ordered to participate in a County Alcohol and Drug problem assessment program. Fund balance as of March 31, 2019, was \$716,876. The 2019-2020 budget includes \$60,427 in transfers from this fund.

Alcohol/Drug Abuse Education Funds

The Alcohol Abuse Education Fund (#20605) and Drug Abuse Education Fund (#20607) support the County's alcohol and drug abuse education and prevention efforts. Fund balances as of March 31, 2019, were \$467,829 and \$201,914, respectively. The 2019-2020 budget includes \$73,195 in transfers from these funds.

Statham Drunk Driving Fund

The Statham Drunk Driving Fund (#20609) is for treatment of clients with alcohol dependency in certified residential programs. Fines are collected by the County from Driving while Under the Influence offenses. Fund balance as of March 31, 2019, was \$1,120,696.

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Workload Data

	-----Actual-----			Est./Act.	Projected
	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020
<i>Prevention Activities</i>					
<i>Schools Contacted</i>	264	71	135	150	300
<i>Students Contacted</i>	6,701	7,640	8,623	4,012	6,000
<i>Organizations Contacted</i>	59	72	200	150	300
<i>Individuals Contacted</i>	986	2,453	3,514	3,000	7,500
<i>Treatment Services</i>					
<i>Recovery House-Admissions</i>	567*	640*	709	652	692
<i>Average Cost per Client</i>	\$4,277	\$4,325	\$3,853	\$3,959	\$5,592
<i>Recovery House-Client Days</i>	18,921	20,501	18,767	20,492	18,017
<i>Family Ties-Admissions</i>	98*	108*	110	119	125
<i>Average Cost per Client</i>	\$16,491	\$16,508	\$16,623	\$16,753	\$14,655
<i>Family Ties-Client Days</i>	9,498	8,425	8,836	7,893	8,450
<i>Central Intake Referrals</i>	2,060	2,203	2,426	2,513	2,764
<i>Average Cost per Client</i>	\$112	\$180	\$207	\$185	\$210
<i>Chemical Dependency Counseling Center</i>					
<i>Intakes</i>	677*	655*	593	717	720
<i>Average Cost Per Client</i>	\$1,613	\$2,003	\$2,455	\$1,909	\$2,009
<i>Narcotic Treatment Program</i>					
<i>Admissions</i>	2,624	2,782	2,510	2,241	2,539
<i>Average Cost Per Client</i>	\$3,856	\$3,921	\$4,589	\$4,639	\$5,187
<i>*Restated</i>					

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General Fund	2017-2018 Actual	2018-2019 Adjusted	2019-2020 Requested	2019-2020 Recommended	Increase/ (Decrease)
Expenditures					
Salaries & Benefits	\$19,506,204	\$22,758,879	\$22,094,786	\$22,094,786	(\$664,093)
Services & Supplies	4,828,533	5,086,798	5,238,472	5,238,472	151,674
Centrally-Budgeted Expenses	196,604	225,781	728,003	728,003	502,222
Other Charges & Uses	216,395	125,000	125,000	125,000	0
Fixed Assets	108,430	181,000	249,600	249,600	68,600
Total Expenditures	\$24,856,166	\$28,377,458	\$28,435,861	\$28,435,861	\$58,403
Expenditure Reimbursements	(2,969,093)	(3,170,620)	(1,932,534)	(1,932,534)	1,238,086
Total Appropriations	\$21,887,073	\$25,206,838	\$26,503,327	\$26,503,327	\$1,296,489
Earned Revenues By Source					
Fines/Forfeitures/Penalties	\$1,161	\$1,000	\$1,000	\$1,000	\$0
Aid From Other Governments	12,851,049	13,516,023	13,544,061	13,544,061	28,038
Charges For Services	1,105,218	1,020,000	1,976,632	1,976,632	956,632
Miscellaneous Revenues	473,145	210,289	60,000	60,000	(150,289)
Operating Transfers In	583,795	494,581	396,881	396,881	(97,700)
Total Revenues	\$15,014,368	\$15,241,893	\$15,978,574	\$15,978,574	\$736,681
Net County Cost	\$6,872,705	\$9,964,945	\$10,524,753	\$10,524,753	\$559,808
Allocated Positions	173.0	171.0	162.0	162.0	(9.0)
Temporary (Full-Time Equivalent)	10.9	13.5	8.1	8.1	(5.4)
Total Staffing	183.9	184.5	170.1	170.1	(14.4)

- Operating Transfers In includes a General Fund Contribution of \$331,881 for 2019-2020.

Purpose

Public Health Services (PHS) is responsible for providing a wide variety of health services to the community. Services include patient education and case management; monitoring and investigation of reportable communicable diseases; maintaining vital records; statistical analysis and mapping of disease data; regional public health laboratory; public health emergency preparedness planning; and several health promotion and chronic disease prevention activities.

- (\$725,118) Transfer six clinic positions to Hospital Enterprise Fund budget.
- (\$427,475) Delete three vacant positions.
- \$109,472 Additional retirement cost for previous health district employees.
- (\$447,699) Decrease in extra-help.

Major Budget Changes

Salaries & Employee Benefits

- \$826,727 Salary and benefits adjustments.

Services & Supplies

- \$67,700 Increase in rent due to new Manteca clinic.
- \$53,191 Increase in laboratory supplies.
- \$50,000 Increase in software costs.

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- \$30,000 Increase in equipment maintenance costs.
- \$25,000 Increase in security services costs.
- \$25,000 Increase in utilities costs.
- \$24,566 Increase in travel and fleet services costs.
- \$23,000 Increase in fire alarm system costs.
- \$18,188 Increase in departmental overhead charges.
- \$15,000 Increase in grant-funded promotional costs.
- \$10,000 Increase in janitorial costs.
- (\$82,934) Decrease in grant-funded subcontracts.
- (\$76,787) Decrease in technology support costs from Health Care Services Administration.
- (\$25,000) Decrease in communications costs.
- (\$13,000) Decrease in equipment lease costs.

Centrally-Budgeted Expenses

- \$18,469 Increase in data processing charges.
- (\$29,489) Decrease in Workers' Compensation and Casualty insurance costs.
- \$510,203 Addition of Countywide Cost Allocation Plan charges.

Expenditure Reimbursements

- (\$1,238,086) Decrease in reimbursements including Hazelton clinic staff and operating costs.

Revenues

- \$951,632 Increase in laboratory revenue.
- (\$139,955) Decrease in State realignment revenue.
- (\$92,700) Decrease in grant funding from First 5 San Joaquin.

Fixed Assets/Capital Improvement

- \$46,000 Computer servers (2).
- \$40,000 Computer network switches (4).
- \$30,000 Network equipment.
- \$30,000 Digital infrastructure equipment.
- \$30,000 Laboratory testing equipment.
- \$23,000 Molecular diagnostic equipment.
- \$23,000 Server rack.
- \$15,000 Tape drive.
- \$12,600 Uninterruptable power source.

Program Discussion

The 2019-2020 recommended PHS budget totals \$28,435,861, which is an increase of \$58,403 from the 2018-2019 adjusted budget. This change mainly represents salary and benefits adjustments, additional retirement contribution for previous health district employees, increases in various operating costs, and the addition of Countywide Cost Allocation Plan charges, offset by the transfer of six clinic positions to the Hospital Enterprise Fund budget, deletion of three vacant positions, and a reduction in extra-help.

Tuberculosis (TB) & Communicable Disease Control

The TB and Communicable Disease Control Program works closely with community members, clinicians, and public and private organizations to protect the health of County residents and visitors. Staff coordinates with State and Federal officials, as well as correctional facilities and schools, to monitor communicable disease outbreaks, alert clinicians to public health threats, and investigate cases and contacts. The number of reported communicable diseases has sharply increased over the past five years.

The number of TB cases decreased from 53 in 2017 to 38 in 2018. Although the number of active cases decreased in 2018, 7 of the 38 active cases were a result of a multiyear outbreak that was the fourth largest in the nation. Over 600 contacts were evaluated for TB exposure as a result of this outbreak.

There were 259 confirmed cases of Valley Fever reported in 2018, a 13% increase from 2017, and a 51% increase in the

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past two years. Fifteen outbreaks of gastrointestinal and respiratory illnesses were investigated in health care facilities.

Syphilis cases have increased over the past several years, reaching a high of 376 infectious syphilis cases (primary and secondary syphilis) reported in 2017. Unfortunately, many of these cases are females of childbearing age, resulting in more infants born with congenital syphilis. The number of infants born in San Joaquin County with syphilis increased from only 2 in 2014 to 31 in 2018. PHS staff prioritize efforts to find and treat females of childbearing age infected with syphilis (primary, secondary, or latent) and in 2018, these efforts reached 496 females with any stage of syphilis (compared to 430 in 2017), 150 of which were of childbearing age and had primary or secondary syphilis (compared to 144 in 2017). This included 68 pregnant females with syphilis who were treated during pregnancy in 2018 (compared to 45 in 2017), helping to prevent the transmission of congenital syphilis.

Public Health Accreditation

A team of Public Health Accreditation Board (PHAB) experts conducted a site visit in November 2018 to evaluate the Department's conformity to national standards for public health practice. During this two-day visit, the site visit team met with staff, County Supervisors, and representatives of community partner agencies to collect further information regarding PHS' collaborative efforts to improve population health. In March 2019, PHAB notified PHS that the accreditation decision has been deferred pending receipt and review of additional documentation. PHS will submit the required action plan in June 2019 and anticipates achieving national accreditation status in April 2020.

Confronting the Opioid Epidemic

PHS secured one-time grant funds from Sutter Health to initiate a concerted Countywide approach to reducing opioid dependency and overdose deaths. Central to this effort, PHS convened an Opioid Safety Coalition with committed stakeholders from health care organizations, emergency responders, public safety officers, educators, community advocates, health and social services providers, and others. According to the California Department of Public Health, San Joaquin County experienced 69 deaths due to opioid-related overdoses in 2017, the most recent calendar year of data available. Alarming, this was a 30% increase from 2016. The Opioid Safety Coalition has now developed an action plan to pursue action on key fronts, such as outreach to providers on safe prescribing practices, including the use of Naloxone; educating the community-at-large about how innocently and easily addiction can develop; and implementing an outreach plan for the communities hardest hit by the opioid epidemic.

Emergency Preparedness

Emergency Preparedness programs provide a series of robust Federal Emergency Management Agency Incident Command System trainings to PHS staff and community partners. PHS requires all employees to complete training courses within six months of hire. PHS staff assigned to the Department Operations Center receive additional training, including utilization of WebEOC, the County's electronic emergency operations center that provides information sharing and timely notification of significant events posted. PHS staff have deployed as critical support personnel through the Operational Area Multi-Agency Coordination system and for ongoing disease outbreak incidents.

Developing and implementing drills and exercises with the Department's partners and stakeholders are hands-on activities that hone staff skills for all-hazard readiness. The fourth annual National Preparedness Month campaign "Disasters Happen" was a resounding success. Daily preparedness messages were distributed to the community via email and social media and included a magnitude of emergency topics. Annex "H" (Health) to the County Emergency Operations Plan is updated throughout the year based upon legislation, real-world incidents, after action review, and all-hazards preparedness.

Focus on Homelessness

In addition to serving on the Homelessness Task Force, PHS staff interface regularly with the homeless population and work extensively with local shelters. Short-term housing, food, and transportation assistance is provided for persons with suspected or confirmed TB. Through a partnership with Stockton Shelter for the Homeless, housing and utility assistance is also available for persons with Human Immunodeficiency Virus (HIV)/Acquired Immunodeficiency Syndrome (AIDS) who are homeless or at risk of becoming homeless. Case management services are provided with an emphasis on financial management, long-term housing, and accessing substance abuse treatment programs as necessary.

Individuals residing in homeless camps are often reluctant to seek medical treatment due to concerns about their belongings being stolen if they are left unsupervised. Through the use of funding provided by HealthNet, PHS developed a creative approach to meet the needs of the homeless population related to health promotion and disease prevention and control. The Triad Project consisted of nine outings where PHS staff provided outreach to homeless encampments and provided services to 253 homeless individuals. Services provided included syphilis testing and treatment, screening for TB, vaccinations for Hepatitis A and Influenza, and distribution of Naloxone. Of the 253 homeless individuals served, 17% were positive for syphilis and 11% were positive for TB. Hepatitis A vaccine was provided to 71%, and influenza vaccine was

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administered to 63%. Drug use was reported by 75% of the individuals screened; 12% reported opioid use, which resulted in 19 kits of the life-saving drug Naloxone being distributed.

Oral Health

As a result of funding available through Proposition 56, the California Healthcare, Research and Prevention Tobacco Tax Act of 2016, PHS has the opportunity to address a long-standing health problem in the County. Access to dental services and education remain of notable concern, compounded by social and economic factors including poverty, unemployment, and lack of educational achievement. In San Joaquin County, 41% of children are enrolled in Denti-Cal and 28% of children ages 2 to 11 have never seen a dentist, which is the highest rate among counties in the State.

In winter 2018, PHS convened a strong coalition and initiated efforts to assess the gaps in current dental services and to develop and implement an action plan. PHS continued to collaborate with First 5 San Joaquin's Dental Transformation Initiative Local Dental Pilot Project, which focuses specifically on providing direct dental services to underserved communities.

Ryan White Care Consortium Fund

The Ryan White Care Consortium Fund (#13403) provides assistance to HIV patients. Funding is received through donations and serves as a last resort when clients do not qualify for other assistance. Fund balance as of March 31, 2019, was \$44,896.

Child Passenger Restraint Fund

The Child Passenger Restraint Fund (#13404) receives a portion of fines charged to violators for not utilizing car seats appropriately. Monies are used to support the Child

Passenger Safety Program, which provides education and reduced priced car seats to clients who complete classes on the proper use of car seats. Fund balance as of March 31, 2019, was \$104,043.

Public Health Vital Stats Fund

The Public Health Vital Stats Fund (#13407) is funded through a restricted portion of each birth and death certificate sold. The purpose of the Fund is to defray the administrative costs of collecting and reporting fees, technical support of vital record systems, and community health data collection and analysis. Fund balance as of March 31, 2019, was \$661,040.

Tobacco Control Program Trust Fund

The Tobacco Control Program Trust Fund (#13410) consists of grant funds from the State for the Smoking and Tobacco Outreach/Prevention Program. Funds are transferred to the General Fund semi-annually based on Program expenditures. Fund balance as of March 31, 2019, was \$263,936.

Public Health Construction Capital Outlay Fund

The Public Health Construction Capital Outlay Fund (#37400) was created when the Local Health District became part of the County. Funds are intended to be used for building a new Public Health facility. A portion of these funds were used in 2017-2018 to complete a feasibility study and alternatives analysis for long-term facility needs. Remaining funds are scheduled to be used to complete schematic design and preparation of building plans for a new facility. Fund balance as of March 31, 2019, was \$3,875, however, this balance has been fully committed to support funding of the next phase of architectural and engineering for the Public Health Facility Replacement project.

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Health Services

Workload Data

	-----Actual-----			Est./Act.	Projected
	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020
Health Promotion & Administration					
<i>Births & Deaths Registered</i>	12,911	13,259	12,319	12,500	12,500
<i>Health Education Presentations</i>	1,385	772	700	1,500	1,500
Disease Control & Prevention					
<i>Communicable Disease Control</i>					
<i>Presentations/Consultations</i>	N/A	1,116	1,396	1,868	1,800
<i>Surveillance/Investigations</i>	N/A	1,847	558	610	600
<i>AIDS Program</i>					
<i>HIV Tests & Counseling</i>	485	640	983	1,100	1,200
<i>Case Management for HIV Clients</i>	164	779	305	1,000	1,000
<i>HIV Public Education Contacts</i>	475	523	833	1,200	1,000
<i>Sexually-Transmitted Disease Investigation</i>					
<i>Client Contacts</i>					
<i>Syphilis</i>	N/A	1,025	1,887	2,056	2,300
<i>Chlamydia/Gonorrhea</i>	N/A	1,025	1,603	2,137	2,200
<i>TB Control</i>					
<i>Case/Contact Investigations</i>	N/A	6,670	4,170	3,500	4,000
<i>Presentations/Consultations</i>	N/A	3,409	2,590	3,000	3,000
<i>Observed TB Therapy Visits</i>	6,262	6,083	6,319	5,500	6,000
Public Health Laboratory					
<i>Billable Events</i>	N/A	25,000	23,377	25,000	30,000
Family Health Division					
<i>Women, Infants, and Children Program</i>					
<i>Caseload/Month</i>	9,126	8,632	7,659	7,500	7,500
<i>Maternal Child & Adolescent Health</i>					
<i>Home Visits</i>	1,364	1,443	1,264	1,200	1,200

4041200000—Public Guardian/Conservator

Health Services

Greg Diederich, Health Care Services Director

Special Revenue Fund	2017-2018 Actual	2018-2019 Adjusted	2019-2020 Requested	2019-2020 Recommended	Increase/ (Decrease)
Expenditures					
Salaries & Benefits	\$2,715,125	\$3,020,496	\$3,133,662	\$3,133,662	\$113,166
Services & Supplies	899,118	840,922	897,557	897,557	56,635
Centrally-Budgeted Expenses	(115,832)	48,223	166,394	166,394	118,171
Fixed Assets	6,310	68,460	0	0	(68,460)
Total Expenditures	\$3,504,721	\$3,978,101	\$4,197,613	\$4,197,613	\$219,512
Expenditure Reimbursements	(1,687,845)	(2,148,219)	(2,457,540)	(2,457,540)	(309,321)
Total Appropriations	\$1,816,876	\$1,829,882	\$1,740,073	\$1,740,073	(\$89,809)
Earned Revenues By Source					
Interest/Rents	\$47,281	\$41,000	\$0	\$0	(\$41,000)
Charges For Services	888,895	860,809	812,000	812,000	(48,809)
Operating Transfers In	928,072	928,073	928,073	928,073	0
Fund Balance	(47,372)	0	0	0	0
Total Revenues	\$1,816,876	\$1,829,882	\$1,740,073	\$1,740,073	(\$89,809)
Net County Cost	\$0	\$0	\$0	\$0	\$0
Allocated Positions	28.0	30.0	30.0	30.0	0.0
Temporary (Full-Time Equivalent)	2.6	1.5	1.5	1.5	0.0
Total Staffing	30.6	31.5	31.5	31.5	0.0

- Operating Transfers In includes a General Fund Contribution of \$928,073 for 2019-2020.

Purpose

The goal of the Office of the Public Guardian/Conservator (PG/C) is to ensure both the financial and physical safety of incompetent and mentally disabled persons who meet the criteria for conservatorship, as required by law, when there is no viable alternative to public conservatorship.

The PG/C's Office provides:

- Lanterman Petris Short (LPS) Conservatorship services for persons who are gravely disabled as a result of a mental illness.
- Probate Guardianship/Conservatorship services, including investigation of referrals and administration of personal/financial decisions, as defined by the Probate Code.
- Representative Payee services as defined by the United States Social Security Administration and United States

Department of Veterans Affairs for persons deemed by those agencies as being unable to responsibly utilize their funds for food, clothing, and shelter.

Major Budget Changes

Salaries & Employee Benefits

- \$113,166 Salary and benefits adjustments.

Services & Supplies

- \$39,200 Increase in engineering services for lobby project.
- \$25,000 Increase in charges for County Counsel legal services.
- \$22,614 Increase in departmental overhead costs.

4041200000—Public Guardian/Conservator

Health Services

- \$6,850 Increase in fleet services and training costs.
- \$5,239 Increase in reimbursement to Health Care Services for administrative support.
- (\$48,000) Decrease in consultant services.

Centrally-Budgeted Expenses

- \$118,342 Cost Allocation Plan adjustment.

Expenditure Reimbursements

- \$359,321 Increase in reimbursement from Mental Health Services (MHS).
- (\$50,000) Decrease in reimbursement from Mental Health Services Act funds.

Revenues

- (\$48,809) Decrease in revenue from conservatorship fees.
- (\$41,000) Eliminate use of trust account interest earnings.

Program Discussion

The 2019-2020 recommended budget for the PG/C's Office totals \$4,197,613, which is an increase of \$219,512 from the 2018-2019 adjusted budget. This change mainly reflects salary and benefits adjustments, engineering costs for remodeling of the PG/C lobby area, increases in allocated departmental overhead costs, and Cost Allocation Plan adjustments, offset by a decrease in costs for consultant services.

In 2019-2020, the PG/C's Office will continue developing policies and procedures for transition to a Behavioral Health Services Intranet platform for on-line access and revision control; create a best practices manual to assist all levels of staff; and analyze and streamline the referral intake process.

LPS Conservatorship Referrals

The PG/C's Office has experienced a dramatic increase in referrals from the criminal justice system for clients arrested

for a criminal offense, who appear to be incompetent to stand trial, and may have a mental illness. In many cases, these referrals are re-referrals of cases in which the PG/C's Office previously declined to petition for conservatorship; however, the Office is obligated by law to perform a new investigation for each referral and evaluations are subsequently performed to determine if the client meets the criteria for an LPS conservatorship. If the evaluation indicates a need for conservatorship, a referral is made to a MHS Psychiatrist and a more intensive investigation performed, including writing conservatorship petitions to Superior Court.

Although these clients may have some form of mental illness, many do not meet the legal criteria for an LPS conservatorship. In these cases, the PG/C may become the client's Representative Payee for public benefits and PG/C staff collaborate with a MHS Case Manager to provide community support and placement assistance. However, since the client is placed in the community, compliance with mental health treatment cannot be controlled or ensured. Staff has established a strong partnership with MHS managers to help facilitate solutions for clients who are non-compliant with medication, and who are at-risk for ending up in the criminal justice system.

A daily challenge for LPS conservatees is the lack of appropriate housing. Due to an acute shortage of housing in the Bay Area and significant funding available to larger counties, open beds in local community care licensed facilities are commonly filled by out-of-county conservatees. The PG/C's Office continues to work collaboratively with MHS on ways to increase housing for conservatees. One of the major strategies has been moving less-acutely-ill clients into supportive housing facilities, which then opens up placements for clients who need to be placed in a licensed board and care facility.

Probate Conservatorship Referrals

The estimated number of Probate Conservatorship referrals for individuals with a major neurocognitive disorder such as dementia or traumatic brain injury, remains largely unchanged for 2019-2020. MHS does not provide case management services or placement assistance for clients with a major neurocognitive disorder diagnosis. Placement for younger diagnosed clients is difficult and placement opportunities for these clients who have accompanying behavioral disturbances are limited. PG/C staff must serve as conservator, case manager, and placement coordinator for these clients.

4041200000—Public Guardian/Conservator

Health Services

Workload Data

	-----Actual-----			Est./Act.	Projected
	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020
<i>LPS Conservatorship Cases</i>	286	248	281	274	300
<i>LPS Conservatorship Referrals</i>	110	164	137	126	130
<i>Probate Conservatorship Cases</i>	152	116	161	158	165
<i>Probate Conservatorship Referrals</i>	45	51	50	48	70
<i>Sub-Payee Cases</i>	587	536	574	614	595
<i>Sub-Payee Referrals</i>	59	42	37	37	42

4041800000—Emergency Medical Services

Health Services

Greg Diederich, Health Care Services Director

General Fund	2017-2018 Actual	2018-2019 Adjusted	2019-2020 Requested	2019-2020 Recommended	Increase/ (Decrease)
Expenditures					
Salaries & Benefits	\$1,251,783	\$1,641,313	\$1,909,161	\$1,909,161	\$267,848
Services & Supplies	646,647	1,174,051	1,252,032	1,252,032	77,981
Centrally-Budgeted Expenses	59,747	57,755	(13,081)	(13,081)	(70,836)
Operating Transfers Out	2,097,000	0	0	0	0
Total Appropriations	\$4,055,177	\$2,873,119	\$3,148,112	\$3,148,112	\$274,993
Earned Revenues By Source					
Licenses/Permits/Franchises	\$1,016,439	\$906,740	\$970,782	\$970,782	\$64,042
Aid From Other Governments	440,059	401,025	272,549	272,549	(128,476)
Charges For Services	546,047	425,800	484,850	484,850	59,050
Miscellaneous Revenues	2,055,821	560,000	551,000	551,000	(9,000)
Operating Transfers In	0	25,000	325,000	325,000	300,000
Total Revenues	\$4,058,366	\$2,318,565	\$2,604,181	\$2,604,181	\$285,616
Net County Cost	(\$3,189)	\$554,554	\$543,931	\$543,931	(\$10,623)
Allocated Positions	11.0	11.0	11.0	11.0	0.0
Temporary (Full-Time Equivalent)	0.0	0.0	0.4	0.4	0.4
Total Staffing	11.0	11.0	11.4	11.4	0.4

Purpose

EMS monitors and enforces more than 35 contracts for the provision of Advanced Life Support (ALS) emergency ambulance services, ALS and Basic Life Support (BLS) non-emergency ambulance services, ALS and BLS first response services, base hospital medical direction, receiving hospital services, trauma services, training programs, and other services. EMS also administers the Hospital Preparedness Program (HPP) grant, which provides funds for disaster planning, including hospital surge capacity, mass fatality management, emergency communications, and advanced registration of medical volunteers. EMS serves as lead agency for all Continuous Quality Improvement activities throughout the EMS system. EMS maintains an on-call EMS Duty Officer, 24 hours a day, 7 days per week to respond to mutual aid requests, coordinate disaster medical operations, and assist hospitals and providers in managing the EMS system. EMS ensures accountability to the public through detailed system reports on the EMS website and the ability to attend quarterly EMS Liaison Committee meetings, which include representatives from all EMS system participants.

EMS funding is provided through the collection of contract revenue, fees, grants, General Fund allocation, accumulated reserves from ambulance performance penalties, and Maddy EMS Funds.

Major Budget Changes

Salaries & Employee Benefits

- \$57,263 Salary and benefits adjustments.
- \$160,000 Funding for partial-year cost of proposed new position.
- \$50,585 Increase in extra-help.

Services & Supplies

- \$300,000 Replacement facility planning costs.
- \$47,400 Increase in data consulting services.
- \$45,959 Increase in costs for County Counsel legal services.

4041800000—Emergency Medical Services

Health Services

- \$30,000 Technology improvements for EMS classroom.
- (\$150,000) One-time purchase of training equipment in 2018-2019.
- (\$90,000) One-time auditing costs in 2018-2019.
- (\$55,462) Decrease in HPP grant expenditures.
- (\$30,823) Decrease in software costs.
- (\$28,000) Decrease in regional EMS costs.

Centrally-Budgeted Expenses

- (\$33,228) Decrease in radio maintenance costs.
- (\$40,498) Addition of Countywide Cost Allocation Plan charges.

Revenues

- \$300,000 Reimbursement from Maddy EMS Fund for replacement facility planning costs.
- \$51,022 Increase in ambulance contract monitoring fees.
- \$25,000 Increase in stroke center revenue.
- \$23,550 Increase in training fee revenue.
- \$17,004 Increase in Emergency Medical Technician certification revenue.
- (\$120,000) Elimination of Regional Disaster Medical Health Specialist funding.

Program Discussion

The 2019-2020 recommended budget for EMS totals \$3,148,112, which is an increase of \$274,993 from the 2018-2019 adjusted budget. This change mainly reflects salary and benefits adjustments, estimated funding for a proposed EMS Coordinator position, increased costs for extra-help staff to assist in monitoring the delivery of specialty care services, and replacement facility planning costs, offset by one-time purchases of training equipment and auditing costs that occurred in 2018-2019, and a decrease in HPP grant expenditures.

The recommended budget provides estimated funding to offset costs of a proposed new EMS Coordinator position,

pending completion of a classification review by the Human Resources Division. This position would assist the EMS Administrator in the development of policies, procedures, and medical protocols governing the EMS system and pre-hospital care programs. Human Resources will review the results of the classification study with the Department prior to bringing recommendations to the Board of Supervisors for consideration.

In 2019-2020, EMS will work with the General Services Department to initiate planning efforts for an EMS replacement facility to accommodate office space, training/meeting space, and medical supply storage needs. Funding for the work will be provided from Maddy EMS funds that the Board authorized for use towards EMS capital facility needs (B-18-329). In addition to EMS space needs, the planning workscope will also include an evaluation of Health Care Services Administration space needs.

In 2018, the County Counsel's Office hired Fitch and Associates, a consulting firm, to assess the EMS System and provide recommendations on EMS best practices. The consultant's report was accepted by the Board in October 2018 (B-18-664). In 2019-2020, EMS will continue to address the consultant's recommendations, including, but not limited to: expanding the role and availability of the medical director; implementing performance metrics and performance incentives for ALS and BLS service providers; enhancing data analytics and reporting; ensuring improved functionality in the communications interface between the Stockton Fire Department Communications Center and Valley Regional Communications Center; and exploring the potential for stakeholder outreach through innovative digital platforms such as a learning management software system and on-line application processing for EMS personnel.

EMS will continue to monitor implementation of agreements for emergency ambulance services, including ALS interfacility transfers and critical care transport. Performance requirements include response time standards for Code 3 (red lights and siren) and Code 2 (without red lights and siren), as well as other measures. EMS will continue negotiations to revise, update, and evaluate Exclusive Operating Area (EOA) ambulance agreements with Escalon Community Ambulance and the Ripon Consolidated Fire Protection District, and begin discussions with American Medical Response on the renewal of their EOA ambulance agreement. EMS will also continue to negotiate service agreements as needed with ALS first response providers, BLS first response providers, and air ambulance service providers.

In 2019-2020, EMS will work closely with Health Care Services Agency information technology staff on the implementation of analytics software to enhance monitoring

4041800000—Emergency Medical Services

Health Services

of the EMS system including the creation of data dashboards as recommended in the Fitch and Associates report.

EMS will continue implementation and enforcement of Assembly Bill 1129 that requires local EMS agencies to adopt and implement electronic patient care records requirements for all pre-hospital care providers, including BLS fire departments. As part of this implementation and other State requirements, EMS is required to enhance monitoring and oversight of the delivery of BLS service.

Stroke, Cardiac, and Trauma Systems

On July 1, 2018, EMS implemented a well-received system of care tailored to patients who have experienced a stroke, including the designation of qualified hospitals as “stroke centers” to focus on rapid identification, treatment, and under specific circumstances, transfer to hospitals outside the County. EMS will continue to work collaboratively with the acute care hospitals designated as primary stroke centers to evaluate system performance and implement adjustments as needed.

EMS will continue implementation of the national Cardiac Arrest Registry to Enhance Survival (CARES) data registry administered by Emory University. CARES assists local communities in identifying and tracking cases of cardiac arrest and identifying opportunities for improvement in the treatment of out-of-hospital cardiac arrest.

EMS will also continue monitoring and evaluating the County’s trauma system, including oversight of San Joaquin General Hospital’s performance as a designated Level III trauma center, and adherence to benchmarks and standards of care.

Ambulance Patient Offload Delays

In 2019-2020, EMS will place an emphasis on addressing the problem of Ambulance Patient Offload Delays (APOD) at receiving hospitals. APOD continues to cause extensive wait times for arriving ambulance patients, while also negatively impacting the availability of ambulances for emergency responses occurring throughout the County. As acknowledged in the Fitch and Associates report, the “EMS system and ambulance services are adversely impacted by area hospitals’ inability to manage reception of patients” and have a “carryover impact on ambulance services’ ability to

provide non-emergency and Critical Care Transport service requested by hospitals.”

EMS has adopted technology that will measure APOD and enables real-time tracking of delays by hospitals, ambulance providers, public safety dispatch centers, and other system participants. These tools will assist in meeting State mandates for tracking and reporting APOD data.

As the County’s lead agency for medical response to multiple casualty incidents, EMS developed a plan in cooperation with law enforcement and fire service agencies for a coordinated response to active shooter events and other tactical situations. This plan was exercised and tested during 2016-2017 and 2017-2018 as part of an annual Statewide medical/health exercise. The overarching goals of the plan are the safety of responders and the rapid assessment, treatment, and transport of patients to trauma centers and receiving hospitals.

In 2018-2019, EMS discontinued serving as the lead agency for disaster medical planning and coordination for the 11 counties comprising the Office of Emergency Services Mutual Aid Region IV. Nonetheless, as noted above, EMS remains actively engaged in the planning, operations, and evaluation of disaster medical services.

Maddy EMS Funds

Maddy EMS funds are generated from court fines, penalties, and forfeitures, and also a portion of violator traffic school fees. Monies collected are distributed by formula for fund administration; to physicians and surgeons for uncompensated emergency services; to hospitals providing disproportionate trauma services; and to other emergency medical services as determined by the County, including capital projects supporting EMS.

As of March 31, 2019, Maddy EMS fund balances were:

Maddy EMS	Fund No.	Amount
<i>Administration</i>	20801	\$193,977
<i>Physician Services</i>	20802	\$239,850
<i>Hospital Services</i>	20803	\$486,480
<i>Other EMS</i>	20804	\$3,601,187

4041800000—Emergency Medical Services

Health Services

Workload Data

	-----Actual-----			Est./Act.	Projected
	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020
<i>9-1-1 EMS Patient Contacts</i>	58,160	59,022	60,177	57,148	59,000
<i>Major Trauma Patients</i>	2,262	2,120	3,878	4,150	4,555
<i>Cardiac STEMI Patients</i>	147	257	297	230	250
<i>Acute Stroke Patients</i>	935	920	985	1,301	1,350
<i>EMS Personnel Applications</i>	762	692	752	697	680
<i>EMS Training and Continuing Education Program Applications</i>	4	6	4	6	4

4045415000—California Children's Services

Health Services

Greg Diederich, Health Care Services Director

General Fund	2017-2018 Actual	2018-2019 Adjusted	2019-2020 Requested	2019-2020 Recommended	Increase/ (Decrease)
Expenditures					
Salaries & Benefits	\$5,034,898	\$6,066,601	\$6,390,919	\$6,390,919	\$324,318
Services & Supplies	435,653	442,257	584,518	584,518	142,261
Centrally-Budgeted Expenses	17,364	19,033	101,312	101,312	82,279
Fixed Assets	0	25,000	0	0	(25,000)
Total Appropriations	\$5,487,915	\$6,552,891	\$7,076,749	\$7,076,749	\$523,858
Earned Revenues By Source					
Aid From Other Governments	\$5,623,829	\$4,905,282	\$5,270,476	\$5,270,476	\$365,194
Charges For Services	560	1,000	1,000	1,000	0
Total Revenues	\$5,624,389	\$4,906,282	\$5,271,476	\$5,271,476	\$365,194
Net County Cost	(\$136,474)	\$1,646,609	\$1,805,273	\$1,805,273	\$158,664
Staffing					
Allocated Positions	47.0	46.0	46.0	46.0	0.0
Temporary (Full-Time Equivalent)	2.3	2.3	1.9	1.9	(0.4)
Total Staffing	49.3	48.3	47.9	47.9	(0.4)

Purpose

California Children's Services (CCS) is a State-mandated program that provides diagnosis, treatment, and therapy services to financially and residentially eligible children under age 21 who have an eligible medical condition. Public Health Services (PHS) administers CCS by arranging, directing, and paying for authorized medical care, equipment, and rehabilitation for children and young adults who have a CCS-eligible medical condition. CCS funding is derived from a State/County cost-sharing formula.

- \$26,069 Increase in technology support costs from Health Care Services Administration.
- \$10,000 Increase in membership costs.

Centrally-Budgeted Expenses

- \$12,495 Increase in Casualty insurance costs.
- \$69,783 Addition of Countywide Cost Allocation Plan charges.

Major Budget Changes

Salaries & Employee Benefits

- \$324,318 Salary and benefits adjustments.

Services & Supplies

- \$100,000 Increase in outside therapy services.

Revenues

- \$365,194 Increase in State funding for CCS.

Program Discussion

The 2019-2020 recommended CCS budget totals \$7,076,749, which is an increase of \$523,858 from the 2018-2019 adjusted budget. This change mainly represents salary and benefits adjustments, an increase in outside therapy

4045415000—California Children's Services

Health Services

services, and the addition of Countywide Cost Allocation Plan charges. The budget also reflects a redirection of extra-help funding from clerical and therapy staff to more costly nursing staff, resulting in a fewer number of overall extra-help hours.

Diagnostic and Treatment Claims

In any given fiscal year, PHS may receive excessive referrals of children with CCS-eligible conditions for which there are insufficient funds available for diagnosis, treatment, and therapy. In such instances, program options could include:

- Appropriate additional County funds to meet increased program needs.
- Cease to authorize services not covered by Medi-Cal.
- Prioritize conditions for which authorizations are issued and cease authorizing those that do not meet priority criteria.

Funding for CCS expenditures is not anticipated to be depleted in 2019-2020.

Medical Therapy Program (MTP)

In accordance with Federal statutes, some children may receive therapy services because it is medically necessary for them to do so in order to receive an education. State law requires that CCS provide physical and occupational therapy

in public schools to children for which such therapy is included in their individualized education plans. Children who receive services through the MTP are not necessarily enrolled in CCS.

Recruiting and retaining physical and occupational therapists has been difficult. As a result, there are not enough therapists in the MTP to provide the prescribed number of therapy hours. Schools are authorized by law to provide therapy for the students who do not receive therapy through the MTP, but PHS would be obligated to pay for those expenses. Staff is exploring best practices in other counties to address circumstances in which there are not a sufficient number of therapists to provide the required services. In the meantime, funding has been included in the recommended budget for additional outside therapy services.

MTP collaborated with the University of California, Davis (Pediatric Telemedicine Program, Department of Pediatrics, and Department of Physical Medicine and Rehabilitation) and Shriners Hospitals for Children-Northern California in successfully obtaining grant funding for the School-Based Tele-Physiatry Assistance for Rehabilitative and Therapeutic Services (STARS). The STARS grant from the Agency of Healthcare Research and Quality provides five years of financial support to implement a new model of care using telemedicine to deliver pediatric physiatrist medical direction to Medical Therapy Units throughout the state, serving children with disabilities in rural or underserved areas.

Workload Data

	-----Actual-----			Est./Act.	Projected
	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020
<i>California Children's Services</i>					
<i>Average Monthly Referrals</i>	268	326	320	300	320
<i>New Cases Opened</i>	1,491	1,894	1,943	2,000	1,800
<i>Medical Therapy Treatment Units</i>	19,425	17,562	14,622	11,000	12,000

4049500000—Health Care Services Administration

Health Services

Greg Diederich, Health Care Services Director

General Fund	2017-2018 Actual	2018-2019 Adjusted	2019-2020 Requested	2019-2020 Recommended	Increase/ (Decrease)
Expenditures					
Salaries & Benefits	\$3,912,835	\$4,296,667	\$4,406,551	\$4,406,551	\$109,884
Services & Supplies	206,374	342,704	181,690	181,690	(161,014)
Centrally-Budgeted Expenses	10,025	71,753	111,458	111,458	39,705
Total Expenditures	\$4,129,234	\$4,711,124	\$4,699,699	\$4,699,699	(\$11,425)
Expenditure Reimbursements	(3,266,007)	(3,838,859)	(3,827,434)	(3,827,434)	11,425
Total Appropriations	\$863,227	\$872,265	\$872,265	\$872,265	\$0
Earned Revenues By Source					
Aid From Other Governments	\$863,292	\$872,265	\$872,265	\$872,265	\$0
Total Revenues	\$863,292	\$872,265	\$872,265	\$872,265	\$0
Net County Cost	(\$65)	\$0	\$0	\$0	\$0
Allocated Positions	26.0	26.0	26.0	26.0	0.0

Purpose

Health Care Services (HCS) Administration provides administrative, fiscal, and policy oversight for the HCS Agency, which is comprised of:

- Behavioral Health Administration
- California Children's Services
- Correctional Health Services (CHS)
- Emergency Medical Services (EMS)
- HCS Administration
- Mental Health Pharmacy
- Mental Health Services
- Public Guardian/Conservator
- Public Health Services (PHS)
- Substance Abuse Services
- Veterans Services Office
- Whole Person Care (WPC) Program

Funding for HCS Administration is provided through a combination of discretionary transfers of realignment revenues and reimbursement from HCS departments.

Major Budget Changes

Salaries & Employee Benefits

- \$101,384 Salary and benefits adjustments.
- \$8,500 Increase in budgeted overtime.

Services & Supplies

- \$10,000 Increase in membership costs.
- \$6,500 Increase in travel and training costs.
- \$6,400 Increase in office expenses.
- (\$183,754) Reallocate information technology costs to departmental budgets.

Centrally-Budgeted Expenses

- (\$33,983) Decrease in data processing charges.
- \$74,687 Addition of Countywide Cost Allocation Plan charges.

4049500000—Health Care Services Administration

Health Services

Expenditure Reimbursements

- \$121,157 Increase in reimbursement from Behavioral Health Services (BHS).
- \$12,568 Increase in reimbursement from WPC.
- (\$141,401) Decrease in reimbursement from San Joaquin General Hospital.

Program Discussion

Health Care Services Administration

The 2019-2020 recommended budget for HCS Administration totals \$4,699,699, which is a decrease of \$11,425 from the 2018-2019 adjusted budget. This change mainly reflects the reallocation of information technology costs to departmental budgets, offset by salary and benefits adjustments and the addition of Countywide Cost Allocation Plan charges.

The State's discontinuance of the Coordinated Care Initiative and its impact on the In-Home Supportive Services Maintenance of Effort has resulted in the loss of 1991 Realignment growth funds to both the Health and Mental Health Realignment accounts, neither of which has kept pace with population growth or inflation. This revenue impact, in combination with the continued decrease in Federal funding percentages for the Affordable Care Act's Medicaid expansion population, could lead to fiscal uncertainty in funding for HCS moving forward. Fortunately, the Governor has proposed the discontinuance of the Realignment redirection in the proposed State budget for 2019-2020. However, due to the resolution of a Federal audit of California Medi-Cal-funded specialty mental health services, approximately \$3.2 million in Mental Health Realignment will be withheld over the next four years. HCS utilizes a portion of this revenue stream to offset the cost of the Agency's services and these fiscal events could substantially decrease service capacity at the same time that HCS services are needed to support the health care community, as well as collaboration with law and justice partners.

Public Health Facility Replacement Project

On February 12, 2019, the Board of Supervisors approved the establishment of a capital project for architectural and engineering services for the San Joaquin County PHS Replacement Project (B-19-109) to replace the 55-year old Public Health building and laboratory. Design documents and project budget materials are being developed for a base project (\$18.0 million) and an additive alternative to replace the laboratory (\$7.0 million); however, at this time, funding has only been identified for the base project. Inclusion of

the replacement laboratory component would require a funding augmentation of approximately \$3.0 million.

The Public Health Laboratory plays a vital role within the County's health care system, but it is also an important regional resource, providing testing services for other jurisdictions. The recent approval of an agreement with Stanislaus County to institute shared public health laboratory services (A-19-14) will help to further realize cost efficiencies through larger testing volumes and the ability to distribute operating and overhead costs. In addition to continuing efforts to achieve operational efficiencies, PHS will also focus on expanding revenue generation from third-party insurance carriers in order to reduce net costs.

Staff has performed an initial review of the laboratory business model to assist in evaluating the feasibility of continued and/or expanded laboratory operations. The laboratory is currently operating at an annual Net County Cost (NCC) of approximately \$1.4 million in 2018-2019, and is expected to decrease the NCC to \$1.2 million in 2019-2020. Based on testing currently being performed in-house by the laboratory for the County's population only, the annual NCC to outsource the laboratory work is estimated at \$1.4 to \$3.0 million.

It is anticipated that HCS, in partnership with PHS and the General Services Department (GSD), will bring a recommendation to the County Facilities Review Committee in early 2020 seeking Board consideration to proceed with a San Joaquin County PHS Replacement project. Cost estimates for the additive laboratory component of the project will be evaluated, along with the operational business model to determine the recommended project scope.

It should be noted that the anticipated PHS Replacement project will not address other HCS Agency space planning needs such as PHS staff and operations currently located in adjacent County-owned buildings or in leased space, parking issues for visitors and staff at the BHS campus, or co-location of other HCS functions (e.g., administration, finance, human resources, and information technology). HCS will continue to work with GSD and the County Administrator's Office on potential opportunities to address these issues.

Medical Examiner's Office

On May 15, 2018, pursuant to Government Code Section 24010, the Board adopted San Joaquin County Ordinance 4507 establishing the Office of Medical Examiner (B-18-292). For organizational purposes, the Office of the Medical Examiner was established as a separate division within the HCS Agency. Upon hiring of a Medical Examiner, that individual will be responsible for executing the duties of the Coroner with regard to determining the cause and manner of

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Health Services

death, as well as the duty to identify the decedent. All other administrative and investigative functions will continue to be executed by the staff of the Coroner's Office, until the Office of the Medical Examiner is fully staffed and ready to assume those duties. Unless the Board, by resolution, acts sooner, the Office of the Coroner will be abolished effective June 30, 2020.

Stepping Up Initiative

HCS continues to engage internal and external partners for the development of processes and practices to safely reduce the prevalence of individuals with mental illness in jails and divert them into expanding community-based treatment options. This effort is in alignment with the national "Stepping Up" Initiative, for which the Board adopted a resolution of support on May 24, 2016 (R-16-80).

Universal screening and assessment for behavioral health conditions is a needed component of the County's Stepping Up Initiative efforts. Considerable progress has been made on implementing evidenced-based programs within the Jail and by other system partners, but the need for appropriate identification of mental health illness at the point of law enforcement contact and during the booking process is very evident. These initial points of contact are critical for successful intervention and possible diversion to the proper treatment facility, thereby reducing the number of mentally-ill individuals who are booked into the Jail.

In April 2018, CHS was successful in obtaining sustainable program enhancement funding in the amount of \$792,140 from the Community Corrections Partnership to fund 24 hours a day, 7 days per week mental health staff coverage to support universal screening and assessment during the Jail booking process. This coverage will increase early detection and identification of individuals who potentially have an undiagnosed mental illness, a substance use disorder, or who are active mental health consumers. Early identification of individuals in need of mental health services will help reduce recidivism rates for individuals at risk of reincarceration. Individuals will be referred for target-specific case management while still in custody, as well as provided with linkages to WPC coordinated re-entry services upon being released. Staff will also assist individuals through the court process, prepare them for release back to the community, and follow through on the discharge plan for up to 30 days post-release.

The program enhancement funding provides additional staff who will participate as members of the treatment team in developing and implementing individual and group treatment programs for mentally-ill inmates. The treatment team will setup telemedicine clinics for individuals needing psychotropic medications and will also be responsible for monitoring and administering medications to these

individuals. Staff will continue to work closely with BHS and other community-based organizations on efforts to provide mentally-ill inmates with supportive services and housing assistance once released. Efforts will be coordinated with WPC and other aligned HCS, BHS, PHS, and EMS initiatives.

CHS, in partnership with the Sheriff's Office, will be implementing a Jail-Based Competency Treatment Program. This Program is intended to address wait times for State hospital bed space for inmates facing felony charges who were found incompetent to stand trial during their preliminary court hearings. The Program will be fully funded through a contract with the Department of State Hospitals (DSH).

HCS and BHS, in partnership with both the District Attorney's and Public Defender's Offices, will be developing a local Felony Incompetent to Stand Trial Diversion program proposal with DSH to receive grant funding from Assembly Bill 1810. These local planning efforts will be partially informed by a recently completed Sequential Intercept Mapping report that identifies other potential opportunities for diversion in furtherance of the principles of the Stepping Up Initiative. Additionally, EMS continues to advocate for regulatory flexibility and funding to allow an expansion of community paramedicine pilots and alternative destinations for ambulance transports.

Whole Person Care (WPC) Program

HCS is the lead County entity and single point of contact with the State Department of Health Care Services (DHCS) for the WPC Program. The Program is intended to coordinate physical health, behavioral health, and social services for vulnerable Medi-Cal beneficiaries who are high users of multiple health care systems and continue to have poor outcomes. The Program specifically targets Medi-Cal beneficiaries that are homeless, or at-risk of homelessness upon release from the Jail, psychiatric health facility, or hospital, as well as high utilizers of emergency department services and individuals with a mental health and/or substance use disorder. An administrative support position was transferred from PHS to HCS Administration midyear 2017-2018 to help facilitate implementation and operation of the Program.

DHCS has allowed counties to roll over unspent Program budget funds into future demonstration years and propose new Program activities that HCS will be implementing in 2019 and 2020. The WPC Program achieved its DHCS target of 800 concurrent enrollees as of December 31, 2018. WPC Program is working with the San Joaquin Community Health Information Exchange to allow information to be available to participating WPC Program partners.

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Health Services

On September 11, 2018, the Board authorized participation in the Senate Bill 840 Homeless Mentally Ill Outreach and Treatment Program (R-18-125) to support the direct housing needs of individuals with serious mental illness and who are homeless, or at-risk of becoming homeless. The County's one-time allocation is \$715,000 and funds will be used to implement a flexible housing pool and begin to provide direct housing supports for homeless specialty mental health consumers who are WPC Program enrollees. WPC Program and CHS have also partnered with the County's San Joaquin Community Clinics on a planning grant to implement the

evidence-based Transitions Clinic Network model of care. This strategy is designed to reduce emergency department visits, hospitalizations, and parole and probation violations for patients impacted by the criminal justice system.

HCS continues to explore the potential to eventually transition the County into the State-optional Affordable Care Act Section 2703 Health Homes model that will allow Medi-Cal reimbursement for services provided to individuals with certain chronic conditions that may benefit from enhanced care management and coordination.

4049600000—Whole Person Care Program

Health Services

Greg Diederich, Health Care Services Director

Special Revenue Fund	2017-2018 Actual	2018-2019 Adjusted	2019-2020 Requested	2019-2020 Recommended	Increase/ (Decrease)
Expenditures					
Services & Supplies	\$519,580	\$3,503,352	\$4,367,157	\$4,367,157	\$863,805
Operating Transfers Out	1,580,174	4,767,996	4,674,632	4,674,632	(93,364)
Total Appropriations	\$2,099,754	\$8,271,348	\$9,041,789	\$9,041,789	\$770,441
Earned Revenues By Source					
Interest/Rents	\$20,343	\$20,000	\$30,000	\$30,000	\$10,000
Aid From Other Governments	1,580,143	4,767,996	4,674,632	4,674,632	(93,364)
Operating Transfers In	790,102	2,383,998	2,337,316	2,337,316	(46,682)
Fund Balance	(290,834)	1,099,354	1,999,841	1,999,841	900,487
Total Revenues	\$2,099,754	\$8,271,348	\$9,041,789	\$9,041,789	\$770,441
Net County Cost	\$0	\$0	\$0	\$0	\$0

Purpose

The Whole Person Care (WPC) Program is an optional component of California's Section 1115 Federal Medicaid (Medi-Cal, in California) Waiver. WPC is a pilot program intended to more effectively coordinate the physical health, behavioral health, and social services needs of the most vulnerable Medi-Cal beneficiaries who are high users of multiple publicly-funded health care systems and who continue to have poor health outcomes. The current WPC 1115 Waiver runs through December 31, 2020.

San Joaquin County's WPC Program specifically targets adult Medi-Cal beneficiaries that are homeless or at-risk of homelessness upon release from the County Jail, a psychiatric health facility, or hospital, as well as high utilizers of emergency department services, and individuals with a mental health and/or substance use disorder. Health Care Services (HCS) is the lead County entity and single point of contact with the State Department of Health Care Services (DHCS) for the County's WPC Program.

Participation in the Program allows the County to claim a 50% Federal match via semi-annual Intergovernmental Transfers (IGTs) for direct medical, behavioral health, and ancillary services, as well as administrative costs associated with approved program activities and deliverables. Federal WPC payments and local matching funds are not available for services provided to non-Medi-Cal beneficiaries, services currently claimable for Medi-Cal reimbursement, or direct housing supports.

Funding sources for the Program are a combination of Mental Health Services Act (MHSA) funds, San Joaquin General Hospital (SJGH) enterprise funds, and Federal match.

Major Budget Changes

Services & Supplies

- \$650,000 Costs for Homeless Mentally Ill Outreach and Treatment (HMIOT) Program.
- \$510,202 Increase in reimbursements to Correctional Health Services (CHS) and Public Health Services (PHS).
- \$387,336 Increase in reimbursements to non-County WPC participants.
- (\$691,333) Decrease in reimbursements to Behavioral Health Services (BHS), HCS Administration, and SJGH.

Operating Transfers Out

- (\$46,682) Decrease in IGT payments.
- (\$46,682) Decrease in reimbursement of matching funds for IGTs.

4049600000—Whole Person Care Program

Health Services

Revenues

- \$10,000 Increase in interest income.
- (\$93,364) Decrease in WPC revenue based on anticipated expenditures.
- (\$46,682) Decrease in IGT matching funds received from BHS and SJGH.
- \$900,487 Increase in use of previously received grant monies contained within fund balance.

Program Discussion

The 2019-2020 recommended budget for the WPC Program totals \$9,041,789, which is an increase of \$770,441 from the 2018-2019 adjusted budget. This change mainly reflects costs related to implementation of the HMIOT Program and utilization of unspent funds received in 2018-2019 to support the implementation of new program components in 2019-2020. Although the overall recommended appropriation totals \$9.0 million, the WPC operating budget comprises only \$4.4 million, while \$2.3 million reflects the IGT payments to the State, and a corresponding \$2.3 million is for return of initial matching funds to BHS and SJGH.

Participating entities in the County's WPC Program include HCS Administration, BHS, SJGH, San Joaquin County Clinics, PHS, Substance Abuse Services, CHS, Health Plan of San Joaquin, Housing Authority of the County of San Joaquin, Central Valley Low Income Housing Corporation, HealthNet, Community Medical Centers (CMC), Dignity Health St. Joseph's Medical Center, and the San Joaquin Community Health Information Exchange (HIE).

The overarching vision of the WPC Program is to more efficiently and effectively coordinate the physical health, behavioral health, and social services systems within the County in a patient-centered manner. The goal of increased coordination is to improve the health and well-being of Medi-Cal beneficiaries and enable partnerships to target the highest-risk and most vulnerable patients. The Program seeks to build and sustain relationships, develop infrastructure allowing for data to be shared between various clinical information systems and demonstrate a reduction in publicly-funded costs. Ultimately, this will help position the County's health care system for future changes in reimbursement methodologies and help form a basis for a potential transition into a Health Homes model (Affordable Care Act of 2010, Section 2703) of reimbursement for WPC activities and supports.

The HIE, an affiliate of Manifest Medex, will be the central data repository for health care information sharing, which will

include clinical values, diagnosis, active medication lists, and other clinical notes and structured data. A major WPC goal is to coordinate care in real-time and evaluate progress in improving individual and population health. In April 2019, WPC implemented a cloud-based care coordination platform (Act.MD) and is building toward real-time care management capabilities among all WPC participating entities for enrollees who have opted into Program services. The HIE is also seeking funding from the California Emergency Medical Services (EMS) Agency for local EMS agencies to develop and implement interoperable health information exchange between emergency ambulance service providers and hospital/electronic health record systems that will allow for increased health analytics capabilities for HIE and WPC participating organizations. The HIE direct service area now includes public and private health and hospital systems in San Joaquin, Stanislaus, and Merced counties.

To improve the overall health outcomes of the target population, the WPC Program has implemented a Behavioral Health Navigation Team dedicated to engaging homeless individuals and those at-risk of homelessness throughout the community. The Team is an active contributor to the Homeless Management Information System. Engagement occurs at the time of admission and/or discharge from local hospitals, health facilities, and the County Jail, as well as in response to urgent referrals from a variety of sources throughout the community, including the existing Behavioral Health Mobile Crisis Response Teams and law enforcement. In coordination with the Navigation Team, a WPC Population Health Team will provide each enrolled client with an individualized care plan based upon a standardized assessment of his or her medical, behavioral health, and key social needs, such as shelter, food, or transportation. The limited care plan previously used will now be replaced with the adoption of the Act.MD platform as noted above.

The WPC Program has increased coordination with CHS and is receiving increased referrals due to the recent implementation of universal screening and assessment for behavioral health conditions at Jail booking. WPC is also partnering with BHS and local health centers on re-entry services and supporting law and justice system partners who are now able to divert certain individuals to the newly established Assessment and Respite Center with a medically-monitored sobering program operated by CMC.

Beginning in 2019-2020, HMIOT funds will be used by the WPC Program to support the direct housing needs of eligible homeless specialty mental health consumers who are WPC enrollees. This effort will initially focus on appropriate hospital discharge coordination and diversion opportunities in alignment with the County's Stepping Up Initiative.

4049600000—Whole Person Care Program

Health Services

WPC funding is available to provide respite care beds at the Gospel Center Rescue Mission for eligible WPC enrollees and HMIOT funds will be used to support residential aftercare services to eligible enrollees. As of December 31, 2018, there

were 813 individuals who had received WPC services since the implementation of program enrollment in July 2017. The Program is projected to reach a total concurrent WPC enrollee capacity of 1,200 by the end of the Waiver period in 2020.

4040800000—Public Works-Utility Districts

Health Services

Kris Balaji, Public Works Director

General Fund	2017-2018 Actual	2018-2019 Adjusted	2019-2020 Requested	2019-2020 Recommended	Increase/ (Decrease)
Expenditures					
Salaries & Benefits	\$2,287,960	\$2,529,881	\$2,683,273	\$2,683,273	\$153,392
Services & Supplies	357,913	1,108,198	1,084,647	1,084,647	(23,551)
Centrally-Budgeted Expenses	55,106	58,945	113,293	113,293	54,348
Fixed Assets	143,443	10,000	99,000	99,000	89,000
Total Expenditures	\$2,844,422	\$3,707,024	\$3,980,213	\$3,980,213	\$273,189
Expenditure Reimbursements	(2,833,030)	(3,707,024)	(3,971,213)	(3,971,213)	(264,189)
Total Appropriations	\$11,392	\$0	\$9,000	\$9,000	\$9,000
Earned Revenues By Source					
Charges For Services	\$6,847	\$0	\$9,000	\$9,000	\$9,000
Miscellaneous Revenues	2,363	0	0	0	0
Total Revenues	\$9,210	\$0	\$9,000	\$9,000	\$9,000
Net County Cost	\$2,182	\$0	\$0	\$0	\$0
Allocated Positions	24.0	24.0	24.0	24.0	0.0

Purpose

The Utility Districts budget provides for the operation and maintenance of the various utility districts governed by the Board of Supervisors. This budget funds the staffing, services, and equipment needed to provide domestic water, sanitary sewer, and storm drain pumping services to the residents of these districts. Services are provided to customers within a variety of County Special Service Districts, representing the equivalent of a city of more than 18,000 in population. A city of this population would typically cover an area of five square miles and be serviced by 10 wells, 1 sewage treatment plant, and 20 storm drain pumps. The Utility Division operates and maintains 30 water systems with 52 wells; 3 sewage treatment plants; 9 pumping stations; and 68 storm drain pumping stations. These systems are spread throughout the 1,448 square miles of the County.

Major Budget Changes

Salaries & Employee Benefits

- \$153,392 Salary and benefits adjustments.

Services & Supplies

- \$30,000 Increase in maintenance costs for Special Districts.
- \$18,405 Increase in fleet services costs.
- (\$50,000) Decrease in County professional services costs.
- (\$10,000) Decrease in software and license costs.
- (\$5,000) Decrease in safety equipment costs.

Centrally-Budgeted Expenses

- \$10,604 Increase in radio maintenance costs.
- \$44,883 Addition of Countywide Cost Allocation Plan charges.

Expenditure Reimbursements

- \$334,189 Increase in reimbursements from utility districts.

4040800000—Public Works-Utility Districts

Health Services

- \$20,000 Increase in reimbursements from Facilities Management.
- (\$90,000) Decrease in reimbursements from Road Fund.

Revenues

- \$9,000 Increase in revenues from utility service fees.

Fixed Assets/Capital Improvement

- \$50,000 Ground penetrating radar.
- \$34,000 Vehicle.
- \$10,000 Remote monitoring equipment.
- \$5,000 Mini jet flusher.

Program Discussion

The 2019-2020 recommended Utility Maintenance Division budget totals \$3,980,213, which is an increase of \$273,189 from the 2018-2019 adjusted budget. This change primarily reflects an increase in salary and benefits adjustments, increases in maintenance and fleet services costs, and the addition of the Countywide Cost Allocation Plan charges, partially offset by decreases in professional services, software maintenance, and safety equipment costs.

Drinking water supplies, wastewater collection and treatment, and storm drainage discharges must meet standards prescribed by local, State, and Federal regulatory agencies. Regulatory constraints on these services have increased significantly in recent years, and the trend is likely to continue. The combined effects of regulatory compliance,

increasing energy costs, maintenance and capital replacement needs, along with aging infrastructure and relatively small customer bases all contribute to drive service costs higher.

Proposition 218, passed by voters in 1996, requires property owners' approval of new or increased property-related tax, assessment, or service charges. This has fundamentally changed how services are financed in Special Districts. Aging Districts without necessary rate adjustments face financial hardships as well as service reductions. During 2019-2020, the Community Infrastructure Engineering Division, working on behalf of the Utility Districts, will present several rate adjustment recommendations to the Board of Supervisors for Districts with critical funding deficiencies.

The Division's objectives for 2019-2020, include the following continued efforts:

- Focus on water issues, groundwater management, water conservation, and pumping/production costs.
- Emphasis on staff development.
- The development and incorporation of current and emerging technologies into the Division's daily operations, such as remote monitoring of equipment and meter reading, to increase efficiency and productivity.
- Investigate information and data collection programs including new industry practices and information for the purposes of system management, maintenance, and replacement prioritization.
- Installation of water meters within existing Special District Water Systems as funding allows.

The Division is dedicated to environmentally-sound business practices. In addition to recycling and re-use programs, the Division has developed a pump efficiency testing program to maximize energy efficiencies at County-maintained facilities.

4040800000—Public Works-Utility Districts

Health Services

Workload Data

	-----Actual-----			Est./Act.	Projected
	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020
Water					
<i>Distribution Systems</i>	30	30	30	30	30
<i>Service Calls</i>	456	361	375	350	375
<i>Service Connections</i>	5,930	5,930	5,930	5,930	5,976
<i>Wells Operated</i>	55	53	52	52	52
Sewer					
<i>Collection Systems</i>	9	9	9	9	9
<i>Pumping Stations</i>	9	9	9	9	9
<i>Service Calls</i>	488	504	433	450	475
<i>Service Connections</i>	5,431	5,431	5,431	5,431	5,431
<i>Sewer Lines Cleaned (Feet)</i>	567,120	460,250	500,000	500,000	500,000
<i>Treatment Plants</i>	3	3	3	3	3
Drainage					
<i>Pumps</i>	84	84	68	70	70

Solid Waste Enterprise Fund

Health Services

Kris Balaji, Public Works Director

Enterprise Fund	2017-2018 Actual	2018-2019 Adjusted	2019-2020 Requested	2019-2020 Recommended	Increase/ (Decrease)
Expenditures					
Salaries & Benefits	\$8,402,097	\$8,799,414	\$9,790,107	\$9,790,107	\$990,693
Services & Supplies	19,682,462	20,583,697	22,404,918	22,404,918	1,821,221
Centrally-Budgeted Expenses	602,463	497,596	456,734	456,734	(40,862)
Other Charges & Uses	1,889,208	1,898,850	1,794,745	1,794,745	(104,105)
Fixed Assets	4,507,573	12,930,000	5,566,226	5,566,226	(7,363,774)
Total Expenditures	\$35,083,803	\$44,709,557	\$40,012,730	\$40,012,730	(\$4,696,827)
Expenditure Reimbursements	(4,659,652)	(2,937,998)	(3,264,207)	(3,264,207)	(326,209)
Total Appropriations	\$30,424,151	\$41,771,559	\$36,748,523	\$36,748,523	(\$5,023,036)
Earned Revenues By Source					
Interest/Rents	\$225,917	\$150,800	\$257,745	\$257,745	\$106,945
Aid From Other Governments	664,592	284,435	359,258	359,258	74,823
Charges For Services	1,208,472	1,220,818	1,284,284	1,284,284	63,466
Miscellaneous Revenues	1,411,604	1,396,815	1,357,193	1,357,193	(39,622)
Solid Waste Special Revenues	29,954,322	29,822,635	30,893,097	30,893,097	1,070,462
Fund Balance	(3,040,756)	8,896,056	2,596,946	2,596,946	(6,299,110)
Total Revenues	\$30,424,151	\$41,771,559	\$36,748,523	\$36,748,523	(\$5,023,036)
Net County Cost	\$0	\$0	\$0	\$0	\$0
Allocated Positions	78.0	80.0	90.0	90.0	10.0
Temporary (Full-Time Equivalent)	5.5	8.5	7.7	7.7	(0.8)
Total Staffing	83.5	88.5	97.7	97.7	9.2

Purpose

The Solid Waste Enterprise Fund (#9210000000) provides funding for the operation of the County's solid waste management programs. These programs include long-range planning, operation of the County's solid waste transfer and disposal facilities, and acquisition, design, and development of landfill sites. It also includes refuse collection, franchise management, Countywide waste reduction activities, and the Countywide household hazardous waste program. More than 82% of this Fund's revenue is derived from tip fees charged on disposal tons.

Major Budget Changes

Salaries & Employee Benefits

- \$340,097 Salary and benefits adjustments.
- \$395,430 Add three Senior Solid Waste Recovery Workers and three Solid Waste Recovery Workers.
- \$207,900 Add three Cashier Clerks.
- \$95,292 Add an Equipment Operator Foreman.
- \$21,179 Increase in holiday pay.
- (\$34,814) Decrease in extra-help.
- (\$34,391) Decrease in overtime.

Solid Waste Enterprise Fund

Health Services

Services & Supplies

➤ \$700,043	Increase in waste volumes delivered to Foothill and Forward Landfills.	➤ (\$315,000)	Decrease in landfill gas and ground water well maintenance.
➤ \$354,789	Increase in capital lease equipment costs.	➤ (\$34,811)	Decrease in oil payment program costs.
➤ \$332,700	Increase in equipment repair costs.	➤ (\$25,000)	Decrease in special studies for organics.
➤ \$303,503	Increase in mitigation impact fees and Master Gardener diversion program costs.	➤ (\$24,000)	Decrease in promotional expenses for diversion programs.
➤ \$102,000	Increase in engineering services for road expansion at North County Landfill.	➤ (\$22,400)	Decrease in equipment rentals.
➤ \$101,164	Increase in Assembly Bill (AB) 939 expenses.		
➤ \$78,197	Increase in mandatory collections expenses.		
➤ \$40,000	Increase in fuel costs.		
➤ \$37,436	Increase in Public Works allocated costs.		
➤ \$36,000	Increase in utility costs.		
➤ \$34,500	Increase in engineering service costs for landfill gas and ground water wells.		
➤ \$27,300	Increase in landfill surcharge.		
➤ \$19,000	Increase in California Department of Resources, Recycling, and Recovery (CalRecycle) Grant expenses.		
➤ \$18,000	Increase in new Zone Incentive Fund Grant expenses.		
➤ \$14,400	Increase in internal audit costs.		
➤ \$11,500	Increase in lead enforcement agency surcharge.		
➤ \$10,000	Increase in employee training costs.		
➤ \$10,000	Increase in costs for professional services provided by Sheriff.		
➤ \$5,000	Increase in Tire Cleanup Grant expenses.		

Centrally-Budgeted Expenses

➤ \$12,861	Increase in radio maintenance costs.
➤ (\$22,571)	Decrease in Workers' Compensation and Casualty insurance costs.
➤ (\$26,589)	Cost Allocation Plan adjustment.

Other Charges

➤ (\$104,105)	Decrease in Certificate of Participation debt and interest expenses.
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Expenditure Reimbursements

➤ \$263,945	Increase in reimbursement from the Household Hazardous Fund.
➤ \$62,264	Increase in AB 939 reimbursement due to increase in diversion tons expected at County sites.

Revenues

➤ \$542,698	Increase in landfill fees based on projected customer volume.
➤ \$465,500	Increase in landfill gate fees.
➤ \$106,945	Increase in interest income.
➤ \$62,264	Increase in AB 939 recapture of program revenues for waste diversion activities at County sites.
➤ (\$6,299,110)	Decrease in use of fund balance.

Solid Waste Enterprise Fund

Health Services

Fixed Assets/Capital Improvement

➤ \$1,563,526	Construction of Area 2B at Foothill County Landfill.	➤ \$50,000	Backup generator for North County Scale House.
➤ \$512,500	Mitigation Impact Fee Report for Foothill Landfill.	➤ \$40,000	LED monitors for Lovelace Transfer Station and North County Landfill (2).
➤ \$500,000	Soil monitoring (5) and extraction wells (3) at Foothill Landfill.	➤ \$40,000	Oil collection center at Mokelumne Fire Department.
➤ \$405,000	Roadway improvements at North County Landfill.	➤ \$33,000	Cushion tires for loader at Lovelace Transfer Station (4).
➤ \$400,000	Gas Flare for Foothill Landfill.	➤ \$32,000	Carpet replacement and window improvements at administration office.
➤ \$250,000	Site improvements at North County Scale House.	➤ \$28,400	Roll off recycling bins for Lovelace Transfer Station and North County Landfill (4).
➤ \$200,000	Organics processing improvements at North County Landfill.	➤ \$15,000	Remote communication system for Corral Hollow Landfill.
➤ \$196,800	Water truck for North County Landfill.	➤ \$15,000	Heating Ventilation and Air Conditioning replacement at Lovelace Transfer Station Maintenance Building.
➤ \$185,000	Forklifts for Lovelace Transfer Station and North County Landfill (2).	➤ \$10,000	Portable welder for Lovelace Transfer Station.
➤ \$180,000	Bobcat skid steers for Lovelace Transfer Station and North County Landfill (2).	➤ \$5,000	Air compressor for Harney Lane Landfill.
➤ \$180,000	Transfer truck trailers for Lovelace Transfer Station (2).		
➤ \$150,000	Fence upgrade at Foothill Landfill.		
➤ \$120,000	Backhoe loader for North County Landfill.		
➤ \$100,000	Light Emitting Diodes (LED) lighting upgrades at Lovelace Transfer Station.		
➤ \$80,000	Groundwater monitoring wells at Harney Landfill (2).		
➤ \$80,000	Groundwater monitoring wells at North County Landfill (2).		
➤ \$75,000	Weight in motion systems at Lovelace Transfer Station.		
➤ \$70,000	Vehicle.		
➤ \$50,000	Robotics research at Lovelace Transfer Station.		

Program Discussion

The 2019-2020 recommended Solid Waste Enterprise Fund (SWEF) budget totals \$40,012,730, which is a decrease of \$4,696,827 from the 2018-2019 adjusted budget. This change primarily reflects the completion of the majority of the Area 2B Foothill County Landfill project and a portion of the Mitigation Impact Fee report, partially offset by the addition of 10 allocated positions, and increases in waste volumes delivered to landfills, capital lease equipment and repair costs, mitigation impact fees, and diversion program costs.

County-owned landfills have continued to experience dramatic increases in waste volume over the past years. The Solid Waste Division is cautiously optimistic about this upturn and the current focus continues on the maintenance of current operation levels, compliance with legislative requirements, meeting Certificates of Participation debt ratio guidelines, and positioning the SWEF to be debt free by 2022. The projected June 30, 2019 year-end fund balance is \$6.7 million.

Solid Waste Enterprise Fund

Health Services

The Division continues to lead in regional solid waste planning for all jurisdictions in the County. In 2015, the County was successful in securing long-term waste disposal contracts with the cities of Manteca, Ripon, and Tracy. The Division continues to maintain a contractual relationship for waste disposal with the City of Lodi, while maintaining informal arrangements with the cities of Escalon, Lathrop, and Stockton for incoming waste volumes at County facilities.

Incoming waste volumes from the City of Manteca contract continue to increase. This increase, coupled with increases in self-haul and commercial waste, have put tonnages at around 11% in 2017-2018. This unexpected increase, coupled with other factors such as acceleration of State diversion legislation (which should drive tons away from the landfill), has led the Division to a conservative increase of 2% projected in the recommended budget for the incoming tons in 2019-2020 over the 2018-2019 projection.

Solar Project

The County has an agreement with Ameresco for a 25-acre Solar Energy Project at the Foothill Landfill. This agreement includes a \$500,000 up-front lease payment from Ameresco to the SWEF. The original up-front lease payment amount was \$1,000,000 and was reduced in 2018-2019 to \$500,000 as a result of renegotiations. The Project estimates energy savings for the San Joaquin General Hospital and other County agencies estimated at \$4.2 million over the next 20 years, with no up-front capital costs to the County. Groundbreaking is expected in early 2019-2020.

Organics Facility New Economic Model

CalRecycle has mandated that organic materials be increasingly eliminated from landfills in order to reach the goal of 75% diversion of materials being disposed in landfills. This will require new infrastructure and processing methods. Volumes of expected organic waste over the next 10 years will double. Current legislation has been designed to handle this demand. A needs assessment for the County will be established in 2019-2020.

Waste Diversion Planning

CalRecycle is currently redefining its waste diversion goals with the depressed markets of recyclable materials, expected volume increases of organic waste, and limited processing facilities. CalRecycle will take an active role to ensure the County operations will meet the new complex goals for the County. The County will initiate dramatic outreach efforts to re-educate the public in waste diversion practices.

The County will maintain its leadership position for all jurisdictions in waste diversion efforts through four areas of focus:

1. Waste Diversion Programs.
2. Community Outreach and Education.
3. Regulatory and Compliance Efforts.
4. Administration and Reporting.

Module Construction

The construction of a new landfill module began at the Foothill Landfill in 2018-2019 for a total project cost of \$7,077,926. In 2018-2019, work completed included installation of stormwater control features, landfill liner, leachate piping, and leak detection systems at a total anticipated cost of \$5,514,400. In 2019-2020, work expected to be completed includes the placement of operation soil layer over landfill liner, installation of access road oiling and leachate sump pump and controls, final survey, as-builts, hydroseeding, and demobilization at a total cost of \$1,563,526. The next new module construction will not begin until 2021-2022 at North County Landfill unless waste volumes continue to increase dramatically. In 2021-2022, the planned construction consists of the installation of a landfill liner, leachate collection and monitoring systems, stormwater drainage, and construction of an access road with an anticipated cost of \$6,000,000.

Closure Enterprise Fund

The Solid Waste Closure Enterprise Fund (#39033 Closure Fund) is maintained for the exclusive purpose of accumulating and distributing funds for closure of presently active (North County Landfill and Foothill Landfill). An enterprise fund is one of the several approved mechanisms by which the County can demonstrate financial assurance for closure, as required by State regulations. Monies placed in the Closure Fund may only be used for closure of landfills.

Prior to 2009-2010, monies were transferred from the SWEF into the Closure Fund to provide funding for future closures of Foothill and North County Landfills. Evaluation of Closure Fund requirements and balances indicate that no transfer is needed from the SWEF into the Closure Fund for 2019-2020. Interest earned from this fund is directly deposited into the SWEF. As of March 31, 2019, the fund balance was \$5,149,008.

Solid Waste Enterprise Fund

Health Services

Workload Data

	-----Actual-----			Est./Act.	Projected
	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020
Waste Received (Tons)					
<i>Foothill Landfill</i>	117,171	131,370	136,574	134,980	137,679
<i>Lovelace Transfer Station</i>	177,085	214,464	235,947	249,487	254,477
<i>North County Landfill</i>	174,853	189,135	192,519	193,030	196,891
<i>Total Tons Received</i>	469,109	534,969	565,040	577,497	589,047
Transfers-Lovelace					
<i>Tons Transferred</i>	173,970	210,536	234,048	258,442	263,611
<i>Number of Loads</i>	7,729	9,568	10,217	10,524	10,734
Recycled Materials (Tons)					
<i>Foothill Landfill</i>	4,093	4,360	2,878	2,964	3,024
<i>Lovelace Transfer Station</i>	3,114	3,929	4,122	4,246	4,331
<i>North County Landfill</i>	12,049	11,514	13,581	13,988	14,268
<i>Total Tons Received</i>	19,256	19,803	20,581	21,198	21,623
<i>Groundwater Monitoring Samples</i>	100	101	105	110	111
<i>Landfill Gas Collection Wells Adjusted</i>	177	180	180	185	188
<i>Landfill Gas Flare Stations Maintained</i>	4	4	4	4	4
<i>Perimeter Landfill Gas Monitoring</i>	210	210	210	210	210
<i>Soil Gas Volatile Organic Comp. Samples</i>	88	90	91	95	95
<i>Stormwater Samples</i>					
<i>(Waste Discharge Permit Requirements)</i>	4	4	4	4	4
<i>Stormwater Samples (NPDES)</i>	34	34	34	34	34
<i>Surface Water Samples Collected</i>	30	30	30	30	30

CSA 31 Sewer Enterprise Fund

Health Services

Kris Balaji, Public Works Director

Enterprise Fund	2017-2018 Actual	2018-2019 Adjusted	2019-2020 Requested	2019-2020 Recommended	Increase/ (Decrease)
Expenditures					
Services & Supplies	\$0	\$0	\$190,604	\$190,604	\$190,604
Centrally-Budgeted Expenses	0	0	3,928	3,928	3,928
Other Charges & Uses	0	0	798,870	798,870	798,870
Fixed Assets	0	0	105,000	105,000	105,000
Operating Transfers Out	0	0	200,000	200,000	200,000
Total Appropriations	\$0	\$0	\$1,298,402	\$1,298,402	\$1,298,402
Earned Revenues By Source					
Interest/Rents	\$0	\$0	\$1,000	\$1,000	\$1,000
Charges For Services	0	0	1,437,066	1,437,066	1,437,066
Fund Balance	0	0	(139,664)	(139,664)	(139,664)
Total Revenues	\$0	\$0	\$1,298,402	\$1,298,402	\$1,298,402
Net County Cost	\$0	\$0	\$0	\$0	\$0

- The CSA 31 budgeted amounts were previously expensed in the Special Districts budget and not in the County budget.

Purpose

The County Service Area 31 (CSA 31) Sewer Enterprise Fund (SEWF) (#9312000000) is a newly-established Enterprise Fund and budget unit for 2019-2020. The Fund provides funding for the operation and maintenance of the District's wastewater system. The system consists of a collection system and a pump station, which discharges wastewater to the City of Lodi's White Slough Water Pollution Control Facility. Revenue is derived primarily from service charges levied on the benefiting properties.

In February 2018, \$7.8 million in Revenue Refunding Bonds was issued to refinance the Series 2007 CSA 31 Wastewater project Certificates of Participation and the 2007 County General Fund loan to CSA 31 that funded the construction of wastewater system improvements. These refunding bonds are secured by the District's revenue from wastewater service charges.

Fixed Assets/Capital Improvement

- \$75,000 Contingency and capital replacement/failures.
- \$30,000 Replace lift pump.

Program Discussion

The CSA 31 SEWF budget is being established in 2019-2020 with a budget of \$1,298,402, which consists of professional services, legal services, departmental allocated costs, and fixed assets totaling \$105,000 to replace a lift pump and contingencies for capital replacement and failures, fees from the City of Lodi for sewer treatment, interest on bonds, and repayment of long-term debt. Revenue includes \$1.4 million from service charges paid by customers. The projected 2018-2019 year-end fund balance is \$444,439.

Wastewater service charges are based on the Equivalent Unit (EU), which equals 310,250 gallons of discharge. The minimum charge for service is 0.5 EU for developed lots and 0.3 EU for undeveloped lots. Revenue from service charges is projected to decrease 4.6% in 2019-2020 due to a reduction in discharge volume.

Planned expenditures include a \$200,000 contribution to a rate stabilization fund. This fund will be created to meet provisions of the bond indenture and provide contingency for fluctuations in revenues resulting from changes in wastewater discharge by system users.

CSA 31 Sewer Enterprise Fund

Health Services

Workload Data

	-----Actual-----			Est./Act.	Projected
	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020
<i>Equivalent Units (EU)</i>					
<i>EUs for developed lots</i>	84.7	85	110.7	118.9	110.3
<i>EUs for undeveloped lots</i>	5.7	6.9	5.1	5.1	4.5
<i>Total</i>	90.4	91.9	115.8	124	114.8

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Linda Turkatte, *Environmental Health Director*

General Fund	2017-2018 Actual	2018-2019 Adjusted	2019-2020 Requested	2019-2020 Recommended	Increase/ (Decrease)
Expenditures					
Salaries & Benefits	\$7,046,231	\$8,041,267	\$8,295,078	\$8,295,078	\$253,811
Services & Supplies	795,183	1,276,771	1,198,425	1,198,425	(78,346)
Centrally-Budgeted Expenses	245,755	354,092	507,874	507,874	153,782
Total Expenditures	\$8,087,169	\$9,672,130	\$10,001,377	\$10,001,377	\$329,247
Expenditure Reimbursements	(126,604)	(172,083)	(172,083)	(172,083)	0
Total Appropriations	\$7,960,565	\$9,500,047	\$9,829,294	\$9,829,294	\$329,247
Earned Revenues By Source					
Aid From Other Governments	\$114,403	\$410,065	\$439,005	\$439,005	\$28,940
Charges For Services	7,014,232	6,719,406	6,919,905	6,919,905	200,499
Miscellaneous Revenues	186,405	346,596	360,977	360,977	14,381
Total Revenues	\$7,315,040	\$7,476,067	\$7,719,887	\$7,719,887	\$243,820
Net County Cost	\$645,525	\$2,023,980	\$2,109,407	\$2,109,407	\$85,427
Allocated Positions	62.0	67.0	68.0	68.0	1.0
Temporary (Full-Time Equivalent)	1.5	1.5	3.0	3.0	1.5
Total Staffing	63.5	68.5	71.0	71.0	2.5

Purpose

The Environmental Health Department (EHD) provides services that protect and enhance public health, wellbeing, and safety through prevention, education, inspection, and enforcement of State and local environmental laws and regulations.

Board Strategic Priorities 2019-2020 through 2021-2022

The 2019-2020 recommended budget for EHD focuses on the implementation of the Board Strategic Priorities as adopted by the Board on April 9, 2019. The Board Strategic Priorities for fiscal years 2019-2020 through 2021-2022 are a continuation of the Board's original five key priorities established in 2015. The Board has updated and augmented the goals associated with these strategic priorities to reflect the Board's direction related to water issues, health, collaboration, and homelessness.

Ensure Fiscal Responsibility

EHD maintains a database that tracks all productive staff time and activities as well as all facility permit fees and hourly rate service revenues. This information is continuously being evaluated to ensure program performance is meeting mandated service levels and revenues are appropriate and sufficient to meet expected costs. This ongoing evaluation process is especially important as many EHD program requirements are constantly changing with the passage of new laws, regulations, and policies.

In 1990, the Board of Supervisors endorsed a policy of full cost recovery for EHD (B-90-620). EHD fees are evaluated annually and adjustments proposed in order to move towards full cost recovery for those services where a fee can be charged. These fee adjustments are meant to close the gap between program revenues and the cost of providing services in an incremental manner. Fee increases over the last several years have successfully closed this gap for most program categories and current data show only a few program categories remain with revenue shortages. These include the tank and facility fees for the Underground

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Storage Tank (UST) Program and the fee for Geotechnical Boring permits.

At the fee hearing conducted in June 2018, the Board provided direction on the methods used to calculate program fees, including directing staff to exclude training costs when determining fees for full cost recovery. EHD has implemented this directive for the fee adjustments to be considered in June 2019 and costs not recovered by fee revenue will be offset by the Department's General Fund allocation. The Board also indicated that an evaluation of the UST program activities should be conducted before significant fee increases are approved to keep program fees in line with other county UST fees. EHD implemented this directive as well, but found that many counties do not include all program costs in their fee calculations or have additional funding sources, such as realignment funds or unused rollover funds to subsidize the revenue gap. Some EHD activities have been modified to reduce overall UST program costs, including reducing sensor testing observations during inspections and discontinuing the compliance reviews required prior to the annual permit issuance for all tank facilities except enforcement cases. These actions reduce costs and still allow EHD to maintain sufficient oversight. In addition, a streamlined permit review has been implemented for minor UST repairs/modifications, decreasing the inspections performed and resulting in a fee reduction from \$456 to \$152.

In spite of the recent fee increases, the demand for UST plan reviews and inspections has increased significantly, due to mandated and voluntary tank system upgrades and new gas station tank installations.

For 2019-2020, fee increases are proposed for the UST program to achieve recovery for the annual routine inspection activities costs only. The remaining program activities, including answering phone calls and e-mails, meetings, mandated program training, and supervision, will continue to be offset using the Department's General Fund allocation. EHD will continue to monitor program activities and costs over the remainder of this fiscal year and may propose additional adjustments for the 2020-2021 budget, as necessary.

Geotechnical Boring permits are proposed to change from a permit fee to an hourly rate service basis. This is necessary as the number and depth of borings varies widely and the time required for any one permit can fluctuate significantly, making an equitable permit fee impracticable.

Promote Good Governance and Increase Organizational Capabilities

EHD provides services that protect public health and the environment in over 25 different program areas that affect

much of the community, including individuals, businesses, and other governmental agencies. As many of the activities overlap with activities of other agencies, partnering with these agencies has been a standard practice. The increased communication and coordination that comes with partnering with other agencies results in better services provided to the community. For example, EHD partners with local fire departments and districts to increase hazardous materials response capabilities, resulting in a more comprehensive response. EHD also works with Public Health Services on foodborne illness outbreaks, and with the Community Development Department (CDD) and Sheriff's Office (SO) on land-use projects, code enforcement, and cannabis-related issues.

Employee retention is a recurring issue for EHD as many recently trained staff leave for other agencies offering higher salaries, particularly those in the Bay Area, resulting in ongoing vacancies and significant training costs. Over the last three fiscal years, the Department has experienced almost 50% turnover of productive staff. As individuals leave and positions become vacant or are filled with less-experienced staff, mandated services are impacted and program efficiency decreases. In addition, retention of knowledgeable staff is paramount to future sustainability and succession objectives. To reduce overall training costs and to enhance productivity, EHD is utilizing the Environmental Health (EH) Assistant position as an entry level extra-help opportunity in addition to the EH Specialist Trainee position. EHD continues to work closely with the Human Resources Division to attract qualified candidates that want to live and work in the community.

EHD continues to work towards improving public and intergovernmental services through increased technology in the areas of on-line services, including public records access, automated data collection and reporting processes, and mapping and data sharing activities.

Improve Public Safety and Enhance Overall Criminal Justice System

EHD, through all established program areas, works diligently to improve public health and safety. EHD works collaboratively with the SO, Metropolitan Narcotics Task Force, and CDD's Code Enforcement staff to correct community safety issues like substandard and abandoned housing, illegal cannabis activity, surfacing sewage, and abandoned wells. This work fosters cleaner, safer, and healthier neighborhoods, and contributes to the community's overall quality of life.

As a regulatory agency, it is important to conduct enforcement activities in a way that is equitable, enhances economic activity, and promotes environmental justice. This is accomplished by providing the regulated community with

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opportunities for education and assistance and by ensuring a “level playing field,” where consistent and equal enforcement principles are applied. This balanced enforcement approach minimizes unfair economic advantages for violators at the expense of compliant businesses. In 2018-2019, EHD added an enforcement position to manage all enforcement cases for the Department and to establish appropriate and efficient enforcement processes, including those provided in recent amendments to the County Ordinance Code. These actions help promote consistency and fairness in the enforcement process, allow field staff to remain focused on their day-to-day duties, and lessen the Department’s dependence on the District Attorney’s Office resources for prosecution.

Promote Economic Development

EHD contributes to economic development efforts by providing local guidance and cleanup oversight on the redevelopment of properties with environmental issues or constituents of concern. Having an option to address these concerns locally allows for focused consideration and responsiveness and typically saves overall time and costs to reach target goals. EHD also assists new and expanding businesses by providing information and assistance needed to meet regulatory requirements. EHD offers local businesses three-to-four free classes a month in the areas of hazardous waste, hazardous materials, aboveground tanks, and underground tanks. These classes have high attendance rates and generate positive evaluation comments. In addition, EHD has timely permit review, issuance, inspection processes, and can accommodate most business time schedules.

EHD endorses a policy of excellence in customer service. This includes representing the County in the best possible way and by conducting activities in a fair, courteous, and respectful manner. This policy is incorporated into the Department’s Standards of Behavior and Standards of Conduct and Performance and is strictly enforced.

Stay Informed and Proactive in Dealing with Water Issues

Through various program activities, EHD performs a major role in the protection of the County’s water resources. EHD monitors water resource laws and regulations and works closely with State water agencies, Public Works, and County Counsel on these issues. Programs and responsibilities of EHD in the protection of local surface and groundwater include:

- Permitting of water well construction, installation, modification, destruction, and associated activities.

- Lead agency for local voluntary cleanups to ensure protection of public health and protect groundwater sources.
- Approval of potable water sources for development projects (private systems and small public water systems).
- Regulation of small drinking water systems as delegated by the State Water Resources Control Board.
- Regulation of discharges from on-site wastewater treatment systems in accordance with State policy and the Local Agency Management Plan.
- Prevention of waste discharges to surface and groundwaters of the County; and monitoring, documenting, collecting data, and overseeing cleanup and abatement activities.
- Notification of water and sewage compliance requirements to land use project applicants.

Major Budget Changes

Salaries & Employee Benefits

- \$52,751 Salary and benefits adjustments.
- \$269,228 Add an Environmental Health Program Coordinator and an Environmental Health Specialist Trainee.
- (\$107,549) Delete a vacant Hazardous Material Specialist position.
- \$58,810 Increase in extra-help.
- (\$19,429) Decrease in overtime costs.

Services & Supplies

- \$44,300 Increase in space planning and building safety costs.
- (\$50,000) Decrease in engineering and information technology consultant services.
- (\$30,746) Decrease in costs for travel and fleet services.
- (\$17,260) Decrease in software, clothing, laboratory, and instrument costs.
- (\$16,000) Decrease in utilities costs due to solar panel efficiency.

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Centrally-Budgeted Expenses

- \$18,711 Increase in data processing charges.
- \$133,735 Addition of Countywide Cost Allocation Plan charges.

Revenues

- \$200,499 Increase in annual permit and service request fees.
- \$29,235 Increase in use of Small Public Water System Program grant funds.
- \$14,381 Increase in reimbursement from Environmental Health Trust Fund.

Program Discussion

The 2019-2020 recommended budget for EHD totals \$10,001,377, which is an increase of \$329,247 from the 2018-2019 adjusted budget. This change mainly represents salary and benefits adjustments, the addition of two full-time positions and an increase in extra-help to address increasing workload, and the addition of Countywide Cost Allocation Plan charges, offset by the deletion of a vacant position, and reductions in budgeted overtime and consultant services.

A new Program Coordinator position will oversee several housing-related programs, including Substandard Housing, Unsafe Conditions, Nuisance Abatement, Employee Housing, Childhood Lead Prevention, Local Detention Facilities, Hotel Inspection Service, Drug Lab Cleanup, Cannabis Response, and Enforcement. In addition, this functional unit will also work on homelessness issues. From 2016-2017 to 2017-2018, the housing-related programs saw a nearly 40% increase in program activities. The additional position is needed to fully implement new regulatory requirements, new and more effective enforcement case processes, to process demolition cases, to prepare the new Board of Housing Appeals Annual Report, to review and update the Board of Housing Appeals policies and procedures, and to review and update related ordinance code provisions. Assembly Bill (AB) 1596 was recently introduced and if approved, would expand the methamphetamine drug lab cleanups to include property that is potentially contaminated by a fentanyl or other illicit drug lab activity. This action has the potential to further increase workload in this program area and the Department will continue to monitor this legislation.

In 2019-2020, EHD will continue to transition department information technology services to the Information Systems

Division (ISD). The collaboration with ISD has produced website upgrades and on-line access to public records. Over the next two to five years, ISD will be supporting EHD's transition to a new environmental health database. The partnership with ISD has initially shown some cost savings, but additional costs may be realized as the transition continues and additional services are needed. With ongoing access to ISD's substantial resources, EHD will be able to move forward in the future with new technology and applications to more fully support field staff and other partners, to better serve the public.

Retail Food Program

Under the California Retail Food Code (CalCode), EHD conducts routine, complaint, and plan review inspections at over 3,900 food facilities in the County. These inspections ensure that mandated food safety controls are in place to protect the public from foodborne illness exposure.

In 2018-2019, legislation was passed creating new requirements for food facilities which are currently being implemented by Food Program staff. New legislation includes:

- *AB 626-Microenterprise Home Kitchens*
- *AB 1219-Food Donations*
- *AB 1383-Food Recovery and Diversion*
- *AB 1884-Single-Use Plastic Straws*
- *AB 2178-Limited Service Charitable Food Operations*
- *AB 2524-Catering Operations*
- *SB 1192-Default Children's Meal Beverages*

AB 626 remains controversial as it allows potentially hazardous foods to be legally produced and sold from a home kitchen. Although the language is not well-defined, this law provides local jurisdictions the ability to "opt in" to the program, but does not allow the implementation of local zoning and land use provisions. Currently, AB 377 has been introduced to clarify the "opt in" provisions, but also adds additional requirements. After these provisions are clarified, EHD will prepare a report and seek direction from the Board of Supervisors on the potential for implementation in San Joaquin County. EHD will also be tracking AB 228, which would allow industrial hemp products or cannabidiol derived from industrial hemp to be added to food and beverages.

Site Mitigation/Local Voluntary Cleanups

EHD has been successful in promoting the development or redevelopment of contaminated sites utilizing the authority under Health and Safety Code Section 101480 for local voluntary cleanups. Using this authority, EHD is able to provide oversight for local projects in a responsive, expeditious and cost-effective manner, typically resulting in

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significant time and cost savings to property owners. AB 1500 was recently introduced to provide additional local authority to stop hazardous material releases and to conduct environmental investigations, among other things. In contrast, AB 432 was also recently introduced and proposes limiting local authority for cleanup projects unless certified by the State. EHD will monitor this legislation to determine potential impacts to the local cleanup program.

Cannabis Regulation

In November 2016, California voters approved Proposition 64, which legalized adult use of marijuana. These provisions became effective January 1, 2018. After working with representatives from affected County departments, amendments to the County Ordinance Code were developed to provide local regulation for the personal cultivation of cannabis and for specific commercial cannabis businesses. The amendments for commercial cannabis businesses are not effective at this time but may be reintroduced at a later date. EHD will continue to monitor the status of local cannabis provisions as it is anticipated that the licensing and inspection requirements would be implemented by EHD. Working closely with Metropolitan Narcotics Task Force staff, in 2018-2019, EHD responded to 35 cannabis grow-related substandard housing enforcement cases through March 2019, as compared to a total of 35 in 2017-2018, 6 in 2016-2017, and 4 in 2015-2016. This activity is consistent with Board direction for immediate and robust enforcement for illegal cannabis activities. Workload data will be used to support any additional resources that are needed in the future.

Housing Abatement Program

EHD routinely attends Neighborhood Community Center and Neighborhood Watch meetings and continues to work closely with CDD and SO to address multi-agency issues at problem sites. In 2018-2019, EHD is on pace to respond to over 600 complaints of substandard and unsecured buildings. A total of 87 new enforcement cases were initiated in 2017-2018, with an average ongoing caseload of 148 cases, while 85 new enforcement cases were initiated in just the first eight months of 2018-2019.

This Program recovers costs by billing property owners at the Board-approved hourly rate for staff time associated with returning properties to compliance. However, recovering these costs has been problematic, as many property owners are absent or do not pay invoices in a timely manner and costs must be recovered through property tax assessments or collections. As a result, this Program continues to rely significantly on the Department's General Fund allocation.

The following table indicates the amount of unpaid invoices referred for collection with property taxes.

Unpaid Invoices Referred for Collection with Property Taxes

Fiscal Year	Amount
2015-2016	\$15,678
2016-2017	\$98,447
2017-2018	\$49,803
2018-2019	\$25,515

Well Systems

During 2017-2018, the total number of well and pump permits decreased by over 10%. Permits for domestic wells were down by 37%, agricultural wells by 16% and geotechnical borings by 10%. In the first six months of 2018-2019, well permits are trending upward, with domestic well permits estimated up by 41%, agricultural wells up by 12%, and geotechnical borings up by 47%. Of the domestic well permits, 11 were issued in 2017-2018 to replace older wells that had gone dry. This rate of older well replacement is less than the average of approximately 26 well replacements being performed every year.

In 2018-2019, in response to the discovery of up to 20 domestic wells impacted by Tetrachloroethylene, a solvent formerly used in dry cleaning, EHD worked with the State and Regional Water Quality Control Board staff to obtain and implement a \$110,508 grant to install treatment systems on the impacted wells.

As the agency responsible for water well permitting, EHD is closely monitoring the activities related to the implementation of the Sustainable Groundwater Management Act and will adjust program resources and processes as needed. EHD is also following implementation activities relating to AB 685, referred to as Human Right to Water, enacted in 2012. This provision of Section 106.3 of the Water Code states that every human being has the right to safe, clean, affordable, and accessible water adequate for human consumption, cooking, and sanitary purposes. State agencies are to consider this policy when revising, adopting, or establishing policies, regulations, and grant criteria. The implementation of this policy is resulting in changes to several EHD programs, including the Well Systems, Small Public Water, and Land Use programs. The State has initiated a Human Right to Water Framework and is currently conducting a Statewide needs assessment. EHD will stay engaged in this issue to evaluate any future program changes or additional workload and to provide input as necessary.

In addition, a recent court decision found that local agencies that issue well permits have an obligation under the Public Trust Doctrine to conduct a surface water impact analysis for wells located near navigable waterways. There has also been a recent conflicting court decision relating to whether

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the issuance of a well permit is a ministerial or discretionary action. EHD is working with County Counsel to determine the impact these court decisions have on the Well Program.

Also, after decades, the California Well Standards are being updated by the Department of Water Resources and the State Water Resources Control Board. EHD will monitor the proposed new standards and will provide input through the California Conference of Directors of Environmental Health's Well Technical Advisory Committee.

Solid Waste Program

AB 1826 was passed on September 28, 2014, requiring businesses that generate organic wastes, including food waste and green waste, to separate and recycle these wastes. The law phases in the diversion and recycling of organic wastes through 2019. Currently, there is insufficient infrastructure in place to accommodate the diversion requirements according to the required schedule. It is expected that new solid waste facilities, especially composting facilities, will need to come on-line to accommodate the increase in organic waste diversion. This will require EHD Solid Waste staff to perform increased land use review and solid waste facility permitting, inspection, and complaint response activities. It is possible that EHD may also be tasked with monitoring and enforcing organics diversion requirements in food facilities and other EHD regulated businesses.

Without sufficient infrastructure, many jurisdictions are experiencing an increase in organic materials being applied to land as a soil amendment, including biosolids. Draft State regulations appear to limit local control of land application and may impact the ability to enforce San Joaquin County's existing ban on the land application of biosolids.

Small Public Water System Program

The Small Public Water System Program has been performed by EHD as the Local Primacy Agency (LPA) under delegation from the State Water Resources Control Board, Division of Drinking Water since before the 1970's. Over time, program requirements have incrementally grown and dedicated staffing is currently at 2.0 full-time equivalent positions; however, the funding has not kept pace with the increasing program requirements. Almost 25% of these water systems are in disadvantaged communities and many cannot afford to pay the fee increases needed for EHD to reach full cost recovery. Currently, EHD is utilizing a Small Public Water System grant in the amount of \$760,000, originally received from the State in 2014 to offset the revenue shortage. Adequate funding for this Program is an issue for most LPA counties and AB 402, the LPA Funding

Stabilization Program bill, has been recently introduced to provide an option for LPAs to receive State funding. This legislation is supported by the State and local agencies and will provide a funding option to allow this Program to stay at the local level.

Facility Needs

With recent increases in staffing, existing workspace within the EHD building has reached maximum capacity. The 2019-2020 recommended budget includes funding for space planning to evaluate current and future workspace needs, including exploring options to consolidate all departmental staff into one building. EHD is currently working with the General Services Department (GSD) to install barrier glass at the EHD front counter to address building security concerns. In 2019-2020, EHD will continue discussions with GSD regarding other building security needs and future facility space needs.

Fee Adjustments

Board Order B-90-620 endorses a policy of full cost recovery for EHD. As part of the budget process, and with the Board's policy objective as a target, all EHD fees were evaluated, and adjustments proposed as appropriate. The fee increases that have been approved over the last few years have successfully reduced the gap between most program category costs and revenues. However, there continues to be a significant revenue shortage in the UST Program. For 2019-2020, additional fee adjustments are proposed for the UST Program, with a 10% fee increase for the per-tank fee and a 44% increase for the facility fee.

Solid Waste Management Trust Fund

The Solid Waste Management Trust Fund (#13423) maintains reserves required to fund the continued inspection, monitoring, and oversight of inactive, closed disposal facilities. Fund balance as of March 31, 2019, was \$2,377,804.

Environmental Health Trust Fund

The Environmental Health Trust Fund (#13424) is used to reimburse costs of compliance training for business and agricultural communities; inspection, response, and enforcement activities; and equipment and resources relating to hazardous materials and hazardous waste programs. Trust revenue is derived from local and Statewide enforcement case fines and penalties. Fund balance as of March 31, 2019, was \$2,008,125. The 2019-2020 budget includes \$318,477 in transfers from the Environmental Health Trust Fund to reimburse eligible costs.

4042000000—Environmental Health

Health Services

Workload Data

	-----Actual-----			Est./Act.	Projected
	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020
Consumer Protection					
Retail Food	4,246	4,692	4,573	4,488	4,600
Small Public Water Systems	101	115	112	92	145
Public Pools/Spas/Beaches	654	683	912	1,040	1,124
Dairy Facilities-Milk for Market	454	428	611	614	604
Hazardous Substances Management					
Hazardous Materials Business Plan/CalARP	984	1,034	1,042	937	1,360
Hazardous Waste Generators/Tiered Permitting	543	230	261	566	880
Aboveground Tank Facilities	54	11	23	149	183
Underground Storage Facilities	435	382	415	370	426
Emergency Response Incidents	231	237	311	260	260
Housing Programs					
Substandard Housing Abatement Complaints/Enforcement Cases	581	612	853	864	864
Lead, Empl. Housing, Vectors, Jails	80	89	172	154	165
Land-Use & Liquid Waste					
Land-Use Applications & Technical Reports	454	504	510	628	628
Onsite Wastewater Permit/Facilities/Septage Pumper	577	701	660	737	761
Solid Waste					
Solid Waste Facilities-Active and Closed	398	413	411	410	424
Medical Waste Facilities	58	56	30	30	30
Groundwater Protection					
Site Mitigation/Monitoring Well Permits	247	278	329	301	331
Well & Pump Permits	1,020	1,138	1,012	1,230	1,260
Total Permits/Facility Inventory	11,117	11,603	12,237	12,870	14,045
Staff Hours	69,583	66,147	63,318	67,003	71,814

* Historical data and current/future estimates were revised to represent all routine activities, requests for service, and complaint inspections.

4049100000—Children & Families Program (First 5)

Health Services

Michael Miller, Human Services Director

Special Revenue Fund	2017-2018 Actual	2018-2019 Adjusted	2019-2020 Requested	2019-2020 Recommended	Increase/ (Decrease)
Expenditures					
Salaries & Benefits	\$1,300,021	\$1,335,060	\$1,614,510	\$1,614,510	\$279,450
Services & Supplies	92,548	149,238	166,890	166,890	17,652
Centrally-Budgeted Expenses	34,542	18,009	32,457	32,457	14,448
Total Appropriations	\$1,427,111	\$1,502,307	\$1,813,857	\$1,813,857	\$311,550
Earned Revenues By Source					
Operating Transfers In	\$1,427,111	\$1,502,307	\$1,813,857	\$1,813,857	\$311,550
Total Revenues	\$1,427,111	\$1,502,307	\$1,813,857	\$1,813,857	\$311,550
Net County Cost	\$0	\$0	\$0	\$0	\$0
Allocated Positions	9.0	11.0	11.0	11.0	0.0

Purpose

The San Joaquin County Children and Families Program was created following voter approval of the Children and Families Act of 1998 (Proposition 10) for purposes of “promoting, supporting, and improving the early development of children from the prenatal stage to five years of age.”

Funding is provided through excise taxes collected by the State on tobacco products. San Joaquin County receives approximately \$6.1 million annually into the County’s First 5 San Joaquin Trust Fund (#20491) that was established in 1999. Monies are to be expended in accordance with a strategic plan prepared by the Children and Families Commission and are contained in a separate budget not governed by the Board of Supervisors. Members of the Commission are appointed by the Board. This budget (#4049100000) funds staffing and administrative support only and is fully reimbursed by the Trust Fund. Since the Program’s inception in 1999, San Joaquin County Children and Families Program (First 5 San Joaquin) has received approximately \$189.9 million from Proposition 10 and other sources.

Major Budget Changes

Salaries & Employee Benefits

- \$46,647 Salary and benefits adjustments.
- \$232,803 Full-year cost of Contracts Analyst and Accountant added midyear 2018-2019.

Services & Supplies

- \$9,320 Increase in building rent costs.
- \$4,876 Increase in postage and communication costs, copier lease, and computer services.
- \$3,456 Increase in Human Services Agency (HSA) overhead charges.

Centrally-Budgeted Expenses

- \$15,517 Cost Allocation Plan adjustment.

4049100000—Children & Families Program (First 5)

Health Services

Revenues

- \$311,550 Increase in funding from First 5 California, CalWORKs, California Department of Health Care Services (DHCS), and California Department of Social Services (CDSS).

Program Discussion

The 2019-2020 recommended budget for First 5 San Joaquin totals \$1,813,857, which is an increase of \$311,550 from the 2018-2019 adjusted budget. The increase is primarily due to salary and benefits adjustments, full-year cost of two positions added midyear 2018-2019, and an increase in Cost Allocation Plan charges.

Improve and Maximize Programs so All Children Thrive (IMPACT)

IMPACT funding was awarded by First 5 California to First 5 San Joaquin in the amount of \$2.4 million for 2016-2020 to address childcare quality issues in the community. For 2019-2020, the budgeted amount for this program is \$610,362. Funds are budgeted to offset the salary for two full-time equivalent employees for duties including, but not limited to, administrative work, assessments of environment, teacher-child interaction, coaching, technical assistance, and training to 87 childcare providers. First 5 San Joaquin was also awarded IMPACT expansion funds for up to \$126,000 per year for 2016-2020 allowing for an additional 36 childcare providers to participate in the program.

San Joaquin Treatment and Education for Everyone on Teeth and Health (SJ TEETH)

Funding for SJ TEETH was awarded to First 5 San Joaquin by DHCS in June 2017 under the Statewide Local Dental Pilot Program (LDPP) in the amount of \$3.5 million for calendar years 2017-2020. On October 25, 2018, an additional \$2.0 million was awarded for 2018 and 2019, for a total of \$5.5 million. In accordance with the SJ TEETH LDPP plan, First 5 San Joaquin coordinates and collaborates with agencies to engage in activities including the provision of school-based preventive oral health services, improvement of access to oral health care for children, and implementation of school-based Virtual Dental Home to bring oral health services to children. For 2019-2020, the budgeted amount for this program is \$1,976,767. Funds are budgeted in the amount of \$204,979 to offset salary and benefits, and office expenses associated with First 5 personnel administering the Program.

In 2017-2018, over 19,000 parents, children, and providers benefited from First 5 San Joaquin services:

Services*	No. of Children	
	2016-2017	2017-2018
Care Coordination and/or Dental Services	216	1,049
Development Screenings	2,045	3,047
Literacy Services	4,402	3,180
Summer Kindergarten Bridge Program	970	887
Nutrition & Physical Activity Education	528	801
No Cost Preschool	773	833

*Some children and families receive more than one service.

First 5 Strategic Plan Extension 2018-2021

The First 5 San Joaquin Strategic Plan Extension 2018-2021 and budget were developed assuming Proposition 10 revenue will continue to decline over time due to decreasing smoking rates and declining birth rates in California. The Plan was adopted by the Children and Families Commission in December 2017 and continues to be reviewed annually by the Commission. Additionally, the fiscal Ten-Year Plan is updated annually to reflect current and future priority spending trends. With declining revenues it is difficult to provide services to the community, thus leveraging new and existing resources is a priority. Dedicated funding is included for a grant writer to seek additional external funds for programs related to oral health, literacy, and other areas of the Strategic Plan. For 2019-2020, 44% of budgeted revenue is not related to Proposition 10 and comes from several different funding sources:

Source	2018-2019
State of California Children and Families Commission	\$748,362
Department of Health Care Services	\$1,960,153
California Department of Social Services	\$808,219
CalWORKs Family Stabilization Funding	\$175,000
CalWORKs Single Allocation	\$175,000
CalWORKs Substance Abuse	\$100,000
CalWORKs Mental Health	\$100,000
Lucile Packard Foundation	\$17,932
Sunlight Giving	\$75,000
Reinvent Stockton	\$10,000
Sacramento-San Joaquin Delta Conservancy	\$8,000

4049100000—Children & Families Program (First 5)

Health Services

One of the goals for 2019-2020 will be the ongoing implementation of the Strategic Plan through the renewal of contracts. The renewals will focus on several areas including special need programs for direct services for those children that “fall through the gaps” of mandated services. It also includes the continuation of the Help Me Grow Program. A national program with a goal of offering a comprehensive, coordinated system for the early detection, care coordination of at-risk children, and referral to needed services and supports. The Program is designed to improve local systems of care coordination for children with special health care needs.

Goals for 2019-2020 include the pursuit of funding from CDSS to address and reduce homelessness with the CalWORKs population. Funding will also be sought out to promote family engagement via the Talk, Read, Sing, Draw, Play campaign. Other renewals focus on quality preschool, home visitation, and the evaluation contract that measures the impact of programs.

California Department of Social Services Home Visitation Initiative (FamilyWORKs)

Funding for the FamilyWORKs program in the amount of \$2.4 million over 17 months was awarded to HSA in December 2018 for home visitation services to be provided to CalWORKs participants. The program, administered by CDSS, will be coordinated for HSA by First 5 San Joaquin. The program will focus on health education using the Parents as Teachers curriculum, and will also address literacy, financial planning, and increased work participation rates. This program provides funding in 2019-2020 in the amount of \$1,618,438 and will offset First 5 San Joaquin salary and benefits, training, mileage, and supplies up to \$71,739.

Ongoing Evaluation of Program Requirements

In accordance with Proposition 10 required results-based accountability and that of the County, the Commission supports an established structure to evaluate funded programs. To address evaluation requirements, a customized database for each of the Commission’s funded programs was updated in 2018-2019. Additional staff time is required for technical assistance requested by contractors. Local evaluation strategies were also implemented in 2018-2019 as outlined in 2017-2018 Evaluation Reports and Evaluation Matrix.

Cannabis and Mental Health

First 5 San Joaquin is receiving funds from CalWORKs to address the impact of marijuana and to promote access to care with a focus on pregnant and breastfeeding mothers, and young families. A community-wide campaign was initiated in 2017-2018 via social media in order to reach as many parents as possible. The campaign went on to address edibles and home safety. The campaign will continue in 2019-2020. In 2018-2019, a campaign to promote access to mental health services was started and will continue in 2019-2020.

Strategic Partnerships

Through a broad communications network, strategic partnerships will be used by First 5 San Joaquin staff to educate and engage varying audiences about key early childhood issues. Communication strategies include in-person outreach events, special messaging, electronic newsletters to approximately 1,800 partners, coverage by the media, and hands-on educational materials. First 5 San Joaquin staff will continue to develop strategies to target messaging efforts at preschools, childcare providers, faith-based organizations, community-based organizations, and other government and non-government agencies. Also, in 2019-2020, joint messaging will continue with the University of the Pacific (UOP) and its Beyond Our Gates Initiative on the San Joaquin Reads Campaign. This will provide the community access to important messages on talking, reading, singing, drawing, and playing with children as the easiest and most powerful ways of helping them grow up smarter, happier, and better prepared for a bright future.

To maintain and extend leadership in the early childhood community, shared materials, curriculum, and in-kind services will be leveraged with UOP, University of California, Davis Cooperative Extension, school districts, government agencies, faith-based organizations, and continued participation in multiple community consortia. These systems will enable First 5 San Joaquin to maximize efforts to address outcomes in identified areas of need for children and families with minimal funding.

First 5 San Joaquin Trust Fund

The 2018-2019 beginning balance for the First 5 San Joaquin Trust Fund (#20491) was \$3,218,668. The Commission’s fiscal Ten-Year Plan incorporates a draw-down of the trust fund over a multiyear period. As of March 31, 2019, the fund balance was \$3,530,639. However, the Commission anticipates that the balance at the end of the fiscal year will be \$3,100,000.

4049100000—Children & Families Program (First 5)

Health Services

Workload Data

	-----Actual-----			Est./Act. 2018-2019	Projected 2019-2020
	2015-2016	2016-2017	2017-2018		
<i>Contracts Monitored</i>	83	87	106	120	120
<i>Value of Contracts Administered</i>	\$7,747,048	\$7,817,768	\$8,036,010	\$9,072,843	9,365,687
<i>Number of Children Served</i>	11,387	10,712	12,160	13,750	14,000
<i>Number of Parents Served</i>	7,416	6,579	6,757	7,600	7,800
<i>Pre-school Sites Provided Technical Assistance</i>	26	26	23	21	22

4049400000—Operating Transfers to Health Care

Health Services

Monica Nino, County Administrator

General Fund	2017-2018 Actual	2018-2019 Adjusted	2019-2020 Requested	2019-2020 Recommended	Increase/ (Decrease)
Expenditures					
Operating Transfers Out	\$42,025,084	\$40,212,308	\$43,137,311	\$43,137,311	\$2,925,003
Total Appropriations	\$42,025,084	\$40,212,308	\$43,137,311	\$43,137,311	\$2,925,003
Earned Revenues By Source					
Aid From Other Governments	\$2,083,420	\$14,427,254	\$17,352,257	\$17,352,257	\$2,925,003
Operating Transfers In	34,378,622	20,000,000	20,000,000	20,000,000	0
Total Revenues	\$36,462,042	\$34,427,254	\$37,352,257	\$37,352,257	\$2,925,003
Net County Cost	\$5,563,042	\$5,785,054	\$5,785,054	\$5,785,054	\$0

Purpose

This budget provides the required 1991 Realignment matching amounts and transfers to the Health Trust Fund and the Mental Health Trust Fund, Maintenance of Effort (MOE) payments for Health and Mental Health, Medi-Cal Intergovernmental Transfer (IGT) payment to the State, and other health care-related General Fund contributions.

Major Budget Changes

Operating Transfers Out

- \$2,925,003 Increase in Vehicle License Fee (VLF) funds transferred to Health Trust Fund.

Revenues

- \$2,925,003 Increase in VLF Health revenue.

Program Discussion

The 2019-2020 recommended Operating Transfers to Health Care budget totals \$43,137,311, which is an increase of \$2,925,003 from the 2018-2019 adjusted budget. This change reflects an increase in VLF funds to be transferred to the Health Trust Fund as required by State Welfare and

Institutions (W&I) Code requirements. Realignment funds received by the General Fund offset the amounts transferred to the Health and Mental Health Trust Funds.

An IGT is a transfer of public funds between government entities. The Medicaid funding system utilizes the IGT as a mechanism to transfer Federal funds to local government. The County first remits payment to the State, which subsequently remits these funds to the Centers for Medicare and Medicaid Services (CMS). CMS follows by matching the amount with a predetermined percentage, which is distributed to Medicaid (Medi-Cal in California) managed care health plans, and ultimately received by San Joaquin General Hospital (SJGH) to offset non-reimbursed health care costs. The recommended budget includes \$20.0 million for this program, the same amount as 2018-2019, offset by reimbursement from eligible, non-Medicaid funding within the Hospital Enterprise Fund.

As shown at the bottom of the chart on the following page, \$4,460,182 of the recommended 2019-2020 Net County Cost represents the minimum required Realignment match amounts for SJGH (\$2,138,053), Mental Health (\$1,610,759), Substance Abuse (\$379,489), and Public Health (\$331,881) programs. The remaining \$1,324,872 represents the discretionary County contribution of \$928,073 for the Public Guardian/Conservator and \$396,799 for Substance Abuse Services, which are contained within the Mental Health Fund.

4049400000—Operating Transfers to Health Care

Health Services

	2018-2019 Adjusted Budget	2019-2020 Recommended Budget	Increase/ (Decrease)
Appropriations			
<i>Hospital</i>			
Health Trust Match-W&I 17608.10*	\$2,138,053	\$2,138,053	\$0
Health Trust Transfer-W&I 17604	13,901,185	16,831,188	2,930,003
Intergovernmental Transfer-Medicaid	20,000,000	20,000,000	0
Total Hospital	\$36,039,238	\$38,969,241	\$2,930,003
<i>Mental Health</i>			
Mental Health Trust Transfer-W&I 17604	\$491,069	\$491,069	\$0
Mental Health Trust Match-W&I 17608.05*	1,610,759	1,610,759	0
Discretionary-Public Guardian/Conservator**	928,073	928,073	0
Total Mental Health	\$3,029,901	\$3,029,901	\$0
<i>Substance Abuse</i>			
Required Match*	\$379,489	\$379,489	\$0
Discretionary-Ongoing Operations**	396,799	396,799	0
Total Substance Abuse	\$776,288	\$776,288	\$0
<i>Public Health</i>			
Health Trust Match-W&I 17608.10*	\$331,881	\$331,881	\$0
Health Trust Transfer-W&I 17604	35,000	30,000	(5,000)
Total Public Health	\$366,881	\$361,881	(\$5,000)
Total Appropriations	\$40,212,308	\$43,137,311	\$2,925,003
Revenues			
VLF-Mental Health-W&I 17604	\$491,069	\$491,069	\$0
VLF-Health-W&I 17604	13,936,185	16,861,188	2,925,003
Reimbursement from Hospital (non-Medicaid funds)	20,000,000	20,000,000	0
Total Revenues	\$34,427,254	\$37,352,257	\$2,925,003
Net County Cost			
*Required Match	\$4,460,182	\$4,460,182	\$0
**Discretionary	1,324,872	1,324,872	0
Total Net County Cost	\$5,785,054	\$5,785,054	\$0

Hospital Enterprise Fund

Health Services

David K. Culberson, *Hospital Chief Executive Officer*

Enterprise Fund	2017-2018 Actual	2018-2019 Adjusted	2019-2020 Requested	2019-2020 Recommended	Increase/ (Decrease)
Expenditures					
Salaries & Benefits	\$228,212,596	\$249,326,461	\$252,570,989	\$252,570,989	\$3,244,528
Services & Supplies	127,985,380	118,064,481	122,817,452	122,817,452	4,752,971
Centrally-Budgeted Expenses	0	9,263,789	7,188,401	7,188,401	(2,075,388)
Other Charges & Uses	527,147	164,142	137,697	137,697	(26,445)
Fixed Assets	10,266,035	29,832,400	10,706,639	10,706,639	(19,125,761)
Operating Transfers Out	0	20,000,000	20,000,000	20,000,000	0
Total Appropriations	\$366,991,158	\$426,651,273	\$413,421,178	\$413,421,178	(\$13,230,095)
Earned Revenues By Source					
Interest/Rents	\$2,736,563	\$2,461,625	\$2,359,979	\$2,359,979	(\$101,646)
Aid From Other Governments	107,245,112	46,783,586	56,666,688	56,666,688	9,883,102
Miscellaneous Revenues	0	0	2,043,903	2,043,903	2,043,903
Operating Transfers In	2,138,053	16,039,238	4,638,053	4,638,053	(11,401,185)
Hospital Special Revenues	278,532,025	339,408,708	347,712,555	347,712,555	8,303,847
Fund Balance	(23,660,595)	21,958,116	0	0	(21,958,116)
Total Revenues	\$366,991,158	\$426,651,273	\$413,421,178	\$413,421,178	(\$13,230,095)
Net County Cost	\$0	\$0	\$0	\$0	\$0
Allocated Positions	1,297.0	1,367.0	1,394.0	1,394.0	27.0
Temporary (Full-Time Equivalent)	388.2	422.7	477.7	477.7	55.0
Total Staffing	1,685.2	1,789.7	1,871.7	1,871.7	82.0

- Fixed assets amount reflects only depreciation expense in 2017-2018.
- Operating Transfers In includes a General Fund Contribution of \$2,138,053.

Purpose

San Joaquin General Hospital (SJGH) and San Joaquin County Clinics (SJCC) provide comprehensive and accessible health care services to citizens of San Joaquin County, specialized health care delivery programs not otherwise available in the community, and organized health care programs and services for public and private organizations. SJGH also provides education and training programs for physicians and paramedical personnel, and initiates and participates in community-wide health care planning. SJGH ensures effective business management, operates in a cost-effective manner, and maximizes collections for services rendered.

California Welfare and Institutions Code Section 17000 mandates the provision of medical care to the indigent

population of the County. The Board of Supervisors determines the level of service provided. Although the County is not mandated to own and operate a hospital, once the institution is established, services must be delivered according to various laws and regulations.

Board Strategic Priorities 2019-2020 through 2021-2022

The 2019-2020 recommended budget for SJGH focuses on the implementation of the Board Strategic Priorities as adopted by the Board on April 9, 2019. The Board Strategic Priorities for fiscal years 2019-2020 through 2021-2022 are a continuation of the Board's original five key priorities established in 2015. The Board has updated and augmented the goals associated with these strategic priorities to reflect

Hospital Enterprise Fund

Health Services

the Board's direction related to water issues, health, collaboration, and homelessness. The following highlights provide an overview of several projects, programs, and activities administered by SJGH.

Ensure Fiscal Responsibility

SJGH continues to operate within its available revenue, with a recommended budget for 2019-2020 that requires only the minimum \$2.1 million annual Maintenance of Effort contribution from the County General Fund. Activities planned for 2019-2020 will continue to focus on maintaining financial stability for both SJGH and SJCC.

The achievement of Trauma Center status provides SJGH a clinical program that is unique in the County, serves the area residents in an efficient and optimal manner, and reinforces SJGH's position as a valuable community asset.

In 2019-2020, SJGH's continued operation of primary care clinics through SJCC, the County's Federally Qualified Health Center Look-Alike (FQHC-LAL), will be evaluated for operational efficiency and sustainability.

The continued partnership with the California Department of Corrections and Rehabilitation (CDCR) allows SJGH to maintain this important service line while assisting SJGH in attracting new physicians, nurses, ancillary, and other support personnel to service both CDCR and all community patients.

Promote Good Governance and Increase Organizational Capabilities

SJGH's organizational capabilities are enhanced through use of the Cerner and PeopleSoft Health Information System and Cerner Electronic Health Record, which were implemented in March 2018. The systems help SJGH document patient care, order tests, and communicate results in a more efficient manner than previous systems. This investment in technology has a profound impact on the way work processes are performed and the way health care teams collaborate. A nurse staffing module has also been implemented to accept data from Cerner regarding acuity and quantity of patients, and to recommend appropriate staffing levels for optimal care.

Construction of the Phase II Expansion Project was completed in spring 2019. Following installation of equipment, testing of systems, final Office of Statewide Health Planning and Development approval, and certification by licensing agencies, the new inpatient building is scheduled to be occupied in fall 2019. This facility will provide 45 replacement beds for the 1932 Towers building that due to seismic requirements, may no longer house inpatient beds after December 31, 2019.

In April 2018, the American College of Surgeons visited SJGH to perform a site survey for Trauma Center Level III

validation. A verification report was subsequently received in July 2018 confirming SJGH's trauma center status. The current Trauma Center Designation Agreement (A-18-430) with the San Joaquin County Emergency Medical Services Agency is valid until August 31, 2021.

Major Budget Changes

Salaries & Employee Benefits

- \$2,494,929 Salary and benefits adjustments.
- \$3,935,029 Add 31 new positions.
- \$725,118 Transfer six positions from Public Health Services for Hazelton Clinic.
- (\$1,065,000) Delete ten vacant positions.
- (\$2,845,548) Decrease in extra-help costs.

Services & Supplies

- \$3,242,821 Increase in medical and laboratory supplies.
- \$2,026,405 Increase in professional services costs to reflect actual experience.
- \$574,154 Increase in membership costs.
- \$458,904 Increase in technology maintenance costs.
- \$371,300 Increase in recruitment costs.
- (\$1,681,005) Decrease in facility maintenance and related supplies.
- (\$245,114) Decrease in clothing and food costs.

Centrally-Budgeted Expenses

- \$653,270 Increase in data processing charges.
- (\$1,503,766) Decrease in Workers' Compensation and Medical Malpractice insurance costs.
- (\$1,223,004) Cost Allocation Plan adjustment.

Revenues

- \$40,250,900 Increase in revenue from insurance companies and CDCR.

Hospital Enterprise Fund

Health Services

➤ \$3,703,962	Increase in Medicare revenue.	➤ \$1,499,867	Inpatient Pharmacy relocation.
➤ \$2,955,591	Increase in private pay and charity revenue.	➤ \$1,139,500	Disaster recovery data center.
➤ \$2,616,000	Increase in revenue from Quality Incentive Program (QIP).	➤ \$1,010,700	Cloud computing backup data management equipment (2).
➤ \$2,500,000	Increase in realignment revenue.	➤ \$972,400	Clinical data exchange software (4).
➤ \$2,488,750	Increase in revenue from Enhanced Payment Program (EPP).	➤ \$750,000	Trauma Bay upgrade.
➤ \$2,043,903	Medi-Cal Graduate Medical Education (GME) funding.	➤ \$500,000	Observation Unit implementation.
➤ \$1,104,783	Increase in Assembly Bill (AB) 915 funding for unreimbursed Medi-Cal outpatient services.	➤ \$300,000	Magnetic Resonance Imaging architectural/engineering.
➤ \$405,500	Increase in Public Hospital Redesign and Incentives in Medi-Cal (PRIME) funding.	➤ \$245,400	Mass spectrometry equipment.
➤ \$274,517	Increase in Medi-Cal managed care supplemental payment.	➤ \$215,500	Cerner clinical modules.
➤ (\$42,810,747)	Decrease in Medi-Cal revenue.	➤ \$200,000	Cardiac Cath Lab replacement.
➤ (\$3,274,224)	Decrease in Global Payment Program (GPP) revenue.	➤ \$200,000	Domestic water filtration system.
➤ (\$1,511,004)	Decrease in physician State Plan Amendment (SPA) payment.	➤ \$150,000	Benton Hall building improvements.
➤ (\$673,448)	Decrease in grant funding.	➤ \$150,000	Dietary/Cafeteria building replacement.
➤ (\$541,649)	Decrease in Senate Bill (SB) 1732 reimbursement for capital construction costs.		
➤ (\$476,006)	Decrease in AB 85 Medi-Cal rate range payment.		
➤ (\$227,161)	Decrease in services provided to other County departments.		
➤ (\$101,646)	Decrease in interest income.		
➤ (\$21,958,116)	Decrease in use of fund balance.		

Fixed Assets/Capital Improvement

➤ \$1,873,271	Medical and information technology equipment.
➤ \$1,500,001	Capital contingency amount.

Program Discussion

The 2019-2020 recommended SIGH budget totals \$413,421,178, which is a decrease of \$13,230,095 from the 2018-2019 adjusted budget. This change mainly reflects decreases in capital expenditures, extra-help costs, facility maintenance, insurance, and Cost Allocation Plan adjustments, offset by salary and benefits adjustments, the net addition of 27 full-time positions, and increases in costs for medical supplies, professional services, memberships, and technology maintenance contracts. Approximately \$10.7 million for capital expenditures is budgeted for 2019-2020, reflecting a decrease of \$19.1 million from 2018-2019. Funding for capital items includes an allowance of approximately \$1.5 million to address unanticipated capital needs during the year.

The recommended budget adds 31 new full-time positions, transfers 6 existing allocations from the Public Health Services budget to SJGH reflecting SJCC's operation of the Hazelton Clinic, and deletes 10 vacant positions, for a net increase of 27 positions.

Hospital Enterprise Fund

Health Services

New positions include:

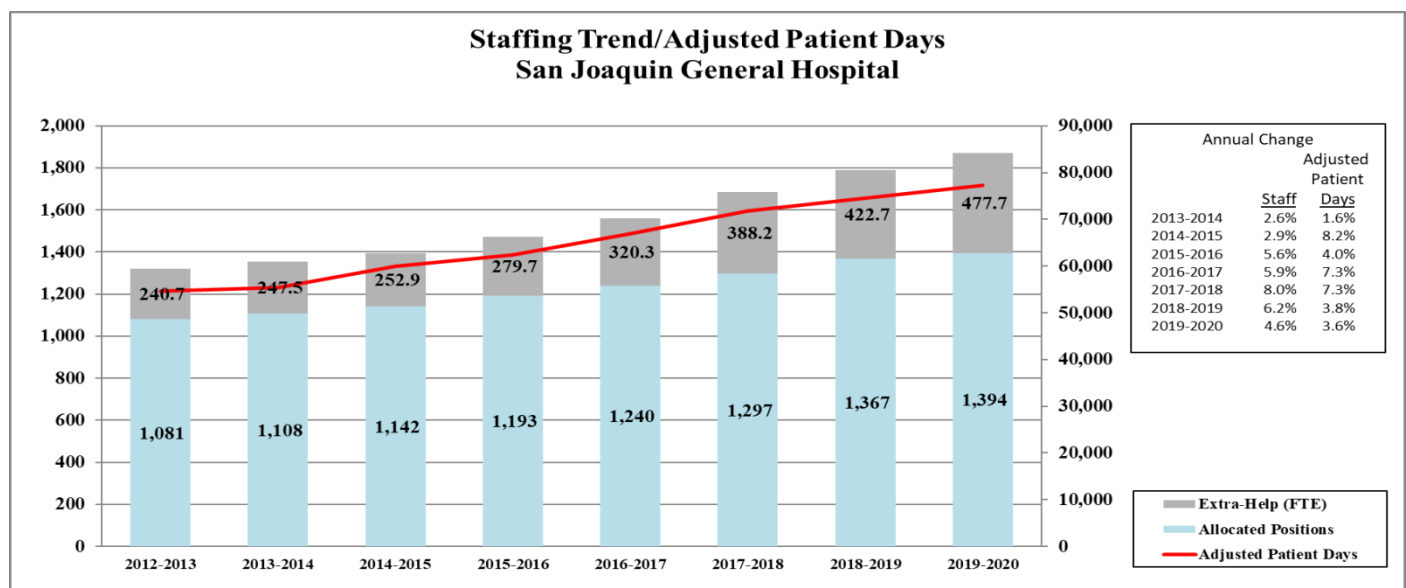
- Physicians (3) - Needed for increasing cardiology and clinic workload.
- Outpatient Clinic Assistants (5) - Supportive duties for clinic providers to increase productivity.
- Clinical Social Workers (2) - Assistive social services for patients and families.
- Office Assistant - Clerical support for clinics.
- Staff Nurses (9) - Conversion of extra-help and outside nursing workforce to full-time positions.
- Dialysis Patient Care Technician - Increasing dialysis treatment workload and coverage for extended hours.
- Speech Therapist - Evaluation and treatment of speech/language and swallowing disorders-critical for stroke patients.
- Hospital Attendant - Patient transportation and support services.
- Assistant Medical Records Administrator - Additional supervision for medical records.
- Storekeeper - Perform inventory maintenance for supplies and equipment.
- Business Analysts (2) - Data analysis for regulatory performance, quality of care improvements, and patient financial services.
- Department Applications Analyst - Support revenue cycle activities.

- Department Information Systems Analysts (2) - Maintain databases and build tools for data monitoring.
- Departmental Personnel Analyst - Personnel-related activities for increasing workforce.

The recommended budget includes a net increase of 55.0 full-time equivalent (FTE) extra-help staff, reflecting growth in nursing, technicians/specialists, aides, and clerical areas; partially offset by decreases in non-patient areas such as dietary, laundry, and terminal room cleaning. Although the projected FTEs increase, budgeted costs actually decrease by approximately \$2.8 million, reflecting a correction from the prior year's budget amount. It is anticipated that the recommended increases in full-time staff and extra-help will help to limit overtime costs and eventually reduce the need for supplemental staffing.

Staff Recruitment Efforts

Out of the 1,367 full-time positions allocated to SJGH in 2018-2019, only 91 positions (6.66%) were vacant as of April 30, 2019. Within those amounts, there were 32 (7.98%) vacant Registered Nurses (RNs) out of 401 total allocated RN positions. This rate is slightly improved from June 2018, when SJGH had 30 (8.47%) vacant RN positions out of 354 allocations. Staff continues to work on hiring RNs and other clinical ancillary staff, including diagnostic imaging technicians. Until the vacancies are filled, full-time staff and extra-help are being augmented by use of supplemental staffing to perform these critical tasks.



Hospital Enterprise Fund

Health Services

FQHC-LAL Clinics

SJCC operates FQHC-LAL clinics located in French Camp, Stockton, and Manteca. Efforts are currently underway to improve financial performance of the clinics by increasing productivity, improving revenue cycle operations (i.e., ensuring proper billing and timely collections for services rendered), and reducing locum tenens (temporary) physician coverage. SJGH and SJCC management are in the process of evaluating each clinic's activity and performance in order to develop recommendations on continued viability.

Revenues

The 2019-2020 recommended budget of \$413.4 million is supported by \$313.1 million in net patient revenue and \$100.3 million in non-patient revenue.

In 2019-2020, net patient revenue is projected to increase by \$4.1 million from the 2018-2019 adjusted budget amount of \$309.0 million. This change is due to increasing volumes in the SJCC clinics, and continued growth in the Trauma Program and CDCR.

Payer Mix

The 2019-2020 projected payer mix is based on actual experience through December 31, 2018, as follows:

Payer Mix	Hospital/ Hospital- Based Clinics	FQHC Clinics
Medi-Cal	53.6%	87.4%
Medicare	17.3%	8.2%
CDCR	15.8%	0.0%
Insurance	10.3%	1.6%
Private Pay/Indigent	3.0%	2.8%
Total	100.0%	100.0%

Non-Patient Revenue

Revenue projected to be received by SJGH in 2019-2020 through Federal, State, and local funding sources that are not directly related to patient care represents approximately 24.3% of total revenue. The recommended budget includes supplemental funding of \$100.3 million, including \$2.1 million provided by the County General Fund.

Realignment Revenue

Realignment revenue is allocated based on sales tax and vehicle license fees collected by the State. AB 85 legislation allows the State to take 80% of the County's net savings realized from implementation of the Affordable Care Act up to the amount of realignment revenue allocated. As a conservative approach, SJGH assumes revenues received will

be taken back by the State and therefore sets the funds aside as a reserve liability on the balance sheet pending determination of the actual take-back amount. This process is generally completed two years after close of the respective fiscal year. Realignment revenue for 2019-2020 is estimated at \$20.1 million and amounts received will be held as a reserve within the Hospital Enterprise Fund until the final take-back amount has been determined. Based on actual experience, reconciliation of prior year realignment revenue is projected to result in a net amount of \$2.5 million to be recognized during 2019-2020.

Medi-Cal 2020 - Section 1115 Waiver

The 2015-2020 Social Security Act Section 1115 Medi-Cal Waiver has two components that provide supplemental funding to SJGH: 1) PRIME for those patients with Medi-Cal coverage; and 2) GPP for the remaining uninsured.

The PRIME program requires SJGH to achieve specific targets in nine project areas to take full advantage of the supplemental PRIME funding and optimize patient health outcomes. PRIME funding decreased in 2018-2019 and will decrease again in 2019-2020. It is anticipated that PRIME supplemental funding will not be continued if a Waiver is negotiated in 2020. Any such supplemental payments for improved patient care and proper population health management in the future are expected to be through risk-sharing arrangements with Medi-Cal managed care health plans. The 2019-2020 budget includes \$13.0 million in PRIME funding for SJGH.

The GPP, which replaced Disproportionate Share and Safety Net Care Pool funding, establishes a Statewide pool of funding for the remaining uninsured. The funding distribution methodology is designed to provide incentives for Designated Public Hospital systems to move from high-cost, avoidable services to preventative services, similar to PRIME. The GPP is a pilot program that runs through 2020. SJGH anticipates receiving \$18.3 million in 2019-2020 through meeting GPP incentive thresholds.

Medicaid Managed Care Rule

The Medicaid Managed Care Rule became effective July 1, 2017. The Rule is divided into two parts: 1) Directed Payments, which include the Enhanced Payment Program (EPP) and the Quality Incentive Program (QIP); and 2) Non-Directed Payments, comprised of the Traditional Rate Range and the AB 85 Medicaid Coverage Expansion (MCE) Rate Range.

EPP is a pooled approach with a pro-rata distribution to five classes of providers. To meet the criteria for EPP, SJGH will work with its contracted managed care health plans, Health Plan of San Joaquin and Health Net, on data collection and

Hospital Enterprise Fund

Health Services

reporting. The California Association of Public Hospitals (CAPH) estimates that SJGH is eligible to earn \$19.9 million from EPP in 2019-2020; however, SJGH has conservatively budgeted \$17.4 million (87% of the CAPH estimate).

QIP funds are earned by meeting metrics for up to 20 core measures, out of a total of 26 measures across the following categories: primary care, specialty care, inpatient care, and resource utilization. To determine if the metrics have been met, SJGH will work with the managed care health plans to obtain and report the data. QIP uses a pooled approach to distribute funding not earned by the various providers. CAPH estimates that SJGH will be eligible to earn \$13.0 million from QIP for 2019-2020; however, SJGH has conservatively budgeted \$9.2 million (70% of the CAPH estimate).

The Traditional Rate Range and the AB 85 MCE, rely on a voluntary relationship with the managed care health plans. IGTs are used to draw down Federal funding and SJGH is required to work with the managed care health plans to develop contracts for distribution of funds. In 2019-2020, SJGH is budgeted to receive \$8.8 million and \$8.0 million, respectively from these funding sources.

Reserve Policies

In the last few years, SJGH recognized a large growth in fund balance, which enabled major capital projects to proceed without incurring additional debt. With the completion of the Cerner/PeopleSoft implementation and the Phase II Replacement Project, the fund balance is returning to more typical levels. The estimated fund balance at June 30, 2019 is \$169.3 million, including the following reserves:

Fund Balance at June 30, 2019 (millions)	\$169.3
<i>Tower Replacement</i>	(9.2)
<i>Designated for Capital</i>	(10.5)
<i>AB 85 Take-Back Reserve</i>	(30.2)
<i>Medicare/Medi-Cal Claim Reserve</i>	(20.4)
<i>Waiver Settlement Reserve</i>	(20.9)
<i>Remaining Funds Available for Operations</i>	\$78.1

Hospital Enterprise Fund

Health Services

Revenue Summary (From Audited Financial Statements)

	-----Actual-----			Est./Act.	Projected
	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020
Total Hospital Revenue	\$328,997,263	\$370,973,824	\$432,869,908	\$416,051,057	\$413,421,178
Net Patient Revenue	\$234,575,314	\$273,279,147	\$298,506,710	\$309,300,142	\$313,141,532
Non-Patient Revenue					
AB 915	\$2,853,383	\$2,257,998	\$2,837,936	\$5,817,140	\$3,133,111
SB 1732	3,333,619	3,629,912	5,854,319	3,546,847	3,379,316
Realignment	20,005,978	24,428,466	18,764,664	24,906,282	22,599,846
AB 85 Realignment Diversion	(18,984,966)	(19,892,104)	(18,764,664)	(19,702,101)	(20,099,846)
DSH/GPP Funding	19,776,461	16,081,025	21,131,035	21,530,000	18,260,000
DSH-Outpatient	92,679	50,340	27,300	27,300	23,076
Physician SPA	2,262,070	3,861,827	4,244,282	3,486,912	1,975,912
Managed Care Intergovernmental Transfer (IGT)	7,721,720	3,721,130	30,227,553*	8,481,250	8,842,529
Quality Incentive Program	N/A	N/A	6,540,001	6,540,000	9,156,000
Enhanced Payment Program	N/A	N/A	19,910,000	14,932,500	17,421,250
AB 85 Rate Range	13,858,065	17,023,129	10,244,824	8,568,012	8,005,244
DSRIP/PRIME	20,472,253	21,916,617	15,661,128	14,824,229	13,047,500
Electronic Medical Record (EMR) Incentive Payment	1,962,031	(510,721)**	0	0	0
AB 1383 Hospital Fee***	3,512,655	3,899,007	2,108,234	689,592	0
Medi-Cal GME Direct & Indirect	N/A	N/A	N/A	976,370	2,043,903
Grants and Contract Income	10,240,592	15,177,054	8,456,106	5,401,685	5,849,184
Other County Departments	980,022	1,931,752	2,245,864	2,144,589	2,144,589
Interest Income	1,197,334	1,981,192	2,736,563	2,442,255	2,359,979
County Contribution	5,138,053	2,138,053	2,138,053	2,138,053	2,138,053
Total Non-Patient Revenue	\$94,421,949	\$97,694,677	\$134,363,198	\$106,750,915	\$100,279,646
% of Total Hospital Revenue	28.7%	26.3%	31.0%	25.7%	24.3%

*Managed Care revenue received for multiple fiscal years in 2017-2018.

**EMR incentive payment ended in 2016-2017.

***Hospital Fee replaced by Quality Incentive Program.

Hospital Enterprise Fund

Health Services

Workload Data

	-----Actual-----			Est./Act.	Projected
	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020
<i>Inpatient (Average Daily Census)</i>					
Medical/Surgical	33.9	36.4	38.9	37.3	39.3
Medical Guarded Unit	19.9	20.7	20.6	20.8	21.0
Intensive Care/Cardiac Care	12.2	12.1	10.5	12.3	14.0
Pediatrics	3.2	4.0	3.0	4.5	3.9
Obstetrics	12.4	13.6	11.8	12.4	12.5
Intensive Care Nursery	13.2	14.4	13.0	11.5	12.0
Progressive Care Unit	21.6	21.3	20.6	28.1	25.9
Total Inpatients	116.4	122.5	118.4	126.9	128.6
<i>Newborn Nursery</i>	8.3	9.9	8.6	8.9	8.5
<i>Outpatient (Visits)</i>					
FQHC-LAL	93,367	97,185	98,236	109,794	117,025
Specialty Care Clinics	45,823	50,058	50,855	50,204	52,464
Subtotal Clinic	139,190	147,243	149,091	159,998	169,489
Dialysis	27,043	24,827	26,417	25,454	26,075
Rehabilitation Therapies	24,181	30,972	38,610	25,982	25,929
Emergency Room	45,254	45,716	48,135	49,816	49,850
Subtotal Non-Clinic Outpatient	96,478	101,515	113,162	101,252	101,854
Total Outpatients	235,668	248,758	262,253	261,250	271,343
<i>Average Patients per Day</i>					
Emergency Department	124	125	132	136	137
Clinics	455	471	481	508	536



PROPOSED BUDGET HUMAN SERVICES



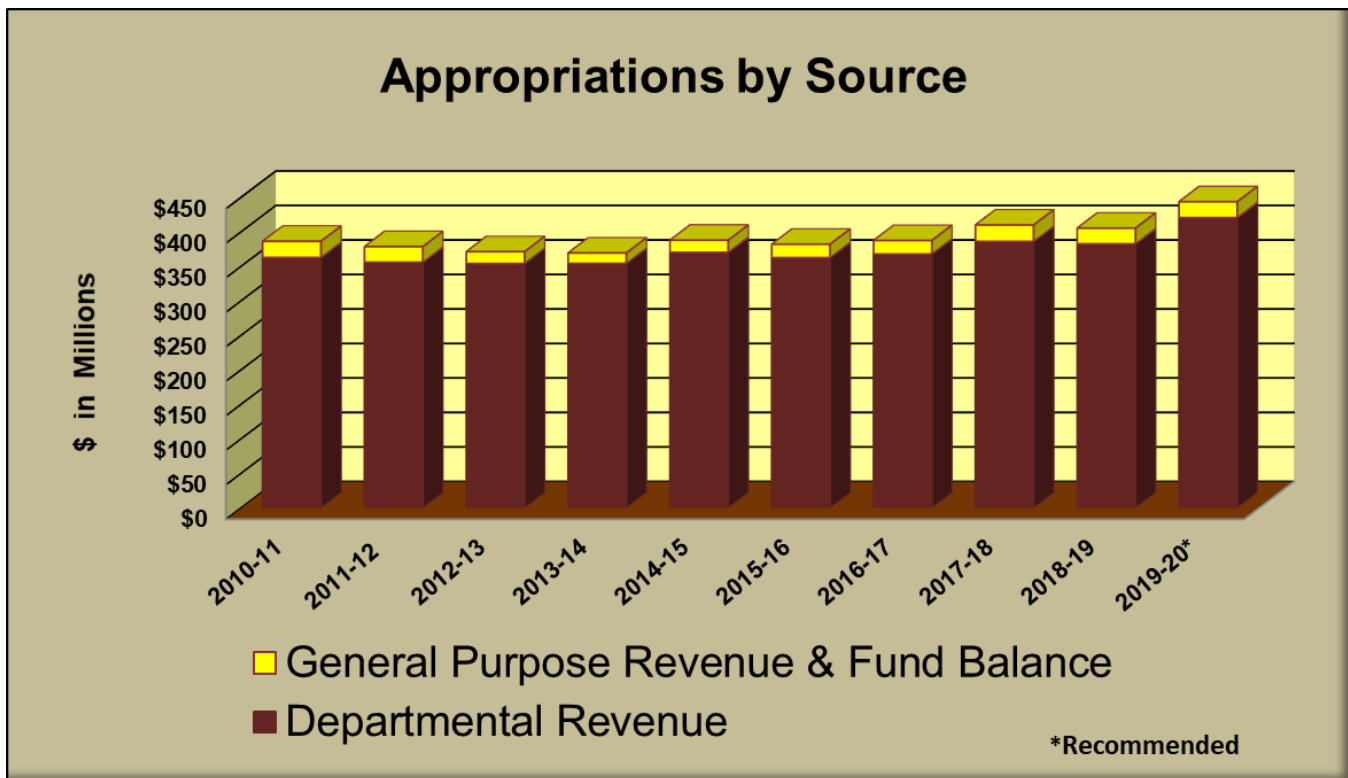
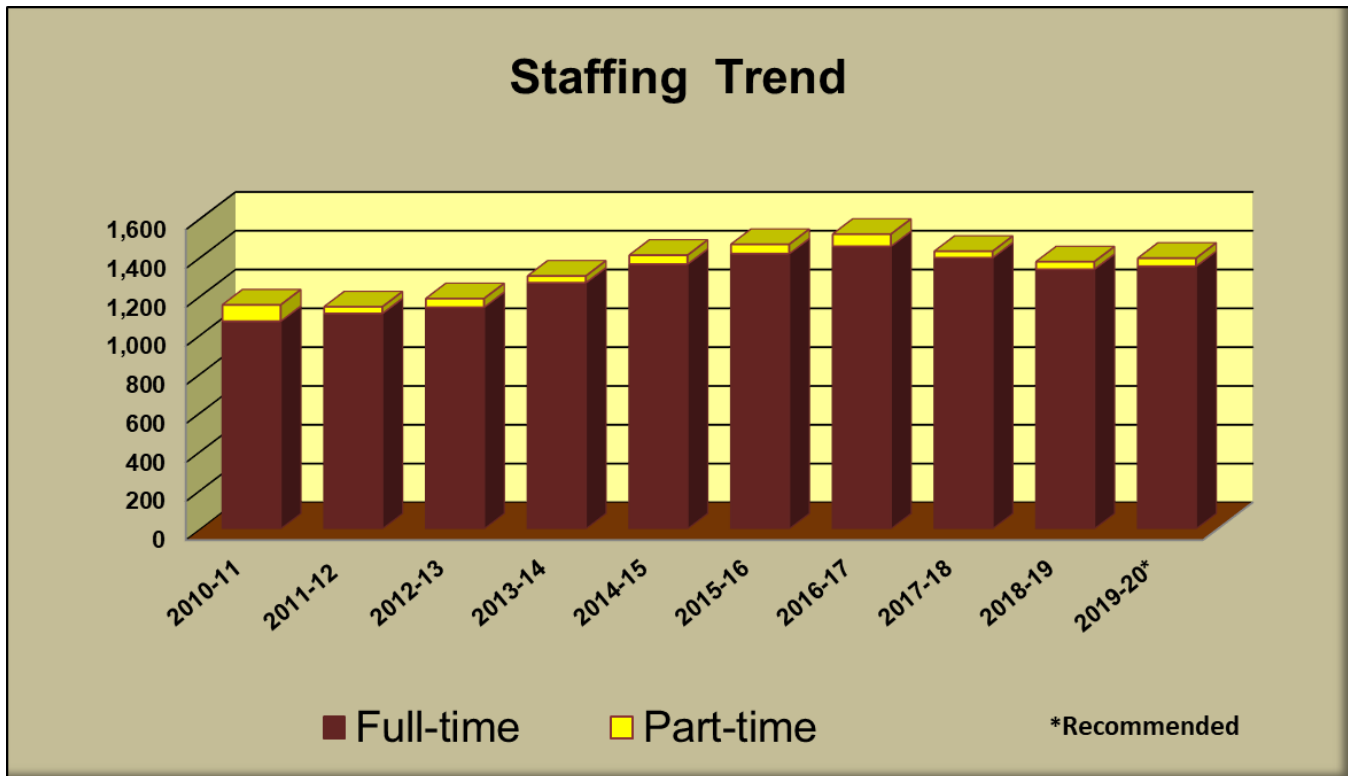
Human Services

Appropriations

	Page Number	2018-2019 Adjusted	2019-2020 Requested	2019-2020 Recommended	Increase/ (Decrease)
<i>Summary — All Human Services Agency Budgets</i>	G-4				
5050101000 Human Services Agency-Administration	G-7	\$366,134,383	\$391,515,003	\$391,515,003	\$25,380,620
5053900000 Mary Graham Children's Shelter	G-15	7,072,422	7,465,330	7,465,330	392,908
5054000000 Community Services	G-18	770,905	804,242	583,140	(187,765)
5054101000 Aging & Community Services	G-23	10,061,492	10,387,138	10,387,138	325,646
5053300000 Burials	G-29	40,000	35,000	35,000	(5,000)
5055103000 Employment & Economic Development	G-30	12,395,322	15,642,271	15,642,271	3,246,949
5055246000 Neighborhood Preservation	G-38	8,569,593	17,646,167	17,646,167	9,076,574
5055600000 Veterans Services Office	G-41	405,068	467,760	467,760	62,692
Total - Human Services		\$405,449,185	\$443,962,911	\$443,741,809	\$38,292,624

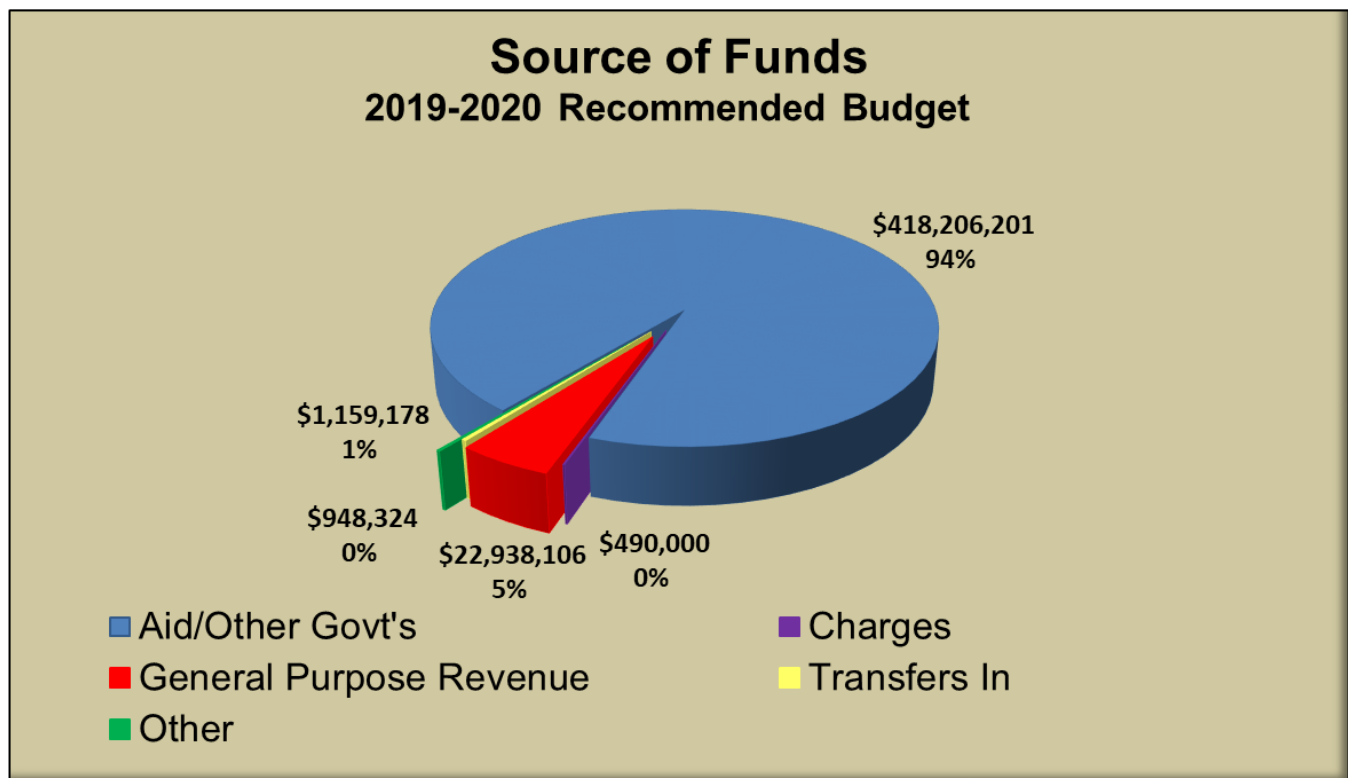
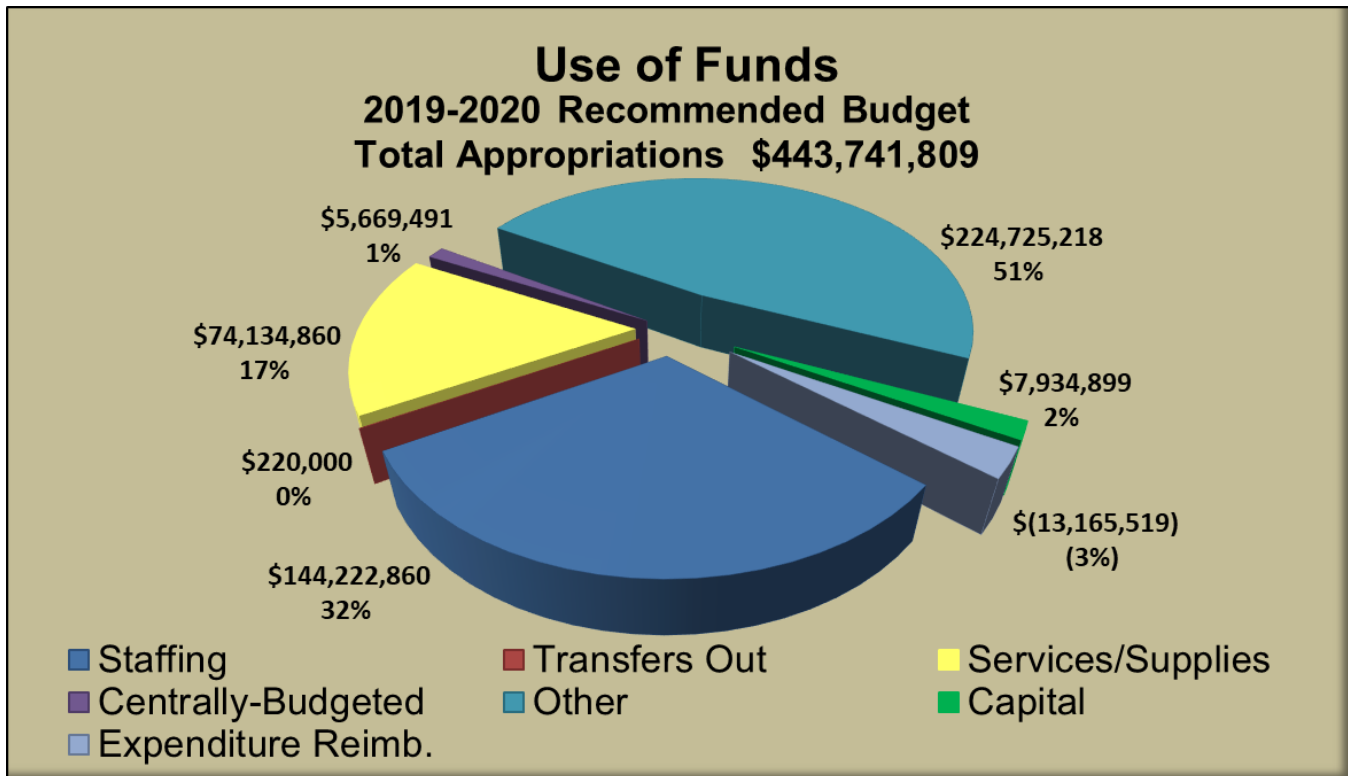
Human Services

Appropriations



Human Services

Appropriations



Summary

All Human Services Agency Budgets

Michael Miller, Human Services Director

	2017-2018 Actual	2018-2019 Adjusted	2019-2020 Requested	2019-2020 Recommended	Increase/ (Decrease)
Expenditures					
Salaries & Benefits	\$115,456,328	\$130,195,201	\$136,154,151	\$136,154,151	\$5,958,950
Services & Supplies	49,354,743	57,242,343	63,123,595	63,123,595	5,881,252
Centrally-Budgeted Expenses	6,547,140	6,926,521	5,427,497	5,427,497	(1,499,024)
Other Charges & Uses	173,622,548	195,506,249	208,554,758	208,333,656	12,827,407
Fixed Assets	229,420	972,000	7,186,899	7,186,899	6,214,899
Operating Transfers Out	0	380,000	220,000	220,000	(160,000)
Public Works Project Expense	(51,812)	0	0	0	0
Total Expenditures	\$345,158,367	\$391,222,314	\$420,666,900	\$420,445,798	\$29,223,484
Expenditure Reimbursements	(4,283,855)	(5,680,805)	(8,681,330)	(8,681,330)	(3,000,525)
Total Appropriations	\$340,874,512	\$385,541,509	\$411,985,570	\$411,764,468	\$26,222,959
Earned Revenues By Source					
Interest/Rents	\$11,536	\$11,275	\$11,275	\$11,275	\$0
Aid From Other Governments	322,446,129	359,628,681	385,595,634	385,595,634	25,966,953
Miscellaneous Revenues	783,965	613,905	586,178	586,178	(27,727)
Operating Transfers In	2,209,951	2,804,092	2,973,035	2,973,035	168,943
Total Revenues	\$325,451,581	\$363,057,953	\$389,166,122	\$389,166,122	\$26,108,169
Net County Cost	\$15,422,931	\$22,483,556	\$22,819,448	\$22,598,346	\$114,790
Staffing					
Allocated Positions	1,326.0	1,268.0	1,282.0	1,282.0	14.0
Temporary (Full-Time Equivalent)	28.1	32.9	32.2	32.2	(0.7)
Total Staffing	1,354.1	1,300.9	1,314.2	1,314.2	13.3

- The Public Works Project Expense refers to IHSS costs.

This is a summary of the five budgets under the direct control of the Human Services Agency (HSA). These include:

- 4049100000 Children & Families Program (First 5)
- 5050101000 HSA - Administration
- 5053900000 Mary Graham Children's Shelter
- 5054000000 Community Services
- 5054101000 Aging & Community Services

Board Strategic Priorities 2019-2020 through 2021-2022

The 2019-2020 recommended budget for HSA focuses on the implementation of the Board Strategic Priorities as adopted by the Board on April 9, 2019. The Board Strategic Priorities for fiscal years 2019-2020 through 2021-2022 are a continuation of the Board's original five key priorities established in 2015. The Board has updated and augmented the goals associated with these strategic priorities to reflect the Board's direction related to water issues, health, collaboration, and homelessness.

Summary

Human Services

Ensure Fiscal Responsibility

HSA requests County funds in a manner that leverages County resources to obtain the maximum amount of State and Federal matching dollars, and does not request an over-match of County funds in order to actively manage its resources, and to maximize services to County residents.

HSA will administer the 1991 Social Services Realignment dollars in a manner consistent with the legislative intent of 1991 Realignment, including the following:

1. \$350,000 for the California Children's Services program administered by Public Health Services.
2. 100% of the County share of cost for the HSA Administration budget.
3. 100% of the County share of cost for Probation Foster Care expenditures reported on the County Expense Claim.
4. 55% of the non-Federal share for Foster Care Assistance.
5. 25% of the non-Federal share for Adoption Assistance.
6. The budgeted amount for In-Home Supportive Services (IHSS) budget.
7. Up to \$500,000 shall be deposited into the HSA Capital Replacement Fund.
8. The remaining funds, if any, shall be journalized to the IHSS budget.

HSA works diligently to ensure benefits and services are provided to residents meeting strict programmatic requirements. This effort is demonstrated by the Agency's commitment to staff training related to programmatic changes and fraud detection, as well as an ongoing partnership between the Agency and the District Attorney's Office to investigate and prosecute public assistance fraud.

Operational funds for programs are provided by State and Federal grants. The Agency's use of grant funds is monitored for adherence to the grant requirements, cost principles, and audit requirements established by the Federal Office of Management and Budget, an oversight agency. Policies and procedures are reviewed annually and updated as needed. Programs are administered both directly by County staff and through subcontracts. The Agency also maintains enhanced fiscal monitoring of subcontractors to ensure high-quality oversight of agencies that are providing services for the Agency. Oversight includes site visits, review of Agency audits, and ongoing technical review.

Promote Good Governance and Increase Organizational Capabilities

HSA has worked to develop an effective and flexible workforce in order to provide growth and opportunity for its employees. The Agency continues to partner with nonprofit agencies to expand services to under-served populations. The passage of the Board's "Strategic Priorities on Homelessness" allows the Agency to advance partnerships that promote collaboration, and develop new strategies to address the issues facing the homeless community in the County. The Agency is collaborating with the Central Valley Low-Income Housing Corporation to ensure accurate and complete data regarding homeless clients served by the Agency is entered into the Homeless Management Information System, an information technology system that is used to collect client-level data; and data on the provision of housing and services to homeless individuals, families, and persons at-risk of homelessness.

Improve Public Safety, and Enhance Overall Criminal Justice System

The Agency partners with the Probation Department to assist with the implementation of Assembly Bill (AB) 109. HSA has enhanced available funding to clients by administering the Transitional Housing Program for the AB 109 population.

The safety of staff and clients is of the utmost importance to the Agency. Currently, there is a Memorandum of Understanding between the Sheriff and the Agency to provide a sworn law enforcement presence in the public lobby of the HSA building.

Public safety at the Community Centers will continue to be enhanced in 2019-2020 by additional video surveillance in public areas. Security cameras will be used to improve the visual coverage of the facilities, assist law enforcement, and assist in protecting assets.

After-school programs offered at the Community Centers, including the Recreation Program, serve many functions from curbing risky behaviors, such as drug abuse or gang activity, to providing positive interaction with adults and peers.

HSA continues to develop new partnerships focused on prevention programs in the community, including promoting, supporting, and improving the early development of children from the prenatal stage to five years of age, which is more likely to reduce future criminal behavior as they mature.

Summary

Human Services

Promote Economic Development

The Agency promotes economic wellness through programs including CalWORKs, which offers job training and subsidized employment. Community Centers offer a host of programs and seminars on important topics, such as fiscal stability, from which the community can participate and learn.

HSA programs directly support economic development by providing support and financial relief to families in need,

including, but not limited to: food, emergency clothing, utility bill assistance, energy-saving measures, after-school activities, tax preparation, and other benefits provided through social services programs. HSA works with clients to remove some of the barriers to employment through job search, referrals to other agencies, and case management services. Helping clients build a path to independence and self-sufficiency is an Agency priority, and this goal supports the economic health of the residents of San Joaquin County.

5050101000—Human Services Agency-Administration

Human Services

Michael Miller, Human Services Director

General Fund	2017-2018 Actual	2018-2019 Adjusted	2019-2020 Requested	2019-2020 Recommended	Increase/ (Decrease)
Expenditures					
Salaries & Benefits	\$104,017,107	\$116,980,540	\$122,188,438	\$122,188,438	\$5,207,898
Services & Supplies	43,848,114	51,073,776	56,545,880	56,545,880	5,472,104
Centrally-Budgeted Expenses	5,600,157	5,957,630	4,544,185	4,544,185	(1,413,445)
Other Charges & Uses	173,198,904	194,720,344	207,735,516	207,735,516	13,015,172
Fixed Assets	229,420	972,000	7,186,899	7,186,899	6,214,899
Operating Transfers Out	0	230,000	0	0	(230,000)
Public Works Project Expense	(51,812)	0	0	0	0
Total Expenditures	\$326,841,890	\$369,934,290	\$398,200,918	\$398,200,918	\$28,266,628
Expenditure Reimbursements	(3,066,196)	(3,799,907)	(6,685,915)	(6,685,915)	(2,886,008)
Total Appropriations	\$323,775,694	\$366,134,383	\$391,515,003	\$391,515,003	\$25,380,620
Earned Revenues By Source					
Aid From Other Governments	\$313,165,397	\$349,016,088	\$374,379,656	\$374,379,656	\$25,363,568
Miscellaneous Revenues	698,088	500,000	500,000	500,000	0
Total Revenues	\$313,863,485	\$349,516,088	\$374,879,656	\$374,879,656	\$25,363,568
Net County Cost	\$9,912,209	\$16,618,295	\$16,635,347	\$16,635,347	\$17,052
Staffing					
Allocated Positions	1,211.0	1,151.0	1,165.0	1,165.0	14.0
Temporary (Full-Time Equivalent)	1.9	1.8	1.8	1.8	0.0
Total Staffing	1,212.9	1,152.8	1,166.8	1,166.8	14.0

- The Public Works Project Expense refers to In-Home Supportive Services costs.

Purpose

The Human Services Agency (HSA) provides State and Federal-mandated public assistance and a variety of social service programs for the citizens of San Joaquin County. Programs include:

- California Work Opportunity and Responsibility to Kids (CalWORKs)
- Foster Care
- CalFresh
- General Assistance (GA)
- Medi-Cal
- Adoption Assistance
- Child Protective Services
- Adult Protective Services

- In-Home Supportive Services (IHSS)
- Refugee Cash Assistance
- Mary Graham Children's Shelter

Federal and State legislation and local regulations govern the methods by which resources of the Agency are allocated.

This budget narrative reflects the combined administrative and financial assistance program costs and funding for the public assistance programs administered by HSA.

Program	Budget Unit
Administration	5050101000
CalWORKs	5050106000
Foster Care	5050107000
Adoption Assistance	5050108000

5050101000—Human Services Agency-Administration

Human Services

Program	Budget Unit
<i>General Assistance</i>	5050110000
<i>In-Home Supportive Services</i>	5050118000
<i>Temporary Homeless Shelter</i>	5050132000
<i>Refugee Cash Assistance</i>	5050144000

➤ (\$225,728) Decrease in Workers' Compensation and Casualty insurance costs.

➤ (\$1,391,465) Cost Allocation Plan adjustments.

Other Charges

➤ \$10,705,002 Increase in CalWORKs payments reflecting an increase to the maximum grant amount of 10% effective April 1, 2019 and 13.1% on October 1, 2019.

➤ \$3,269,217 Increase in Foster Care program costs due to an increase in caseload and cost per case.

➤ \$537,747 Increase in Adoptions Assistance costs due to a statutory Cost of Living Adjustment (COLA).

➤ \$193,918 Increase in CalWORKs Temporary Homeless Shelter costs due to a mandatory benefit increase.

➤ (\$936,712) Decrease in IHSS-related program costs due to the re-basing of the Maintenance of Effort (MOE).

➤ (\$714,000) Decrease in GA payments due to an estimated decrease in caseloads.

➤ (\$40,000) Decrease in Refugee Cash Assistance costs due to an estimated decrease in cases.

Major Budget Changes

Salaries & Employee Benefits

➤ \$3,939,148 Salary and benefits adjustments.

➤ \$1,268,750 Add 14 positions.

Services & Supplies

➤ \$2,112,228 Increase in visitation and wraparound charges for child welfare.

➤ \$1,143,408 Increase in computer costs for various upgrades.

➤ \$839,077 Increase in home visitation charges.

➤ \$564,528 Increase in CalWORKs Welfare to Work diaper supportive services.

➤ \$230,394 Increase in software costs.

➤ \$205,000 Increase in Adult Protective Services program.

➤ \$173,558 Increase in security costs.

➤ \$118,500 Increase in professional services to update data closets.

➤ \$105,271 Increase in data and phone costs.

➤ \$58,643 Increase in contract costs for substance abuse due to additional outreach services.

➤ (\$75,712) Decrease in child care costs due to decreased caseloads in CalWORKs.

➤ (\$65,000) Decrease in Assembly Bill (AB) 82 outreach and enrollment costs due to the program ending in 2018.

Centrally-Budgeted Expenses

➤ \$203,478 Increase in data processing charges.

Expenditure Reimbursements

➤ \$2,874,003 Increase in Wraparound Program and Emergency Child Care Bridge expense reimbursement.

Revenues

➤ \$17,210,410 Increase in State CalWORKs reimbursements.

➤ \$5,105,978 Increase in Federal Social Services Administrative reimbursements based on actual experience.

➤ \$4,945,593 Increase in AB 118 for 2011 State Realignment funding.

➤ \$3,422,587 Increase in State Foster Care reimbursement.

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- \$2,389,377 Increase in State Social Services Administrative reimbursement based on actual experience.
- \$808,494 Increase in Federal Adoptions Assistance Program reimbursement.
- (\$6,773,033) Decrease in Federal CalWORKs reimbursement.
- (\$1,170,462) Decrease in State reimbursement for IHSS.
- (\$361,865) Decrease in Federal reimbursement for Foster Care.
- (\$295,150) Decrease in State revenues for Adoptions.

Fixed Assets/Capital Improvements

- \$5,000,000 Heating, Ventilation, and Air Conditioning (HVAC) Systems replacement.
- \$840,000 Reconfigure workstations (2).
- \$637,899 Network switch and core upgrade.
- \$220,000 Comvault server replacement.
- \$120,000 SQL 2017 computer upgrade.
- \$120,000 Upgrade Varonis security system.
- \$75,000 Forklift.
- \$74,000 Blades (8).
- \$40,000 Upgrade SRM software system.
- \$30,000 Compass system upgrade.
- \$30,000 Upgrade server equipment.

Program Discussion

The 2019-2020 recommended budget for HSA totals \$398,200,918, which is an increase of \$28,266,628 from the 2018-2019 adjusted budget.

Administration - \$190,320,922

The Administration budget contains administrative costs for the operation of all Agency programs and totals \$190,320,922, which is an increase of \$15,251,456 from 2018-2019. This increase is primarily due to salary and

benefits adjustments, addition of 14 positions, replacement of the HVAC system, increase in computer costs, and an increase in CalWORKs payments. The increase is partially offset by Cost Allocation Plan adjustments.

The recommended budget adds the following positions:

Position	# Added
<i>Social Worker Supervisor II</i>	<i>1</i>
<i>Social Worker I/V</i>	<i>9</i>
<i>Eligibility Worker III</i>	<i>1</i>
<i>Collections Clerk II</i>	<i>1</i>
<i>Welfare Fraud Specialist II</i>	<i>1</i>
<i>Accountant II</i>	<i>1</i>
Total	14

Agency Structure

HSA is organized into five bureaus: Income Maintenance; Children's Services; Employment and Youth Services; Aging and Community Services; and Administrative Services.

Income Maintenance Bureau

The Income Maintenance Bureau is responsible for determining, issuing, and maintaining the correct and timely Federal and State-mandated benefits for the CalWORKs, CalFresh, Medi-Cal, Foster Care, and Refugee Assistance programs. From 2012 to 2016, HSA experienced significant increases in applications for assistance and continuing caseload maintenance due to slow economic recovery, outreach efforts, changes in State regulations, and the Affordable Care Act. In 2017-2018, this trend ceased.

On June 27, 2018, Governor Brown signed AB 1811 reversing the CalFresh eligibility policy known as "cash-out" under which Supplemental Security Income/State Supplementary Payment (SSI/SSP) recipients are ineligible for CalFresh benefits. In addition, AB 1811 creates the Supplemental Nutrition Benefit Program, the Transitional Nutrition Benefit Program, and augments the grant amount for the Cash Assistance Program for Immigrants. As a result of AB 1811, effective June 1, 2019, individuals receiving SSI/SSP are now eligible for CalFresh, provided all other eligibility criteria are met. As of September 2018, there were 11,186 individuals receiving SSI/SSP in San Joaquin County. According to the consulting firm Mathematica, 75% or 8,386 of these individuals are estimated to qualify for the CalFresh program. While AB 1811 will add new cases to the caseload, it will likely be offset by the anticipated decrease in CalWORKs, Medi-Cal, and other CalFresh caseloads due to the continued economic improvement.

HSA continues to collaborate with community partners to conduct outreach to potentially eligible households and to

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assist with benefit program application and renewal processes. HSA has also conducted community outreach and enrollment by leveraging the network of Community Centers operated by HSA's Aging and Community Services Bureau. HSA co-locates Eligibility Workers at the Boggs Tract, Garden Acres, Kennedy, Larch Clover, Lodi, and Northeast Community Centers to provide County residents with increased access to the CalWORKs, CalFresh, and Medi-Cal programs. In collaboration with San Joaquin General Hospital (SJGH), HSA will continue to provide enhanced access to the Medi-Cal program by providing a Medi-Cal eligibility unit to process Medi-Cal applications for patients served at SJGH, including inmates that receive acute inpatient hospital services.

Children's Services Bureau

The Children's Services Bureau is responsible for services that ensure the safety, permanency, and well-being of children who have been abused or neglected. The major components of the Children's Services programs are Child Abuse Prevention, Emergency Response, Family Preservation, Family Maintenance, Family Reunification, Permanent Placement, Adoption, and Independent Living. Each component requires specific in-person service delivery by Social Worker staff to prevent or remedy neglect or abuse. State law requires Children's Services agencies to investigate reports of child maltreatment either within 24 hours or within 10 days, based upon the severity of the allegations and risk to the child. When Children's Services receives a report of suspected child abuse or neglect, Social Workers investigate the report to determine if the alleged child maltreatment is substantiated as defined in State law. Substantiated reports require further action and can result in either the provision of supportive services to the child and family, or if there is imminent risk to the child's safety, the removal of the child from the home. The addition of nine Social Worker I-V positions will enhance HSA's ability to respond to child abuse and neglect. In an effort to improve our community response time to After-Hours child abuse and neglect emergencies as well as decrease staff overtime and fatigue, HSA has developed an After-Hours program that will be incrementally implemented to eventually provide full-time Social Worker coverage during non-traditional days and working hours.

AB 403 was signed into law on October 11, 2015, and provides the statutory and policy framework to ensure services and supports are child-centered and tailored toward the ultimate goal of maintaining stable permanent families. AB 403 mandates substantial steps to achieve improvements in child experiences and outcomes by ensuring that Resource Families receive targeted training and support to better prepare them to meet the needs of vulnerable children in the foster care system and to ensure children are able to be cared for in high-quality, home-based family care environments. The legislation also advances California's long-standing goal

to move away from the use of long-term group home care by increasing youth placement in family settings and by transforming existing group home care into an environment where youth who are not ready to be placed with families, can receive short-term intensive treatment geared towards transitioning them to family-based care.

The Continuum of Care Reform adopted through AB 403, includes the mandate to conduct Child and Family Team meetings within 60 days of a child's removal from the home, and then at least every six months thereafter while the Agency is providing services to the family. The purpose of these meetings is to invite family members, service providers, and other support people to discuss the strengths and safety concerns for each family and to incorporate their voices in the case service plan.

Ongoing case management services assist in the development of basic life skills of the family to keep the family intact or to develop alternate family structures when the child cannot safely remain in the home. Approximately 12 months of services are provided to children who remain safely in the home while the family receives services. If it is determined that a child cannot remain in the home, even with Family Preservation and support services, then foster placement is arranged in the most family-like setting consistent with the best interest of the child. Up to 24 months of services are provided to children and their families when a child has been removed from the home and the family is making progress toward reunification. When a child cannot be returned to a safe home after services have been delivered, the child must be provided with a family-like living arrangement as soon as possible.

Adoption services provide permanency options for children who are unable to be reunified with their birth families. The Independent Living Program provides foster youth with education and other supportive services designed to help transition youth from foster care to living independently. Federal and State laws require Social Workers to visit foster children on a monthly basis. AB 12 (2010) was passed to improve the outcomes for youth in foster care by extending assistance to eligible youth that remain in foster care up to age 21.

Employment and Youth Services Bureau

The Employment and Youth Services Bureau provides employment, education, and training services under the CalWORKs program. Federal and State assistance available to CalWORKs participants is subject to time limits of no more than 24 months for able-bodied adults, with stringent requirements for participation in Welfare to Work (WTW) activities leading to self-sufficiency. Participation includes job preparation and placement services, work experience, employment activities, vocational training and education,

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mental health and substance abuse treatment, and community services. The WTW program provides 24 months of flexibility for CalWORKs clients to receive a wide array of services to enter and remain in the workforce. Participants may be eligible for assistance beyond the time limit if specific criteria is met, including meeting the Federal Work Participation Rate, or a qualifying exemption.

To help facilitate successful outcomes for CalWORKs participants, two new programs, the CalWORKs Outcomes and Accountability Review (Cal-OAR) and CalWORKs 2.0, will begin implementation during 2019-2020. Pursuant to Senate Bill (SB) 89, Cal-OAR will establish a local accountability system that facilitates continuous improvement of County CalWORKs programs by collecting and disseminating data and best practices. The Cal-OAR consists of three main components: performance indicators, a CalWORKs County self-assessment process, and a CalWORKs County system improvement plan, including a peer review component. CalWORKs 2.0 is a County Welfare Director's Association (CWDA)-led effort to move California's most vulnerable families forward using a goal-achievement service delivery framework. CWDA continues to work with counties to develop tools, resources, and best practices for continuous and sustainable program improvements.

The Family Stabilization (FS) component of the CalWORKs program provides intensive case management and services to clients meeting AB 74 (2013) criteria. FS is designed to ensure a basic level of stability within a family prior to, or concurrently with, participation in WTW activities. The FS goal is to increase client success to achieve self-sufficiency. If at any point during a recipient's WTW activities, the County determines a family is experiencing an identified situation and/or crisis that is destabilizing the family and would interfere with adult clients' program participation, the recipient would be eligible for FS services.

Subsidized employment has been a critical path to self-sufficiency for CalWORKs clients. The Expanded Subsidized Employment program further emphasizes subsidized employment as a Statewide strategy to transition participants to the workforce. HSA has long-standing partnerships with the Greater Stockton Chamber of Commerce (Chamber) and the Employment and Economic Development Department to provide the Stockton Chamber Apprenticeship Program (SCAP), a subsidized employment program offered to CalWORKs participants. This partnership has developed successful strategies to link clients with employers, including robust employer outreach and recruitment, job development, employer screening, job matching, and ultimately job placement. Under SCAP, the Chamber identifies potential job openings in the area and works with the case managers to place CalWORKs

participants with the appropriate employers. Employers that hire CalWORKs participants through SCAP may be reimbursed for up to 50% of the wages paid for up to six months. The employer is expected to retain the participant upon successful completion of SCAP.

The Transitional Housing Program is a collaborative effort with the Probation Department to provide transitional housing for newly released individuals and probationers, as a result of AB 109 (2011). This Program also provides employment training services to clients in an effort to improve their chances for securing permanent housing through sustained employment.

The General Assistance (GA) Division determines eligibility for the GA Program, which is intended to provide support to indigent adults who are not supported by their own means, other public funds, or other assistance programs. The GA Division includes the responsibility of the AB 109 program and the AB 720 (2013) program. As a result of AB 109, HSA will continue to work collaboratively with the Probation Department to enroll newly-released individuals and probationers in the CalFresh and Expanded Medi-Cal programs by co-locating Eligibility Workers at the assessment center. In addition, with the enactment of AB 720, HSA is working collaboratively with the Sheriff's Office to enroll pre-sentence inmates and inmates that receive acute inpatient hospital services in Medi-Cal.

The GA Division also operates the CalFresh Employment and Training (E&T) Program for Non-assistance CalFresh applicants and recipients. Non-assistance recipients are those who receive CalFresh benefits each month but do not receive a monthly cash grant under the CalWORKs program. The E&T Program was developed to comply with Federal legislation. Funding is allocated by the United States Department of Agriculture, Food and Nutrition Services through the California Department of Social Services (CDSS). Participating counties receive 100% Federal funding based on their average monthly CalFresh caseload and are eligible to receive 50% reimbursement on all allowable expenditures, above the initial awarded allocation, as approved in the E&T plan submitted by each participating County.

Aging and Community Services Bureau

The Aging and Community Services Bureau provides mandated services to abused, neglected, exploited, and/or disabled adults to prevent or reduce inappropriate institutional care, and to help individuals achieve and maintain the highest level of independence, self-support, and self-sufficiency within the range and scope of their capabilities. Mandated services for adults include Information and Referral, IHSS, and Adult Protective Services.

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IHSS helps pay for services provided to elderly and disabled persons so that they are able to remain in their home. To be eligible, clients must be over 65 years of age, disabled, or blind, and meet resource limits for the program. IHSS is considered an alternative to out-of-home care, such as nursing homes or board and care facilities. The number of eligible Medi-Cal clients has increased, which results in a larger eligible population for IHSS. This increase is reflected Statewide, with caseloads projected to increase 4.5%.

The recommended budget adds a Social Worker Supervisor II position to oversee Adult Protective Services Social Workers.

Administrative Services Bureau

The Administrative Services Bureau provides support services throughout HSA related to policies and procedures; staff development and training; information systems; fiscal and accounting; quality control; fair hearings; benefit recovery; collections; personnel; reception and benefit issuance; and staff support.

HSA Staff Development and Training have created a training curriculum and deliver comprehensive instruction to HSA staff, with primary focus on the CalWORKs, CalFresh, Medi-Cal, and the California Automated Consortium Eligibility System. In an effort to meet the demands of the complex programs administered by HSA, Eligibility Workers must complete a comprehensive training course. Several in-service refresher trainings will occur in 2019-2020. These topics range from Medi-Cal eligibility to determining when and how to provide expedited benefits and services to clients. Additionally, an induction training class will be completed in 2019-2020, providing the foundational training for newly-hired Eligibility Workers.

The Benefit Recovery Unit completes overpayment computations, collects on outstanding debt, reviews household composition of residences applying for benefits, and serves as a liaison between the District Attorney's Office and HSA advising on fraud referral cases. The recommended budget adds: an Eligibility Worker III, to help compute overpayments that occurred in both current and closed cases; a Collections Clerk II, to contact debtors to resolve outstanding debt; and a Welfare Fraud Specialist II, to review the household composition of the residence that is applying for assistance. These positions will assist the Agency in the continual, timely resolution of overpayments, as well as stop the issuance of benefits if the household composition is being inaccurately reported by the applicant.

The Fiscal Unit submits the monthly and quarterly claims to the State for reimbursement. The recommended budget adds an Accountant II position to assist in the gathering, preparation, and submission of the Agency's \$300,000,000 plus annual claiming.

Another facet of the Administrative Services Bureau is the maintenance of HSA's facilities. During 2018-2019, the HSA main building's HVAC was evaluated. This evaluation indicated that the HVAC will need replacing in the near future. This process will span multiple fiscal years, due to insufficient funding. Additionally, a modification to the design of the workstations in the general interview area will be reviewed and evaluated. This modification is expected to improve the workflow and Americans with Disabilities Act accessibility for both clients and staff.

The following are changes projected for the various assistance programs administered by HSA:

CalWORKs Assistance - \$95,558,802

The CalWORKs program is the largest cash assistance program for children and families, providing financial help to meet basic needs (shelter, food, and clothing) when unable to meet those needs on their own. The CalWORKs program represents a welfare system based upon principles that place high value on recipients obtaining work. Eligible families must include a child under age 18, who lacks parental support due to absence, death, incapacity, or the unemployment of one or both parents. CalWORKs Assistance is time-limited for most adults in the household and most recipients are required to work or participate in WTW activities for a minimum number of hours per week. The necessary supportive services, including child care, are provided to ensure employment is possible. The amount of a family's monthly assistance payment depends on a number of factors, including the number of people who are eligible and the special needs of those family members. The income of the family is considered when calculating the amount of cash aid the family receives.

The recommended budget includes an increase of \$10,705,002 from 2018-2019. In 2019-2020, the average cases per month is projected to be 12,385. This represents a decrease of 7% from the 2018-2019 caseload budget, and reflects current trends and programmatic changes that are more than offset by a 19.62% increase in cost per case based on two COLAs that are being implemented Statewide to raise the maximum grant amount paid to CalWORKs recipients.

Foster Care Assistance - \$58,519,326

The Foster Care program provides support payments for children in out-of-home care. This program is administered by counties in accordance with regulations, standards, and procedures set by the CDSS as authorized by law. The out-of-home care system is designed to protect those children who cannot safely remain with family. Most are removed from their parents and made dependents of the Court. A smaller number are wards of Juvenile Probation or live with legal

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guardians. Some are voluntarily placed in out-of-home care by their parents.

Currently, these children are placed in family homes with relatives, licensed foster family homes, homes certified by foster family agencies, and in group homes. Statutorily, relatives are given preference over other types of placements. All providers for these children, except relatives not participating in the Approved Relative Caregiver Funding Option Program and legal guardians, are studied and licensed to provide care.

A written case plan is developed for each child and family to ensure care and protection is in the best interests and special needs of the child. The plan includes a judicial or administrative review every six months to determine if out-of-home care is still required. As children in the program begin to mature, independent living training and services are made available to youth of ages 16 to 24 to provide job and career development skills that will be needed to live independently. AB 12 extends Foster Care benefits to youth through age 21. To be eligible to receive extended Foster Care benefits, youth must be in Foster Care prior to age 18.

On October 11, 2015, the Governor signed into law AB 403. This law was fully implemented on January 1, 2017, and requires that children housed at Mary Graham Children's Shelter are there for a maximum of 10 days and then transitioned to a Foster Care placement.

The recommended budget reflects an increase of \$3,269,217 from 2018-2019, primarily due to a 2% increase in caseload and a 3.92% increase in cost per case due to a statutory COLA for children in foster family homes and short-term residential therapeutic program placements effective July 1, 2019.

Adoptions Assistance (AAP) - \$26,845,931

The AAP was developed to encourage the adoption of special needs children and remove the financial disincentives for families to adopt. If the child is deemed eligible, an adoption assistance agreement or a deferred adoption assistance agreement is executed with the adoptive parents prior to the adoption finalization. A reassessment of the child's needs and family's circumstances is conducted every two years. The amount of financial assistance is determined based upon the special needs of the child and circumstances of the family.

AB 12 extended AAP benefits beyond the age of 18 for eligible youth when adopted at age 16 or later. The intent of the extended AAP benefit is to help youth maintain a safety net as they transition to independence.

The recommended budget includes an increase of \$537,747 from 2018-2019. In 2019-2020, the average cases per month are projected to be 2,137. This represents a similar caseload

to the 2018-2019 caseload budget. There is a 3.92% statutory COLA increase effective July 1, 2019.

General Assistance (GA) - \$1,344,480

The GA program provides relief and support to indigent adults who are not supported by their own means, other public funds, or other assistance programs. California Welfare and Institutions Code Section 17000 requires California counties to administer a GA program. The authority to define and develop the GA program is delegated to each county's Board of Supervisors. Participants repay GA payments by working a specified number of hours each month in the GA Work Program. Repayments may also be made by collecting proceeds from the sale of real property, withholding an amount equal to the GA interim assistance payments from a lump sum Social Security award, or collecting from the recipient's sponsor.

The recommended budget reflects an overall decrease of \$714,000 from 2018-2019. In 2019-2020, the average cases per month are projected to be 690. This reflects a decrease of 37.3% in caseloads from the 2018-2019 caseload budget, and is based on actual experience.

The GA program has historically been funded 100% by the County. In 2015-2016, AB 109 funding became available for AB 109 clients to support the transitional housing portion of the GA program. This dedicated funding represents 12% of the total projected GA expenditures.

In-Home Supportive Services (IHSS) - \$23,011,210

The IHSS program provides specified supportive services to enable eligible persons to remain in their own homes as an alternative to out-of-home care, such as nursing homes or board and care facilities. Eligible persons are aged, blind, disabled recipients of public assistance, or similar persons with low incomes. Disabled children are also eligible for IHSS. Services include domestic services such as meal preparation, laundry, shopping, and errands; personal care services; assistance while traveling to medical appointments or to other sources of supportive services; protective supervision; teaching and demonstration directed at reducing the need for supportive services; and certain paramedical services ordered by a physician.

Counties are required to share in the cost of the IHSS program. The funding structure for IHSS changed, effective July 1, 2018. Under the revised funding structure, Public Authority Administration and IHSS Administration receive a capped State allocation of funds. IHSS client services are subject to the Maintenance of Effort (MOE); however, any locally-negotiated wages and benefits that exceed minimum wage are subject to State participation caps.

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Beginning in 2019-2020, the MOE for the State will be re-based to the 2017-2018 actual level. This is a result of the Governor including a proposed additional \$241.1 million of State General Fund, as part of his January proposed budget. The annual inflation factor will begin in 2020-2021, and has also been reduced from 5% to 4%. Additionally, the newly re-based MOE is applicable only to provider services. The State's proposed budget provides State General Fund in order to fully fund the non-Federal share of costs for County IHSS and Public Authority Administration. The State is indicating that no additional County share of cost is to be required for administration.

Caseloads are projected to increase by 4.5% Statewide; a minimum wage increase to \$13.00 per hour will become effective January 1, 2020; and the restoration of 7% of hours that was reduced as a part of the managed care organization tax, is proposed to be increased as part of the Governor's proposed State budget. However, due to the re-basing of the MOE to the 2017-2018 actual levels, the recommended budget includes a decrease of \$936,712, which is reflective of the new MOE.

Temporary Homeless Shelter - \$2,560,247

Families, who are eligible for CalWORKs assistance and are homeless, may apply for a special-need payment to meet costs for temporary and permanent housing. The maximum homeless assistance payment is based on the size of a

CalWORKs family. Homeless Assistance was formerly available only as a once-in-a-lifetime benefit unless the family was homeless due to domestic violence, natural disaster, uninhabitability, or a physical or mental disability. Effective January 1, 2017, AB 1603 replaced the once-in-a-lifetime restriction and now requires that eligibility is reset every 12 months. CalWORKs families may be eligible to apply for Homeless Assistance benefits to assist with payment of rent arrearages. Payment of arrearages is considered a family's Homeless Assistance payment.

The recommended budget reflects an increase of \$193,918 from 2018-2019. The increase is related to the net result of caseloads decreasing by 2.5% and the cost per case increasing by 10.69% based on actual experience.

Refugee Cash Assistance - \$40,000

The Refugee Cash Assistance program provides up to eight months of cash assistance to needy refugees without children who are not otherwise eligible for any other cash aid. These refugees are unable to return to their country of origin because of persecution or a well-founded fear of persecution on account of race, religion, nationality, or political opinion. These individuals may also be eligible to receive employment and other social services during the same eight-month period. Funding of the Refugee Cash Assistance program is 100% Federally-reimbursed.

Workload Data

	-----Actual-----			Est./Act.	Projected
	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020
<i>CalWORKs Assistance</i>	14,992	13,545	12,485	12,485	12,385
<i>Foster Care</i>					
<i>Resource Families</i>	700	655	618	719	745
<i>Group Home</i>	216	206	173	105	120
<i>Foster Family Agencies</i>	558	515	509	442	509
<i>Adoption Assistance</i>	2,062	2,103	2,134	2,116	2,137
<i>CalFresh</i>	52,847	49,993	46,849	44,586	43,700
<i>CalFresh Dollars</i>	\$16,277,374	\$14,865,305	\$13,369,452	\$12,435,602	\$11,502,932
<i>General Assistance</i>	1,264	1,009	912	696	690
<i>General Assistance Dollars</i>	\$172,942	\$121,842	\$94,760	\$79,637	\$100,000
<i>In-Home Supportive Services</i>	5,960	6,183	6,391	6,660	6,960
<i>Medi-Cal</i>	116,420	120,506	120,427	119,672	118,900
<i>Refugee Cash Assistance</i>	8	7	7	3	4
<i>Temporary Homeless Shelter</i>	560	1,452	1,826	1,896	2,246

Note: Workload Data represents average cases and dollar amounts per month.

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Human Services

Michael Miller, Human Services Director

General Fund	2017-2018 Actual	2018-2019 Adjusted	2019-2020 Requested	2019-2020 Recommended	Increase/ (Decrease)
Expenditures					
Salaries & Benefits	\$4,564,886	\$5,647,305	\$5,913,898	\$5,913,898	\$266,593
Services & Supplies	1,475,771	1,506,914	1,579,614	1,579,614	72,700
Centrally-Budgeted Expenses	613,635	653,686	637,301	637,301	(16,385)
Operating Transfers Out	0	150,000	220,000	220,000	70,000
Total Expenditures	\$6,654,292	\$7,957,905	\$8,350,813	\$8,350,813	\$392,908
Expenditure Reimbursements	(181,196)	(885,483)	(885,483)	(885,483)	0
Total Appropriations	\$6,473,096	\$7,072,422	\$7,465,330	\$7,465,330	\$392,908
Earned Revenues By Source					
Aid From Other Governments	\$4,130,201	\$4,648,434	\$4,979,295	\$4,979,295	\$330,861
Miscellaneous Revenues	92	0	0	0	0
Total Revenues	\$4,130,293	\$4,648,434	\$4,979,295	\$4,979,295	\$330,861
Net County Cost	\$2,342,803	\$2,423,988	\$2,486,035	\$2,486,035	\$62,047
Allocated Positions	47.0	48.0	48.0	48.0	0.0
Temporary (Full-Time Equivalent)	10.8	15.8	15.8	15.8	0.0
Total Staffing	57.8	63.8	63.8	63.8	0.0

Purpose

Mary Graham Children's Shelter provides temporary protective custody and services to children alleged to be abused or neglected and who come within the jurisdiction of the Juvenile Court as dependents. Service provisions at the Shelter are mandated by the Welfare and Institutions Code, which includes food, clothing, health care, education, safety, supervision, counseling, recreation, and access to religious services.

- \$10,000 Increase in communication costs.
- \$10,000 Replacement of security cameras and other small equipment.
- (\$20,000) Decrease in clothing, food, and household expenses due to reduced daily population.

Major Budget Changes

Salaries & Employee Benefits

- \$257,728 Salary and benefits adjustments.
- \$8,865 Increase in holiday pay.

Services & Supplies

- \$70,100 Increase in professional services for Shelter maintenance.

Centrally-Budgeted Expenses

- (\$37,272) Decrease in Workers' Compensation and Casualty insurance costs.
- \$18,610 Cost Allocation Plan adjustment.

Operating Transfers Out

- \$70,000 Increase in transfer to Capital Outlay for replacement of Administrative Building roof and playground flooring.

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Revenues

- \$550,107 Increase in Federal reimbursements reflecting the 10-day maximum stay.
- (\$219,246) Decrease in State reimbursements reflecting less population staying more than 30 days.

Program Discussion

The 2019-2020 recommended Mary Graham Children's Shelter (MGCS) budget is \$8,350,813, which is an increase of \$392,908 from the 2018-2019 adjusted budget. This increase is primarily due to salary and benefits adjustments and professional services to maintain the roof and playground. This budget also includes the reclassification of eight Shelter Counselor positions to the Shelter Social Worker classification approved in 2018-2019. These increases are partially offset by a reduction in services and supplies associated with a decrease in the average daily population, and a decrease allocated insurance costs.

Continuum of Care Reform (CCR)

On January 1, 2016, CCR was passed into law through the approval of State Assembly Bill (AB) 403, with full implementation on January 1, 2017. The CCR is intended to comprehensively reform placement and treatment options for youth in foster care by ensuring that families providing foster care receive targeted training and support, better preparing families to support foster youth. CCR also advances California's long-standing goal to move away from the use of long-term group home care by increasing youth placement in family settings and by transforming existing group home care into places where youth who are not ready to be placed with families can receive short-term intensive treatment and services. Successful implementation of this effort will occur over multiple years and will require the development of critical elements, including increasing the supply of the home-based family care and training.

As a result of AB 403, MGCS applied for and has received a new license to complete the transition from a "Transitional Shelter Care Facility" under a Group Home license, to a "Temporary Shelter Care Facility" under a Temporary Shelter Care license. The primary impact to MGCS related to the licensing transition is a new time limit for children to stay no longer than 10 calendar days in the Shelter. For any stay that exceeds 10 calendar days, MGCS is required to submit a written report to the California Department of Social Services, within 24 hours outlining the reasons and circumstances for the overstay. The law also requires an assessment to be

completed prior to the placement of any child in the Foster Care System. To expedite the placement process, assessments are performed at MGCS prior to placing children into care.

In an effort to meet statutory deadlines, MGCS continues to hold Placement Meetings several times a week with Children's Services (CS) and Behavioral Health Services staff to expedite the placement process for children residing at MGCS. This effort has resulted in the reduction of the average daily population at MGCS from a high of 37 children in 2015-2016 to approximately 12 children during the first eight months of 2018-2019.

In 2017-2018, MGCS began performing Emergency Relative Placement Assessments (ERPA) to place children with approved relatives, instead of at MGCS, while arrangements for permanent placement are completed. To expedite the ERPA process, eight Shelter Counselors have transitioned to Shelter Social Worker positions and are now assigned to perform ERPAs and are scheduled at MGCS to cover all shifts during the week to ensure that the ERPA process begins immediately when a child is placed into protective custody by CS. When not performing ERPAs, these Shelter Social Workers work with the children to help them transition to their next placement. Building this rapport with the children also helps in the success of a new placement by having the Shelter Social Workers work with the families and agencies caring for these children to better understand the individual children's needs and coping skills.

This process was made possible through the coordination of Human Services Agency and Human Resources to establish a career path, which allows experienced Shelter Counselors that meet specific minimum qualifications to be eligible to advance to the Shelter Social Worker classification, thereby enhancing the service level at the Shelter.

Although the average daily population at MGCS is anticipated to remain at approximately 12 children, the level of care required under CCR has increased, which now sets the minimum staffing ratios at one staff for every four children (1:4). In addition, many children placed at MGCS require services and enhanced levels of supervision (staffing ratios of 1:2 or 1:1) due to significant mental health, behavioral issues, and history of trauma, abuse, and/or neglect. Typically, a majority of the average daily population at MGCS has significant mental health or behavioral issues while the remaining population served is made up of children with higher need medical issues, developmental disabilities, substance abuse issues, and those adjusting to being placed in the system. In order to meet mandated staffing ratios, MGCS will dedicate 18 full-time and 18 extra-help Shelter Counselors.

5053900000—Mary Graham Children's Shelter

Human Services

Facility

MGCS is a 24 hours a day, 7 days per week facility consisting of two residential cottages with two separate living pods in each cottage for a total facility occupancy of 58. With the reductions in the average daily population, only one of the residential cottages will be actively utilized to serve children. The daily population varies based upon available Statewide placements, local foster care resources, frequency of local law enforcement drug and parole sweeps, and other factors.

The recommended budget includes \$70,000 for maintenance on the roof and play areas at MGCS. The original ceramic tile roof sustained damage over the years and began leaking in 2017-2018. The tiles are no longer manufactured and broken tiles cannot be repaired or replaced. In order to prevent additional water damage to the interior of the building, MGCS recommends replacing the roof with asphalt shingles that are not as easily damaged and are less expensive to install and maintain.

In addition, MGCS has five exterior play areas equipped with playground equipment installed on rubber flooring. Due to wear and tear, and weather, the rubber flooring has separated from the edging, has large cracks, and is missing floor material in some areas, which presents a trip hazard and safety concern for clients. The rubber flooring will need repairing to meet safety standards for the clients.

The MGCS facility also includes:

- **Child Advocacy Center** - Provides comprehensive services for child victims of sexual abuse and serves as a pediatric medical clinic for MGCS residents and local

foster youth. The Center provides a safe and respectful location for the San Joaquin County Sexual Assault Response Team's emergency evaluations, 24 hours a day, 7 days per week for child and adult victims.

- **Walter Britten Visitation Center** - Families with children in the child welfare system are afforded daily opportunities to visit under the guidelines set forth by social workers and the courts.
- **San Joaquin County Office of Education's (SJC OE) Dorothy Biddick School** - Shares the site and its buildings with MGCS. The School offers many options for activities and collaboration toward the provision of comprehensive and integrated programs. The SJC OE ONE School (Field of Dreams) utilizes two classrooms for community and on-site elementary school children. The collaborative efforts are aimed at providing cost-effective service delivery to MGCS residents and improving their likelihood of successful development into healthy individuals.

Mary Graham Children's Foundation

The Mary Graham Children's Foundation (MGCF) continues to support social and educational programs at MGCS while growing its endowment to ensure funds will be available into the future for the foster youth scholarship program. Now in its 15th year, supporting 37 students, the MGCF Scholarship Program, including the established mentors, continues to support the scholarly ambitions of local foster youth. ArtWORKSYes! is the primary MGCF and SJC OE on-site program for the enrichment and the socio-education of abused and neglected children.

Workload Data

	-----Actual-----			Est./Act.	Projected
	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020
<i>Children Provided Care *</i>	1,640	754	564	600	560
<i>Average Daily Population provided care</i>	37	20	16	12	12
<i>Average Length of Stay (Days)</i>	18	12**	10	9	9

* Figure includes services for individuals provided multiple occurrences of care throughout the year.

**After January 1, 2017, the length of stay was statutorily limited to 10 days.

5054000000—Community Services

Human Services

Michael Miller, Human Services Director

General Fund	2017-2018 Actual	2018-2019 Adjusted	2019-2020 Requested	2019-2020 Recommended	Increase/ (Decrease)
Expenditures					
<i>Other Charges & Uses</i>	\$423,644	\$770,905	\$804,242	\$583,140	(\$187,765)
<i>Total Appropriations</i>	\$423,644	\$770,905	\$804,242	\$583,140	(\$187,765)
Earned Revenues By Source					
<i>Operating Transfers In</i>	\$113,000	\$196,008	\$116,000	\$116,000	(\$80,008)
<i>Total Revenues</i>	\$113,000	\$196,008	\$116,000	\$116,000	(\$80,008)
Net County Cost	\$310,644	\$574,897	\$688,242	\$467,140	(\$107,757)

Purpose

This budget provides funding contributions to non-County organizations for various community services. Funding for these programs is a Board of Supervisors' policy matter, and is reviewed annually as part of the budget process.

Major Budget Changes

Other Charges

- (\$187,765) Decrease in funding to various non-County organizations.

Operating Transfers In

- (\$81,008) Decrease in revenue from Human Services Agency.

Board Strategic Priorities 2019-2020 through 2021-2022

The 2019-2020 recommended budget for Community Services focuses on the implementation of the Board Strategic Priorities as adopted by the Board on April 9, 2019. The Board Strategic Priorities for fiscal years 2019-2020 through 2021-2022 are a continuation of the Board's original five key priorities established in 2015. The Board has updated and augmented the goals associated with these strategic priorities to reflect the Board's direction related to water issues, health, collaboration, and homelessness.

Program Discussion

The 2019-2020 recommended Community Services budget funds six non-County organizations totaling \$583,140, which is a decrease of \$187,765 from the 2018-2019 adjusted budget.

For 2019-2020, the County Administrator's Office (CAO) provided guidance documents offering requesting agencies a structured format to request funding through the County. Specific information was required including how requested funding will address one or more of the Board Strategic Priorities, organizations' operation budgets, other County funding received, other non-County governmental funding received, programmatic spending plans, and performance-based metrics used in the evaluation of the projected outcomes. The CAO also reached out to appropriate County departments to assist in the review and evaluation of funding proposals and programs, and to identify service gaps that may exist in the community.

Domestic Violence Trust Fund

Domestic Violence Trust Fund revenue (#15304) is derived primarily from marriage license fees and domestic violence fines, and is dedicated to domestic violence programs. As of March 31, 2019, the Trust balance was \$125,470. Currently, the Trust supports one non-County organization, the Women's Center – Youth & Family Services (WCYFS). The recommended budget limits annual funding from the Trust to the five-year average of deposits made to the Trust. For 2019-2020, using this method, it is estimated that \$116,000 will be available to fund WCYFS from the Trust.

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Human Services

Boys & Girls Club of Greater Stockton

The 2018-2019 Adopted Budget included \$85,812 in funding for the reestablishment of a Boys & Girls Club in the greater Stockton area. The newly reestablished club was working with the Stanislaus County Boys & Girls Club to complete a merger with the Lodi, Merced County, and Stanislaus County Clubs that would have established a three-county organization as the Boys & Girls Club of Northern Central Valley. Unfortunately the merger and formation of the Boys & Girls Club of Northern Central Valley did not materialize. In October 2018, the County Administrator's Office (CAO) advised the Boys & Girls Club of Greater Stockton that funding would not be released until such time that the organization could, 1) provide documentation that the merger had been approved and finalized by the State of California; 2) demonstrate fiscal stability and sustainability; and 3) provide evidence that the reorganized entity had the ability and operational structure to provide services to children throughout San Joaquin County. As of March 31, 2019, funds have not been released, nor has the CAO received a request for funding for 2019-2020.

Bread of Life Ministries

The 2019-2020 recommended budget includes \$55,000 for Bread of Life Ministries. County funding assists in providing nutritious supplemental groceries, every third Saturday, at five primary locations in Lodi, Manteca, East Stockton, Northwest Stockton, and Tracy. In 2018, Bread of Life Ministries served 10,357 clients, which is an increase of 128% from the 4,550 clients served in 2017. During 2019-2020, Bread of Life Ministries plans to serve more than 10,000 clients.

The work of Bread of Life Ministries addresses the Board Strategic Priorities to "increase organizational capacity and promote good governance", and "strengthen the County's fiscal responsibilities" by collaborating across the community to bring nutritional support to County residents who are experiencing food insecurity.

Bread of Life Ministries has an operating budget of \$210,000 and receives no other County funding.

Child Abuse Prevention Council (CAPC)

The 2019-2020 recommended budget includes \$85,138 for CAPC for the Family Finding Program. Funding will assist with the costs of a Family Advocate (FA) within the existing Court Appointed Special Advocates (CASA) Program for the Family Finding Program. Family Finding is a growing effort within the foster care system. It is widely known that children do better with their own families than in group care or temporary foster homes. The positive outcomes for children assigned a Family Finding FA who has discovered some

familial connections for the child increase exponentially, dramatically reducing recidivism rates for all negative behaviors. The FA will use a case management approach to focus specifically on the process of finding, engaging, and nurturing lost family connections with the intent of cultivating lifelong relationships for the foster youth. The benefits to the child of having even one new family member to talk to or visit on a regular basis are tremendous. While it can be a lengthy process, on average up to 11 months, this can create a life-changing event for the child, helping them to feel connected and loved, leading to increased feelings of self-worth, improved behavior, and better grades. The 2019-2020 funding request addresses three of the Board's Strategic Priorities, to "strengthen the County's fiscal responsibilities" by saving the County in excess of \$790,000 in foster care costs by locating and placing two children in permanent placement; "improve public safety and enhance overall criminal justice system" by employing a case management approach; and "promote good governance and increase organization capabilities" by encouraging collaboration among County departments and other governmental and/or community organizations that provide opportunities for disadvantaged individuals.

CAPC has a total operating budget of \$14.5 million, and anticipates \$2.6 million in other County funding that assists in providing administrative support for various programs such as the First Step School Readiness Program; Family Preservation Program (parenting classes and in-home visitation to at-risk families); Community Outreach and Prevention (in-home visitation programs targeted at high-risk families with children ages 0-3); mentoring programs for transitional-age youth; and suicide prevention programs targeting 10th graders through Behavioral Health Services. Of the 50 youth who will receive Family Finding services in 2019-2020, 100% reside in San Joaquin County.

Children's Home of Stockton (CHS)

The 2019-2020 recommended budget includes \$114,389 for CHS. County funding will enable CHS to continue to support and enhance the Substance Abuse Prevention, Aftercare and Transitional Planning Program. CHS is the largest social services organization in Stockton and has been serving at-risk youth throughout the County and California for over 137 years. Each year, CHS provides nearly 200 children and adolescents with comprehensive educational and therapeutic services. CHS provides professional counseling in a 52-bed residential treatment program and provides educational services in a K-12 non-public school setting certified by the California State Department of Education.

Since California's Continuum of Care Reform became effective in 2016, CHS has been the only group home in the County to successfully secure a Short-Term Residential

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Human Services

Therapeutic Program (STRTP) license. Where San Joaquin County previously had approximately 150 beds available for placement with approximately a dozen group homes for foster youth, CHS is now the only placement available in the County. There are nearly 100 youth in the foster care system in need of placement. Unfortunately, four group homes have closed their doors leaving CHS as the only option in the County to place foster youth. As of this writing, three six-bed facilities have their STRTP applications in the review process with the California Department of Social Services and there is growing concern whether these agencies will have the capacity to convert to a STRTP. Approximately 66% of the children served by CHS are from San Joaquin County.

The 2019-2020 funding request responds to a growing critical need and addresses the Board's Strategic Priority to "increase organizational capacity and promote good governance". CHS has partnered with the Human Services Agency, Behavioral Health Services, and the Probation Department to prioritize San Joaquin County referrals as CHS is the only licensed STRTP provider of Specialty Mental Health Services in the County.

CHS has a total operating budget of \$10.9 million and receives no other County funding.

Community Partnership for Families of San Joaquin (CPFSJ)

The 2019-2020 recommended budget includes \$145,738 for CPFSJ. Recommended funding will be used to provide comprehensive assessment, resource connection, and case management services to youth and adults currently involved in the criminal justice system who are at risk of incarceration and/or recidivism.

Program objectives include, providing target population with comprehensive intake and assessment services to identify urgent, yet basic needs; provide resource education and connection in response to identified needs/challenges; provide a strength-based comprehensive and integrated model of case management to improve public safety and reduce the potential for recidivism; and engage youth in positive youth-development activities that prevent criminal justice system involvement and help avoid further or escalating contact with the juvenile justice system. The 2019-2020 funding request addresses the Board's Strategic Priority to "improve public safety and enhance overall criminal justice system".

CPFSJ has a total operating budget of \$2.7 million, and anticipates \$1.6 million in other County funding during 2019-2020, including funding from the Juvenile Supplemental Law Enforcement Act, Assembly Bill (AB) 109, Positive Youth Justice Initiative, Youth Success Team Partnership, and Employment and Training Services. This program targets youth on formal and informal probation; youth at-risk of

justice system involvement; adults on formal and informal probation; and parolees, 100% of whom reside in San Joaquin County.

San Joaquin County Veterans Treatment Court (Veterans Court)

The 2019-2020 recommended budget includes \$24,455 for the Veterans Court. This is the first time the Veterans Court has requested funding from the County General Fund. Recommended funding will provide drug and alcohol testing and monitoring of veterans overseen by the Veterans Court. The Veterans Court is not part of the Collaborative Court system and is currently operated on a barebones budget with no funding available within the Court budget to allocate to this program. Funding will provide for random drug testing; SCRAM Continuous Alcohol Monitoring for five of the most disadvantaged veterans; and bus passes and incentives for veterans who qualify. CAO staff consulted with the courts, and based on the court's experience, funding is needed to cover the costs associated with SCRAM Continuous Alcohol Monitoring for approximately five veterans. All veterans overseen by the Veterans Court are referred by the San Joaquin Collaborative Courts. The funding request aligns with the Board's Strategic Priority to "improve public safety and enhance overall criminal justice system".

The Veterans Court has a total operating budget of \$84,455 and receives no other County funding. The operating budget consists of \$60,000 in in-kind contribution from the courts to cover the cost of one day per month for the judicial officer, court clerk, bailiff, and other court staff; and County funding of \$24,455 if approved.

Women's Center-Youth & Family Services (WCYFS)

The 2019-2020 recommended budget includes \$158,400 for WCYFS programs, of which \$116,000 is recommended to be funded from the Domestic Violence Trust Fund (#15304), and \$42,400 by the General Fund.

County funding to the WCYFS provides the DAWN/Sexual Assault Program with staff and supplies for supportive, educational, and crisis intervention services to victims of domestic violence and sexual assault; 24-hour crisis intervention services to 1,500 victims of rape/sexual assault; victim advocacy services to assist 600 clients, 490 victims and children with food and clothing, 110 homeless and runaway youth and their families with reunification; and operation of the Safe House program. During 2017-2018, 1,000 sexual assault victims were assisted through the emergency helpline; 863 sexual assault victims and significant others received crisis intervention services and counseling; 751 sexual assault victims were provided assistance with advocacy services; 246 homeless and runaway youth were assisted through the emergency helpline; 78 homeless and runaway youth were

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Human Services

sheltered at Safe House; and 78 youth from Safe House received therapeutic services. The work of WCYFS addresses the Board Strategic Priority to “Increase organizational capacity and promote good governance” by providing services and resources to victims of domestic violence, sexual assault, and runaway homeless youth. Approximately 90% of the clients served by WCYFS are residents of San Joaquin County.

WCYFS has a total operating budget of \$4.9 million, and receives approximately \$1.7 million in other County funding including the Emergency Solutions Grant, Child Welfare Parenting program, Medi-Cal, Youth Outreach and Family Support programs, and the Youth Services Bureau.

Supplemental Requests

Children’s Home of Stockton (CHS)

A funding request totaling \$173,316 was received from CHS. The funding request is for the first full-year costs for the Aftercare and Transitional Planning Program that is part of the requirements of certification as a STRTP mandated by AB 403.

Funding of \$114,389 has been included in the 2019-2020 recommended budget to support the 66% of children and families in the Aftercare and Transitional Planning Program who are from San Joaquin County.

The additional funding request of \$58,927 has not been included in the 2019-2020 recommended budget.

San Joaquin Children’s Alliance (SJCA)

A funding request totaling \$101,050 was received from the SJCA. The funding request is for the design phase of the Children and Youth dashboard that will provide for continued collaboration and coordination among stakeholders.

The requested funding would only cover the costs associated with stakeholder meetings to work on the design phase of the project, and not result in a completed Children and Youth dashboard. Therefore, the CAO is not recommending funding of this project.

The funding request of \$101,050 has not been included in the 2019-2020 recommended budget.

San Joaquin County Veterans Treatment Court (Veterans Court)

A funding request totaling \$67,980 was received from the Veterans Court. The funding request is to provide random drug tests, continuous alcohol monitoring equipment, bus passes and incentives for the veterans overseen by the Veterans Court. Funding of \$24,455 has been included in the 2019-2020 recommended budget to provide resources for random drug testing; bus passes and incentives; and based on input from the courts, continuous alcohol monitoring for five of the most disadvantaged veterans.

The additional funding request of \$43,525 has not been included in the 2019-2020 recommended budget.

Women’s Center – Youth & Family Services (WCYFS)

A funding request totaling \$176,000 was received from WCYFS. The funding request is to provide resources for the ongoing work of the WCYFS in the area of crisis intervention for victims of domestic violence and sexual assault.

Funding of \$158,400 has been included in the 2019-2020 recommended budget to support the 90% of WCYFS clients who are residents of San Joaquin County.

The additional funding request of \$17,600 has not been included in the 2019-2020 recommended budget.

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Human Services

Contributions to Non-County Organizations

	2017-2018 Approved Budget	2018-2019 Approved Budget	-----2019-2020-----		Supplemental Request (Not Funded)
			Requested	Recommended	
Community Services					
<i>Boys & Girls Club</i>	\$0	\$85,812	\$0	\$0	\$0
<i>Bread of Life Ministries</i>	50,000	55,000	55,000	55,000	0
<i>Child Abuse Prevention Council*</i>	69,046	81,008	85,138	85,138	0
<i>Children's Home of Stockton</i>	73,327	100,000	173,316	114,389	58,927
<i>Community Partnership for Families</i>	150,000	150,000	145,758	145,758	0
<i>Haven of Peace</i>	0	96,535	0	0	0
<i>PUENTES</i>	20,000	26,550	0	0	0
<i>SJ General Hospital Foundation</i>	10,000	0	0	0	0
<i>San Joaquin Children's Alliance</i>	0	0	101,050	0	101,050
<i>SJC Veterans Treatment Court</i>	0	0	67,980	24,455	43,525
<i>Women's Center-YFS</i>	176,000	176,000	176,000	158,400	17,600
<i>Subtotal-Community Services</i>	\$548,373	\$770,905	\$804,242	\$583,140	\$221,102
Economic Promotion**					
<i>Innovation Hub San Joaquin (iHub)</i>	\$10,000	\$10,000	\$20,000	\$10,000	\$10,000
<i>SJ Economic Development Assoc.</i>	45,000	70,000	82,500	50,000	32,500
<i>San Joaquin Partnership</i>	50,000	50,000	50,000	50,000	0
<i>Subtotal - Economic Promotion</i>	\$105,000	\$130,000	\$152,500	\$110,000	\$42,500
Cultural Services***					
<i>SJ County Historical Society</i>	\$349,965	\$615,540	\$463,389	\$401,050	\$62,339
<i>Micke Grove Zoological Society</i>	100,000	100,000	100,000	100,000	0
<i>Subtotal-Cultural Services</i>	\$449,965	\$715,540	\$563,389	\$501,050	\$62,339
Total County Contributions	\$1,103,338	\$1,616,445	\$1,520,131	\$1,194,190	\$325,941
Less Contribution from HSA*	(\$69,046)	(\$81,008)	\$0	\$0	
Less Trust Fund Contribution	(113,000)	(115,000)	(116,000)	(116,000)	
Total Net County Cost	\$921,292	\$1,420,437	\$1,404,131	\$1,078,190	\$325,941

*2017-2018 and 2018-2019 funding was provided by Human Services Agency through a service agreement.

**Program narratives and funding are shown under Economic Promotion budget #1015400000.

***Program narratives and funding are shown under Cultural Services budget #7070800000.

5054101000—Aging & Community Services

Human Services

Michael Miller, Human Services Director

General Fund	2017-2018 Actual	2018-2019 Adjusted	2019-2020 Requested	2019-2020 Recommended	Increase/ (Decrease)
Expenditures					
Salaries & Benefits	\$5,574,314	\$6,232,296	\$6,437,305	\$6,437,305	\$205,009
Services & Supplies	3,938,310	4,512,415	4,831,211	4,831,211	318,796
Centrally-Budgeted Expenses	298,806	297,196	213,554	213,554	(83,642)
Other Charges & Uses	0	15,000	15,000	15,000	0
Total Expenditures	\$9,811,430	\$11,056,907	\$11,497,070	\$11,497,070	\$440,163
Expenditure Reimbursements	(1,036,463)	(995,415)	(1,109,932)	(1,109,932)	(114,517)
Total Appropriations	\$8,774,967	\$10,061,492	\$10,387,138	\$10,387,138	\$325,646
Earned Revenues By Source					
Interest/Rents	\$11,536	\$11,275	\$11,275	\$11,275	\$0
Aid From Other Governments	5,150,531	5,964,159	6,236,683	6,236,683	272,524
Miscellaneous Revenues	85,785	113,905	86,178	86,178	(27,727)
Operating Transfers In	669,840	1,105,777	1,043,178	1,043,178	(62,599)
Total Revenues	\$5,917,692	\$7,195,116	\$7,377,314	\$7,377,314	\$182,198
Net County Cost	\$2,857,275	\$2,866,376	\$3,009,824	\$3,009,824	\$143,448
Allocated Positions	59.0	58.0	58.0	58.0	0.0
Temporary (Full-Time Equivalent)	15.4	15.3	14.6	14.6	(0.7)
Total Staffing	74.4	73.3	72.6	72.6	(0.7)

Purpose

The Aging and Community Services (ACS) budget administers Federal, State, private, and local funds allocated for services to the elderly and low-income citizens of San Joaquin County.

Aging Services includes direct senior services such as ombudsman, in-home services, social day care, legal services, health services, congregate and in-home meals, and long-term care case management.

Community Services includes direct anti-poverty services such as translation and interpretation; assistance with forms and applications; employment and client advocacy; recreation activities for low-income youth and seniors; food and emergency clothing assistance; commodity food distribution to low-income eligible households; payment of energy bills; and home weatherization.

Major Budget Changes

Salaries & Employee Benefits

- \$215,392 Salary and benefits adjustments.
- \$71,687 Add an Office Supervisor position.
- (\$71,687) Delete vacant Office Tech Coordinator position.
- (\$8,631) Decrease in extra-help.
- (\$1,752) Decrease in overtime.

Services & Supplies

- \$167,880 Increase in Older Americans Act (OAA) direct and contracted services due to a one-time baseline funding increase.

5054101000—Aging & Community Services

Human Services

- \$139,340 Increase in professional services and materials for the weatherization program.
- \$58,749 Increase in signage and replacement of furniture to improve customer flow at the Community Centers.
- \$33,000 Increase in maintenance costs for commodities warehouse and Community Centers.
- \$19,730 Increase in advertising for energy assistance and weatherization services.
- \$16,500 Increase in costs to install fire alarms at the Community Centers.
- \$12,000 Increase in printing costs.
- \$10,500 Increase in training costs.
- \$10,440 Increase in communications costs.
- \$10,000 Increase in utility costs.
- (\$93,773) Discontinuance of Senior Employment program due to low enrollment.
- (\$28,603) Decrease in small tools costs.
- (\$15,800) Decrease in software costs.

Centrally-Budgeted Expenses

- (\$24,978) Decrease in Workers' Compensation and Casualty insurance costs.
- (\$61,694) Cost Allocation Plan adjustment.

Expenditure Reimbursements

- \$203,988 Increase in reimbursement for CalWORKs expenses.
- (\$86,518) Decrease in reimbursement from the Human Services Agency.

Revenues

- \$293,653 Increase in Federal funding related to energy assistance and weatherization.
- (\$23,129) Decrease in State revenue related to a higher OAA funding in 2018-2019.

- (\$62,599) Decrease in transfers from the Linkages program due to elimination of the program.
- (\$27,727) Decrease in Senior Nutrition program income and donations based on actual experience.

Program Discussion

The 2019-2020 recommended budget for ACS totals \$11,497,070, which is an increase of \$440,163 from the 2018-2019 adjusted budget. This increase is primarily due to salary and benefits adjustments, additional services for weatherization, and increased signage and replacement of furniture in the Community Centers, offset by decreases in the Senior Employment program, small tools, and Cost Allocation Plan adjustments. The ACS Bureau will continue its focus on services for seniors, youth, and the low-income and disabled populations of the County.

ACS is comprised of several programs, and is supported by a Clerical Unit. The recommended budget deletes a vacant Office Technician Coordinator and adds an Office Supervisor. The change in classification is to accurately reflect the duties of the position overseeing the Clerical Unit. The Senior Nutrition Program recommends to delete two vacant part-time Food Service Workers and add one part-time Community Services Program Worker to assist clients with enrollment, plan food delivery, and in record keeping.

Aging Services

The Human Services Agency's (HSA) ACS Bureau is the designated Area Agency on Aging (AAA) for the County and is funded through the OAA. The OAA and the Older Californians Act mandate a variety of services to seniors age 60 and over. The services include, but are not limited to, Family Caregiver Support; Ombudsman Program; Senior Brown Bags; Home Delivered Meals; Congregate Meals; Legal Services; Adult Day Care; Information and Assistance; and Disease Prevention/Health Promotion. Available funding has allowed for the continuation of the following programs:

- **Congregate Meal Program for Seniors** - The Program provides seniors a hot meal that meets United States Department of Agriculture (USDA) nutritional guidelines. HSA partners with San Joaquin General Hospital to prepare hot, daily meals for seniors age 60 and over. The Program currently funds 19 locations throughout the County. Locations are available in Escalon, Lathrop, Lockeford, Lodi, Manteca, Ripon, Stockton, and Tracy.

5054101000—Aging & Community Services

Human Services

- **Home Delivered Meal Program for Seniors** - The Program, also known as Meals on Wheels, provides frozen meals for homebound seniors age 60 years and older, with meals delivered once a week.
- **Ombudsman Program** - The Program investigates reports of abuse or neglect, and advocates on behalf of residents of skilled nursing facilities, residential facilities for the elderly, assisted living, and adult day health care facilities. The Program regularly monitors facilities and serves as a liaison between facility staff and residents/families on an as-needed basis.

In addition to core funding provided through the OAA, concerted efforts have been made towards building partnerships in and outside the community to expand services for older adults. ACS currently partners with local and regional organizations such as Partners in Care Foundation (PCF), non-profit organizations, local government entities, and other County agencies.

Through a partnership with PCF and Public Health Services, ACS is able to provide Matter of Balance classes that reduce the risk of falls in seniors. Matter of Balance is an eight-week program that teaches participants: that falls and the fear of falling is controllable; to set realistic goals to increase activity; how to change their environment to reduce fall risk; and exercises to increase strength and balance. Classes are provided at the Church of the Presentation in Stockton, Community Center for the Blind and Visually Impaired in Stockton, Lolly Hansen Senior Center in Tracy, and LOEL Foundation, Inc. in Lodi.

Community Services/Centers

Community Services

The Community Services programs focus on improving the quality of life for all ages from youth to seniors. The following programs are offered by the Community Services Division:

- **Commodity/Food for You Program** - In 2018-2019, ACS rebranded the Commodity Program to more clearly define the Program's core mission of providing surplus food to low-income households. In flyers, outreach material, and other media, the Program is now promoted as the Food for You Program.

Operating as the State-designated emergency food bank in the County, the Program receives surplus USDA, State, and donated food from local businesses. Food is distributed through the County's eight community centers, plus other local distribution sites. The Food for You Program provides assistance to over 3,200 households each month with more than 5.0 million pounds of food per year.

The Food for You Program was awarded State funding under the Food Bank Capacity Program to purchase a refrigerated box truck. The truck provides the infrastructure needed to distribute refrigerated and frozen foods more widely throughout the County, and will be particularly useful in the summer months when safe food storage is challenging due to extreme heat in the Central Valley.

- **Volunteer Programs** - The Retired and Senior Volunteer Program (RSVP) and Community Services Volunteer Program coordinate and provide volunteer opportunities for individuals of all ages in public and non-profit settings. RSVP is funded by the Corporation for National Community Service (CNCS). CNCS has significantly changed the project model to allow for host agencies, including ACS, to have a more evidence-based focused work plan. As a result, CNS has reduced the number of required volunteers. ACS has restructured and reallocated volunteers to activities that will strongly impact the community.
- **Weatherization Program** - Low-income County residents are eligible to have their dwelling weatherized with energy conservation measures: furnace repair/replacement, air conditioning unit, and/or water heater; minor housing repairs; door and window replacement; attic venting; ceiling insulation; and weather-stripping.

The Weatherization Program is funded by the Low-Income Home Energy Assistance Program and Department of Energy (DOE). Based on current performance in this Program, the State Department of Community Services and Development provided an opportunity to accept additional funds. DOE funding increased by \$378,747, from \$126,942 in 2018-2019 to \$505,689 in 2019-2020, which will allow additional homes to be weatherized.
- **Energy Assistance Programs** - ACS assists low-income households with the payment of their utility bills when experiencing household energy-related emergencies, and may also provide repair or replacement of home heating or cooling units. Funding for this Program is estimated to be \$1,053,864, which is an increase of \$138,846 from 2018-2019.

Community Centers

The ACS budget provides for services through the Community Centers as recommended in the 2015-2020 Strategic Plan approved by the Board of Supervisors on July 7, 2015.

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Human Services

The Centers are strategically placed near areas where residents may have a higher need for supportive services. The comprehensive array of services offered at the Centers assist low-income individuals and families in obtaining the resources, skills, and opportunities to become self-sufficient. Services provided include information and referral; assistance with forms and applications; counseling for assistance programs (e.g., CalWORKs, CalFresh, Medi-Cal); translation and interpreter assistance; health fairs; food and emergency clothing assistance; senior lunches; after-school programs; and recreation for youth and seniors.

During extreme heat or cold weather emergencies, ACS partners with the County Office of Emergency Services to designate the Community Centers as heating or cooling stations. Heating or cooling stations provide a designated location for County residents to improve the health and safety of those who do not have adequate shelter.

In 2019-2020, the recommended budget includes additional signage to identify the computer lab and other services that are available at each location. Minor improvements, including furniture, are also being made to increase the safety of patrons and staff.

Each Community Center is open from 8:00 A.M. to 5:00 P.M., Monday through Friday at the following locations:

<i>Community Centers</i>	<i>Location</i>
<i>Boggs Tract Center</i>	<i>Stockton</i>
<i>Garden Acres Center</i>	<i>Stockton</i>
<i>Kennedy Center</i>	<i>Stockton</i>
<i>Larch Clover Center</i>	<i>Tracy</i>
<i>Lodi Center</i>	<i>Lodi</i>
<i>Northeast Center</i>	<i>Stockton</i>
<i>Taft Center</i>	<i>Stockton</i>
<i>Thornton Center</i>	<i>Thornton</i>

The Centers that are located near schools serve as a location for youth to participate in after school activities. Activities are available year-round, with additional programming during the summer months.

- **Recreation Program** - The Program offers youth an opportunity to participate in seasonal sports such as basketball and flag football, and provides a free alternative to private pay sports activities. The Centers also provide opportunities for youth who may not yet demonstrate the skills necessary to compete in organized sports through their schools.
- **Summer Youth Enrichment Program** - Recreational and educational services are provided to over 200 youth through the network of eight Community Centers. Field trips, arts and crafts, intramural sports, motivational speakers, and summer reading programs provide positive activities when school is not in session.
- **Summer Aquatics Program** - The pool at the Kennedy Community Center is open from Memorial Day until school resumes for the local youth. Recreational and instructional swimming are offered to provide an anti-crime activity while school is not in session.

Software

Through the Community Services Block Grant (CSBG), additional funds were utilized to improve data collection. In February 2019, the Centers launched CSG Engage, a software program designed to support the CSBG reporting requirements. In addition to providing secure client and case management, the software program will also assist in conducting surveys, event outreach, and communications.

Trust Accounts

ACS uses eight trust accounts to better provide community services. These accounts are monitored and are restricted for specific purposes.

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Human Services

Aging & Community Services Trust Accounts	Fund	Balance at March 31, 2019	Interest Bearing	Restricted
Department of Aging - Weatherization <i>Accounts for revenue earned by the Department when providing weatherization measures to eligible low-income households. Account reimburses the General Fund for actual program expenditures on a periodic basis.</i>	15301	\$878,988	Yes	Yes
Weatherization Materials <i>Accounts for weatherization material cost. Account is charged as materials are purchased and placed in inventory. Credit is provided as materials are consumed by the program.</i>	15302	\$121,092	No	Yes
Community Action Agency - Donation <i>Accounts for donations to County Community Centers and related expenditures of these discretionary funds.</i>	15307	\$130,762	No	Yes
Senior Awareness Program <i>Tracks donations made to Department and event expenditures for the annual Senior Awareness Day event.</i>	15309	\$53,727	Yes	Yes
Retired & Senior Volunteer Program <i>Tracks discretionary revenue earned by the program that can be used to meet RSVP non-Federal matching requirements.</i>	15314	\$30,366	No	Yes
Department of Aging <i>Accounts for revenue earned through operations of the aging and adult service programs.</i>	81872	\$699,050	No	Yes
Ombudsman Trust <i>Administers donations made to the Department for the Ombudsman Program.</i>	81896	\$17,128	No	Yes

5054101000—Aging & Community Services

Human Services

Workload Data

	-----Actual-----			Est./Act.	Projected
	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020
<i>Aging Services</i>					
<i>Brown Bag/ Supplemental Food Meals*</i>	67,788	69,196	65,282	63,576	64,000
<i>Clients Served*</i>	23,882	21,137	27,789	24,514	24,600
<i>Congregate Meals</i>	85,347	93,002	85,743	87,600	87,000
<i>Home Delivered Meals</i>	143,595	134,720	118,863	107,693	125,000
<i>In-Home Respite**</i>	4,677	5,116	11,179	11,301	11,300
<i>Long-Term Care Cases</i>	56	34	42	40	45
<i>Ombudsman Complaints Investigations</i>	754	667	718	700	710
<i>RSVP Volunteers Served ^</i>	534	384	351	235	250
<i>Community Services</i>					
<i>Anti-Crime</i>	2,700	2,235	2,246	2,200	2,200
<i>Clients Served (Unduplicated)</i>	2,634	1,789	1,842	2,000	2,050
<i>Commodity Households Served***</i>	33,607	25,990	24,859	31,438	38,638
<i>Emergency Food & Clothing</i>	5,998	2,009	3,606	4,748	3,750
<i>Units of Service Provided to Clients</i>	410,904	325,528	345,796	364,000	373,100
<i>Energy Programs</i>					
<i>Utility Payments</i>	6,568	7,600	6,664	6,670	6,830
<i>Weatherizations</i>	417	522	367	439	522

*Figures can include multiple services to individuals/households throughout the year.

**In-Home Respite hours have expanded through the assistance of social work interns.

***Commodities program is projected to receive additional food in 2019-2020.

^RSVP's funding agency has revised the program, which reduces the number of volunteers needed.

5053300000—Burials

Human Services

Patrick Withrow, Sheriff-Coroner-Public Administrator

General Fund	2017-2018 Actual	2018-2019 Adjusted	2019-2020 Requested	2019-2020 Recommended	Increase/ (Decrease)
Expenditures					
<i>Services & Supplies</i>	\$39,641	\$40,000	\$35,000	\$35,000	(\$5,000)
<i>Total Appropriations</i>	\$39,641	\$40,000	\$35,000	\$35,000	(\$5,000)
Earned Revenues By Source					
<i>Licenses/Permits/Franchises</i>	\$12,690	\$12,000	\$12,000	\$12,000	\$0
<i>Miscellaneous Revenues</i>	3,473	1,000	1,000	1,000	0
<i>Total Revenues</i>	\$16,163	\$13,000	\$13,000	\$13,000	\$0
Net County Cost	\$23,478	\$27,000	\$22,000	\$22,000	(\$5,000)

Purpose

This budget funds the County's mandated responsibility to provide for the disposition of indigent dead. The Board of Supervisors' adopted policy of cremation, with exceptions only in certain cases as determined by the Coroner, along with the continued scrutiny of financial eligibility by the Sheriff-Coroner Division, helps to contain program costs.

Program Discussion

The 2019-2020 recommended budget for indigent cremations is \$35,000, which is a decrease of \$5,000 from the 2018-2019 adjusted budget. This change reflects a decrease in the number of cremations budgeted in 2019-2020 from the originally projected cremations of 113 in 2018-2019, offset by an increase in the per cremation price from \$355.75 to \$359.00. The Sheriff's contract for indigent cremation services was re-issued in June 2018 and extends through May 2023.

Major Budget Changes

Services & Supplies

- (\$5,000) Decrease in cost for indigent cremations.

Workload Data

	-----Actual-----			Est./Act.	Projected
	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020
<i>Indigent Cremations</i>	96	100	122	90	102

5055103000—Employment & Economic Development

Human Services

John Solis, EEDD Director

Special Revenue Fund	2017-2018 Actual	2018-2019 Adjusted	2019-2020 Requested	2019-2020 Recommended	Increase/ (Decrease)
Expenditures					
Salaries & Benefits	\$6,608,697	\$7,837,804	\$8,197,653	\$8,197,653	\$359,849
Services & Supplies	6,388,171	7,722,071	10,891,945	10,891,945	3,169,874
Centrally-Budgeted Expenses	266,007	466,398	211,862	211,862	(254,536)
Total Expenditures	\$13,262,875	\$16,026,273	\$19,301,460	\$19,301,460	\$3,275,187
Expenditure Reimbursements	(4,140,058)	(3,630,951)	(3,659,189)	(3,659,189)	(28,238)
Total Appropriations	\$9,122,817	\$12,395,322	\$15,642,271	\$15,642,271	\$3,246,949
Earned Revenues By Source					
Aid From Other Governments	\$8,280,687	\$11,586,222	\$14,814,400	\$14,814,400	\$3,228,178
Charges For Services	476,759	490,000	490,000	490,000	0
Miscellaneous Revenues	328,372	319,100	337,871	337,871	18,771
Fund Balance	36,999	0	0	0	0
Total Revenues	\$9,122,817	\$12,395,322	\$15,642,271	\$15,642,271	\$3,246,949
Net County Cost	\$0	\$0	\$0	\$0	\$0
Allocated Positions	69.0	70.0	71.0	71.0	1.0
Temporary (Full-Time Equivalent)	3.1	3.6	7.4	7.4	3.8
Total Staffing	72.1	73.6	78.4	78.4	4.8

Purpose

The Employment and Economic Development Department (EEDD) provides employment training, education, and economic development services throughout the County. It serves as staff to the Workforce Development Board (WDB), San Joaquin County Economic Development Association (EDA), and the Revolving Loan Fund (RLF). Employment and training services for the California Work Opportunity and Responsibility to Kids Act (CalWORKs) Program are also provided under a cooperative agreement with the Human Services Agency (HSA).

Once a jurisdiction has received designation as a Local Workforce Development Area (LWDA), levels of service must conform to standards established by law. EEDD is the designated administrative entity and is responsible for managing these functions and ensuring compliance with Federal and State program guidelines.

The EEDD budget is primarily supported by Federal and State funds from the Workforce Innovation and Opportunity Act

(WIOA), the CalWORKs Program, and grants, with no General Fund contribution.

Board Strategic Priorities 2019-2020 through 2021-2022

The 2019-2020 recommended budget for EEDD focuses on the implementation of the Board Strategic Priorities as adopted by the Board on April 9, 2019. The Board Strategic Priorities for fiscal years 2019-2020 through 2021-2022 are a continuation of the Board's original five key priorities established in 2015. The Board has updated and augmented the goals associated with these strategic priorities to reflect the Board's direction related to water issues, health, collaboration, and homelessness. The following highlights provide an overview of several projects, programs, and activities administered by EEDD.

Ensure Fiscal Responsibility

During 2019-2020, the Department will continue to seek cost-sharing agreements with its partner agencies, including future

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Human Services

co-location within EEDD facilities and the sharing of infrastructure and staffing costs when possible. The Department applied for over \$2.6 million in competitive grants in 2018-2019 in an effort to supplement primary funding sources. In addition, EEDD applied on behalf of the Regional Planning Unit (RPU) for State Prison to Employment (P2E) grant funding. The RPU was provisionally awarded \$3.0 million, of which San Joaquin County will receive approximately \$724,000 through March 2022. EEDD will serve as the administrative entity and fiscal agent for the RPU, which will provide the Department increased administrative funding. The Department will continue to apply for additional funding as it becomes available.

The Department also established a fiscal officers group comprising of eight California Central Valley LWDAs meeting quarterly to discuss common issues among Workforce Development agencies. The group reviews new directives, shares common practices, and participates in discussion as fiscal issues emerge.

Promote Good Governance and Increase Organizational Capabilities

The Department has been successful in expanding the promotion of services and employment opportunities on social media platforms. EEDD is now promoting services through cellular phone text services. Research has shown this form of outreach to be successful when compared to e-mail outreach methods.

Improve Public Safety and Enhance Overall Criminal Justice System

EEDD is the designated administrative entity and fiscal agent under the P2E Program, which serves the formerly incarcerated and other justice-involved individuals in California. EEDD represents eight WDBs and ten counties from Kern to San Joaquin. The entity and fiscal agent is also responsible for the oversight and reporting on the Program and the procurement of goods and services, including service providers throughout the RPU.

Promote Economic Development

In partnership with the Board and the WDB, EEDD will continue working collaboratively with partner agencies and the business community to stimulate economic development in the County by implementing new employment training and job placement services where the needs of business are the focus. The Department will continue engaging targeted and priority industry sectors to identify needs for training qualified job candidates, business services, and advocacy. These discussions will provide a better understanding of the emerging job classifications and new skill sets required of job

candidates to enable them to compete in a global economy. Additionally, educational institutions will be included to facilitate the development of new coursework, curriculum, and certification programs incorporating the new desired skill sets.

With its mandated partners, EEDD will participate in the development of industry sector strategies to support the County's priority and emerging industry sectors. EEDD administers and staffs the EDA, the County's lead agency for promoting Countywide economic development, job creation, business retention and expansion, and entrepreneurial development. The EDA works in partnership with all public and private sector economic development and business service organizations to create a business-friendly climate that is more responsive and supportive to the needs of the County's key and emerging industry sectors. EDA's primary objective is to promote economic vitality and diversification Countywide.

The EDA continues to administer the County's new Economic Development Incentive Policy (EDIP) and is evaluating the new Federal Opportunity Zone Program to determine how the two programs could be integrated to further induce development. In November 2018, the EDA was allocated \$195,247 of Employment Training Panel funding that will be utilized to reimburse County employers for qualified employee training costs, thereby reducing their operational costs. Funds will be available through November 2020 and can be increased as demand warrants.

Major Budget Changes

Salaries & Employee Benefits

- \$103,718 Salary and benefits adjustments.
- \$104,055 Add a Business Loan Officer.
- \$135,696 Increase in extra-help.
- \$16,380 Increase in overtime.

Services & Supplies

- \$3,128,373 Increase in program costs for additional grants such as P2E, WIOA Trade and Economic Transition National Dislocated Worker (TET NDWG), Summer Training and Employment Program for Students (STEPS), and additional training required for formula grants.

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- \$36,800 Increase in professional services costs for local and regional WIOA plan modifications and WorkNet Center certification.
- \$17,358 Increase in rents based on current contracts.
- \$13,300 Increase in costs for communications and client texting contract.
- (\$14,200) Decrease in Workers' Compensation Insurance costs related to STEPS.
- (\$9,915) Decrease in software maintenance costs.

Centrally-Budgeted Expenses

- (\$11,843) Decrease in data processing charges.
- (\$245,352) Cost Allocation Plan adjustment.

Expenditure Reimbursements

- \$42,798 Increase in reimbursement from Community Corrections Partnership for employment and training services for Assembly Bill (AB) 109 clients.
- (\$16,850) Decrease in CalWORKs and CalWORKs subsidized employment program funding.

Revenues

- \$1,500,000 Increase in State revenue for P2E grant.
- \$995,810 Increase in WIOA TET NDWG funding.
- \$497,236 Increase in WIOA formula funding.
- \$185,132 Increase in administrative cost reimbursement from the RLF due to the addition of a Business Loan Officer.
- \$150,000 Increase in revenue for STEPS.
- \$18,771 Increase in revenue for leased space.
- (\$100,000) Decrease in revenue for City of Stockton Summer Youth Employment Training Program (SYETP).

Program Discussion

The 2019-2020 recommended EEDD budget totals \$19,301,460 which is an increase of \$3,275,187 from the 2018-2019 adjusted budget. This change primarily reflects salary and benefits adjustments, the addition of a Business Loan Officer position, increased extra-help, and grant-related program costs, offset by Cost Allocation Plan adjustments.

EEDD has also requested the addition of an EEDD Division Manager position. The Human Resources (HR) Division does not support the additional position at this time. The position will be considered as part of a comprehensive analysis concurrent with the requested classification studies of the EEDD Administrative Services Manager and the EEDD Economic Development Director. The Department may return to the Board with recommended allocation adjustments midyear 2019-2020 should HR support the position(s).

Workforce Innovation & Opportunity Act (WIOA)

The recommended budget reflects anticipated WIOA funding totaling \$12.6 million for employment and training services.

As the designated administrative entity under WIOA, EEDD administers WorkNet Centers in Stockton, Lodi, Manteca, Tracy, and on the San Joaquin Delta College campus. Demand for employment and training services in the County will remain high in 2019-2020. The County experienced a 7.0% unemployment rate in February 2019. This compares with an unadjusted unemployment rate of 4.4% for California and 4.1% for the nation during the same period. In September 2018, unemployment reached 5.0%, the lowest level reached in 35 years. WorkNet service levels are dependent on WIOA funding and limited employment. Limited training resources make it difficult to reach the service levels needed to meet the demands of the County.

During 2019-2020, WorkNet will enhance its business engagement strategy, working closely with critical and strategic partners to support economic development in the region. EEDD will continue the development of a WorkNet Center located at the Manteca Unified School District Adult School campus, where it houses its administrative offices, four charter schools, and its hub for career technical education. The new partnership will offer Manteca a more comprehensive service delivery that is responsive to the needs of the Manteca and Lathrop communities.

WorkNet Centers will continue to provide comprehensive services to both the business community and the job seekers. The WorkNet One-Stop Career Center delivery system will continue to experience enhancements with additional allocations from other funding sources, including State and Federal program initiatives, and will be an intricate part of the

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Rapid Response activities that serve businesses and displaced workers.

In 2018-2019, the WorkNet Center received its Hallmarks of Excellence State Certification with the highest score in the State of California, making it the number one Comprehensive One-Stop Center for Workforce Development under America's Job Centers of California. EEDD has exceeded U.S. Department of Labor (DOL) and State negotiated performance objectives for 35 years since its inception in 1983.

In 2018-2019, 7 major job fairs and 425 sector-targeted job fairs and recruitments were held, bringing together nearly 13,990 local job seekers and 711 businesses. EEDD also functions as a service provider to HSA for employment and training services. In 2019-2020, HSA and EEDD will continue to partner, in order to leverage resources from the CalWORKs and WIOA programs, to provide an effective and comprehensive service delivery system. Programs will be coordinated to ensure that services meet the needs of CalWORKs clients.

In 2018-2019, EEDD extensively modified its WIOA local and regional plans to incorporate mandated requirements included in the State Plan approved by the DOL. A critical focus was the inclusion of new required partners including Department of Child Support Services (DCSS), Supplemental Nutrition Assistance Program (SNAP) Employment and Training, English Language Learners, Individuals with Disabilities, and the P2E Program. Local and regional forums were held to gather pertinent information about the needs of the community and the services available, working in partnership with DCSS, HSA, San Joaquin Delta College, Community Partnership for Families, County Probation, and their respective service providers.

Funding Forecast

While the long-term expectation is that program funding will be reduced as a result of the 2018 tax reform, continued positive economic conditions are anticipated to mitigate the need for future reductions. While employment opportunities remain a priority of the current administration, the DOL has begun identifying programs determined to be failing and therefore, dramatically reduced funding for these programs, which are ultimately expected to be eliminated.

Preliminary planning figures have not been released from the DOL or the State Employment Development Department. The DOL will allocate the funding to all States using the Federal formula that takes into consideration the current and long-term unemployment rate, poverty rate, natural disasters, and high-risk populations. States will then use a similar formula to allocate funding to Local Workforce Investment Areas. Understanding additional funding may become

available, this budget plans for minor increases to status quo WIOA allocations for 2019-2020.

The State of California is allocating a total of \$52.0 million for the 2019-2020 program year. With the P2E Program and AB 1111, WDBs are anticipating receiving additional funding.

EEDD will maintain its aggressive effort to pursue competitive funding sources and additional Governor's discretionary funds. This will enable EEDD to maintain a budget that will address the employment and training needs of the County. Through the State Employment Development Department, EEDD was able to secure a competitive grant for \$995,810 to provide job training and support services to workers affected by job loss or employer/industrial reorganization due to trade or automation and prepare them for careers in high-growth industries. Only 15 out of 47 areas were awarded funding as part of a Statewide \$7.7 million TET NDWG from the DOL to re-employ 1,100 unemployed workers. EEDD will serve 150 affected workers in targeted in-demand industries in the County, including advanced manufacturing, construction, energy, health care, transportation and logistics, and value-added agriculture.

Due to the passage of AB 1111 (2017), the State will provide funding to local WDBs to increase collaboration and coordination between community service organizations facilitating the delivery of employment and training services to the most difficult populations, including veterans, homeless, and people with disabilities. It is anticipated that \$25.0 million will be made available Statewide during the first year, with approximately \$50.0 million allocated in future years. The State did not allocate funding in 2018-2019, however, EEDD expects it will receive its share of funding, estimated at \$700,000, in 2019-2020 for the first program year.

Youth Programs

WIOA youth funding allows EEDD to provide at-risk and low-income youth with opportunities that prepare them for high school graduation and assistance entering post-secondary vocational training, education, and employment. Contracted service providers operate year-round programs serving youth under the Work Start Youth Education Services Program. Through the Program, at-risk youth are provided an array of services tailored to their specific needs and career interests. The current service providers are required partners of the WDB who have established partnerships within the workforce development, education, human services, and juvenile justice systems.

Over the past four years, the CalWORKs Program has experienced reductions in funding, resulting in an annual reduction to the County's funding allocation. Due to funding

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Human Services

reductions in the 2018-2019 HSA budget, SYETP funding was reduced by \$3.2 million, eliminating the CalWORKs SYETP component and its services to youth participants of CalWORKs families. No CalWORKs funding is anticipated for a CalWORKs SYETP in 2019-2020. The recommended budget includes \$3.9 million in WIOA funding for the Youth Programs, an increase of approximately \$150,000.

During 2018-2019, approximately 1,080 youth who did not participate in the SYETP were placed directly into private sector jobs under the Summer Jobs Program where the respective businesses paid the wages. The Summer Jobs Program conducted a total of 58 Job Preparedness orientations, serving a total of 3,339 students. In 2018-2019, the Hire Me First Internship Program enrolled 1,030 high school students and 146 participating employers, providing 571 internships. This Program provides students an opportunity to conduct career exploration while acquiring job-specific skills and work ethics. The participating employers in these programs provided 3,339 unsubsidized employment opportunities. The Internship Program has now expanded from the City of Tracy to the Manteca Unified School District and the City of Lathrop.

For the summer 2018 program, EEDD received an allocation of \$350,000 for the STEPS from the State Department of Rehabilitation. The allocation has increased to \$500,000 for summer 2019. STEPS is a program that offers employment training for disabled individuals ages 16 to 21 and it is estimated that EEDD will serve 100 participants. The budget adds additional extra-help to assist with Program implementation.

Local Workforce Development Areas (LWDAs)

As a founding member of the Central California Workforce Collaborative (CCWC), EEDD partners with the other seven Central Valley LWDAs to leverage resources and apply for regional grants.

Through this partnership, EEDD secured Veterans Employment Assistance Program grant funding from the State to provide Veterans with training and other employment-related services in high-demand sectors leading to careers in manufacturing, transportation/logistics, construction, and health care. Additionally, EEDD has joined four other CCWC partners in applying for new funding to serve additional Veterans.

EEDD has been working under a planning grant with the CCWC partners on engaging stakeholders to improve collaboration between WDAs and organizations that serve the formerly-incarcerated and justice-involved individuals. Meetings and forums were held with community corrections partners to secure pertinent information to facilitate the development of the regional P2E grant application. The goal

of the P2E initiative is to develop innovative methods of service delivery for this population and provide career pathways that reduce recidivism. The grant funding request to the State is approximately \$6.2 million and will cover all partners in the CCWC.

CCWC and EEDD will pursue a portion of the Governor's discretionary funding to facilitate the training and placement of job seekers into high-demand occupations. Supporting this effort is EEDD's continued engagement in the California Partnership for the San Joaquin Valley, which was created to improve the long-term economic prosperity of the San Joaquin Valley.

Other Services/Programs

One-Stop Economic Development Center

EEDD will continue to operate the One-Stop Economic Development Center promoting business growth and development and facilitating access to available resources that support growing and emerging industries. This includes a strong linkage with the Small Business Development Center of San Joaquin Delta College, economic development agencies, the RLF, the EDA, and the WDB.

In coordination with the County Administrator's Office and the San Joaquin Partnership, EEDD developed the Economic Development Incentives Policy (EDIP) and Business Incentives Guide that were approved by the Board in January 2018. Since its adoption, the County has generated significant interest. In 2018-2019, there were five inquiries, but no formal requests for consideration. It is anticipated there will be approximately 10 EDIP inquiries in 2019-2020. The recommended budget includes funding to oversee the EDIP program along with Business Team San Joaquin to enhance the County's regional economic development efforts.

Business Retention and Expansion Program

The Department will continue to administer and implement the Business Retention and Expansion Program through the EDA in partnership with the local municipalities, chambers of commerce, and other organizations that deliver resources and services to new and existing businesses to support business growth. In 2018-2019, 987 businesses were contacted, a decrease of 263 businesses from 2017-2018, to offer services such as tax credit benefits, employee recruitment and training, and RLF financing and labor market information. In partnership with Business Team San Joaquin strategic partners, 690 visits, an increase of 60, were made to local businesses employing 25 to 200 employees to identify and address any concerns of doing business in the County.

To support Business Retention and Expansion efforts, EEDD has received \$20,000 from the City of Tracy, \$20,000 from

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Human Services

the City of Manteca, and another \$4,684 from the City of Ripon. The cities of Lathrop and Stockton have also entered into Economic Development Services Agreements with the EDA in the amounts of \$26,914 and \$20,000, respectively.

Revolving Loan Fund (RLF)

The RLF Program provides financing to businesses in San Joaquin County that cannot obtain financing from traditional sources, and meet Program eligibility requirements. The recommended budget adds an EEDD Business Loan Officer to market the Program and process loan applications.

As of March 31, 2019, the RLF has 16 active loans with a total principal outstanding balance of \$3.2 million. Approximately \$3.5 million will be available for RLF lending in 2019-2020. The Department projects approving four to six RLF loans totaling \$1.0 million during 2019-2020.

Program Year End	Outstanding Principal	Active Loans	Total Cumulative Loans
2019	\$3,157,301	16	184
2018	\$3,109,835	18	181
2017	\$3,305,096	19	179

The RLF offers a Business Incubator Loan (BIL) Program to entrepreneurs who need seed capital or small loans between \$5,000 and \$25,000. The BIL Program fills an important niche in the financial marketplace and provides flexibility, fixed rates, and low fees. Since inception, 23 BIL Program loans have been approved supporting the creation and retention of 117 jobs in the County.

In early 2019, the RLF unveiled a new Small-CAP loan product offering expedited processing for applications

ranging from \$25,000 to \$100,000. This new initiative is intended to streamline the lending process, thus getting loan funds to approved borrowers and enabling them to expand their business and create jobs within the County.

San Joaquin County's High School and Incumbent Worker Apprenticeship Program Initiatives

In 2018-2019, EEDD initiated the development of a High School Apprenticeship Program. The initiative includes the Labor and Workforce Development Agency, the Division of Apprenticeship Standards (DAS), San Joaquin Delta College Local Education Agency (LEA), County Office of Education (LEA), the DOL, California WDB, State Department of Education, the Community College Chancellor's Office, San Joaquin County local school districts, municipalities, local labor organizations, and employer organizations.

A Steering Committee of 125 stakeholders was developed in August 2018. Two subcommittees were established, one for the High School Apprenticeship Program initiative and another for the Incumbent Worker Apprenticeship Program initiative. The innovative concept under the San Joaquin County apprenticeship initiative is that it includes private and public agency employers, opening significant employment opportunities for youth in the community during a time where greater than 50% of graduating high school students have never worked before.

Working in collaboration with the identified LEAs and DAS, EEDD established the Master Apprenticeship Committee that will oversee the approval of all apprenticeship protocols and standards. Once established, this High School Apprenticeship Program initiative will be the first in California. Some apprenticeship classifications have already been approved by DAS and others are under development.

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Human Services

Employment and Economic Development Department Funding Sources

Program	2018-2019 Funding	2019-2020 Funding	% of 2019-2020 Budget	Change +/(-)
<i>Workforce Innovation and Opportunity Act (WIOA)</i>	\$11,062,480	\$11,559,716	59.9%	\$497,236
<i>WIOA Trade & Economic Transition National Dislocated Worker Grant (TET NDWG)</i>	0	995,810	5.2%	995,810
<i>Human Services Agency (HSA)</i>	2,795,467	2,778,617	14.4%	(16,850)
<i>SJC Economic Development Association (EDA)</i>	490,000	490,000	2.5%	0
<i>Revolving Loan Fund (RLF)</i>	173,742	358,874	1.8%	185,132
<i>Community Corrections Partnership/AB 109</i>	759,142	801,940	4.2%	42,798
<i>Prison to Employment Grant (P2E)</i>	0	1,500,000	7.8%	1,500,000
<i>Summer Training and Employment Program for Students Grant (STEPS)</i>	250,000	400,000	2.1%	150,000
<i>City of Stockton - Summer Youth Employment Training Program (SYETP)</i>	100,000	0	0.0%	(100,000)
<i>Miscellaneous Revenue</i>	395,442	416,503	2.1%	21,061
Total	\$16,026,273	\$19,301,460	100.00%	\$3,275,187

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Human Services

Workload Data

	-----Actual-----			Est./Act.	Projected
	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020
Adult Services					
<i>Job Seekers Served</i>	52,808	42,825	36,824	37,347	37,347
<i>Job Seeker Services</i>	91,698	78,002	85,094	111,207	111,207
<i>Enrolled Participants</i>	2,262	1,683	1,542	1,425	1,425
<i>Job Placements</i>	655	521	719	890	890
<i>Average Hourly Earnings*</i>	\$16.72	\$17.37	\$18.40	\$16.24	\$16.24
<i>Major/Targeted Job Fairs</i>	6/78	2/131	5/383	7/425	7/425
<i>Employers Participating</i>	268	240	563	711	711
Youth Services					
<i>Youth Served</i>	4,392	4,732	4,267	2,910	2,951
<i>Youth Services</i>	6,378	11,184	16,610	9,735	10,339
<i>Work Experience</i>	1,183	1,221	1,613	1,134	1,709
<i>Job Placements</i>	931	1,105	1,159	2,109	1,295
Business Services					
<i>Businesses Served</i>	3,205	3,359	2,484	2,377	2,134
<i>Business Service Referrals</i>	202	200	434	658	594
<i>Layoff Aversion/Business Retention</i>	1,126	791	837	1,000	628
<i>Revolving Loan Fund Inquiries</i>	40	56	48	53	53
Rapid Response					
<i>Businesses Affected</i>	16	19	17	20	20
<i>Orientations</i>	18	88	198	303	303
<i>Impacted Employees</i>	1,089	690	863	1,796	1,796
Website Usage					
<i>User Sessions</i>	298,231	289,844	280,847	282,447	282,447
<i>Site Hits</i>	3,561,825	3,982,783	3,386,736	2,998,052	2,998,052
CalWORKs/Welfare-to-Work					
<i>Work Experience/Community Service</i>	3,153	2,312	465	485	485
<i>Client Assessment</i>	522	529	458	432	432
<i>SYETP CalWORKs</i>	877	899	1,017	0	0

*WIA/WIOA only.

5055246000—Neighborhood Preservation

Human Services

Zayante (Zoey) P. Merrill, *Interim Community Development Director*

General Fund	2017-2018 Actual	2018-2019 Adjusted	2019-2020 Requested	2019-2020 Recommended	Increase/ (Decrease)
Expenditures					
Salaries & Benefits	\$690,473	\$854,926	\$964,067	\$964,067	\$109,141
Services & Supplies	66,785	148,450	167,450	167,450	19,000
Centrally-Budgeted Expenses	17,264	14,812	40,088	40,088	25,276
Other Charges & Uses	7,223,482	7,443,405	16,391,562	16,391,562	8,948,157
Fixed Assets	187,534	773,000	748,000	748,000	(25,000)
Total Expenditures	\$8,185,538	\$9,234,593	\$18,311,167	\$18,311,167	\$9,076,574
Expenditure Reimbursements	(646,512)	(665,000)	(665,000)	(665,000)	0
Total Appropriations	\$7,539,026	\$8,569,593	\$17,646,167	\$17,646,167	\$9,076,574
Earned Revenues By Source					
Aid From Other Governments	\$9,090,542	\$8,569,593	\$17,646,167	\$17,646,167	\$9,076,574
Total Revenues	\$9,090,542	\$8,569,593	\$17,646,167	\$17,646,167	\$9,076,574
Net County Cost	(\$1,551,516)	\$0	\$0	\$0	\$0
Allocated Positions	7.0	7.0	7.0	7.0	0.0

Purpose

The Neighborhood Preservation Division of the Community Development Department administers, plans, coordinates, and implements the County's grant-funded housing and community development programs. Federal funding for these programs come from the Federal Department of Housing and Urban Development's (HUD) Community Development Block Grant (CDBG), the Emergency Solutions Grant (ESG), HOME Investment Partnerships (HOME) programs, Shelter Plus Care (SPC), and Supportive Housing Program (SHP) for the unincorporated County and five participating cities (Escalon, Lathrop, Manteca, Ripon, and Tracy). State funding programs administered by the California State Department of Housing and Community Development include the State ESG, California Emergency Solutions and Housing (CESH), and the Homeless Emergency Aid Program (HEAP).

Major Budget Changes

Salaries & Employee Benefits

- \$109,141 Salary and benefits adjustments.

Services & Supplies

- \$20,000 Increase in consultant costs for the CDBG Consolidated Plan update.

Centrally-Budgeted Expenses

- \$26,746 Cost Allocation Plan adjustment.

Other Charges

- \$7,148,364 Program costs for new State HEAP.
- \$1,014,961 Program costs for new CESH Project.
- \$713,998 New public improvement projects.
- \$595,900 Re-budget HUD projects.
- (\$400,000) Decrease in CDBG Rehabilitation Loan Program projects.
- (\$53,171) Decrease in re-budgeted Federal Grant projects.
- (\$42,899) Decrease in State ESG projects.

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Human Services

Revenues

- \$7,148,364 Funding for new State HEAP.
- \$1,014,961 Funding for new CESH project.
- \$985,144 Re-budget HUD revenue and Victory Gardens project.
- (\$71,895) Decrease in State and Federal ESG funding.

Fixed Assets/Capital Improvements

- \$433,000 Re-budget of Public Works South Stockton Sidewalks project.
- \$300,000 East Stockton Storm Drainage Improvements.
- \$15,000 Facility project development.

Program Discussion

The 2019-2020 recommended Neighborhood Preservation budget totals \$18,311,167, which is an increase of \$9,076,574 from the 2018-2019 adjusted budget. This is primarily due to the new State CESH and HEAP programs and re-budgeting of projects not completed in 2018-2019.

In 2019-2020, the County's five-year Consolidated Plan will be updated. The Plan prioritizes the County's use of HUD funding for the CDBG, HOME, and ESG programs for the primary benefit of persons meeting extremely-low, very-low, and low-income criteria.

Community Development Block Grant

The Entitlement Urban County (EUC) is comprised of the County and all cities, except Lodi and Stockton. The EUC will receive an estimated \$2.6 million in CDBG funding in 2019-2020. The unincorporated County's share of the funding is \$1,413,584. In addition, \$542,500 is re-budgeted revenue for projects not yet completed and revolving program income re-budgeted to fund qualifying projects. The County uses CDBG funds for infrastructure, public facilities, public services, recreation projects, and affordable housing.

HOME Investment Partnerships

In 2019-2020, the EUC will receive approximately \$1,109,301 in HOME funds. The unincorporated County's share of the 2019-2020 funding is \$756,363, which includes funding for a nonprofit housing developer to rehabilitate homes for low-income families, with the remainder designated to the five participating cities. In addition,

\$233,605 is re-budgeted revenue for projects not yet completed. The County's funds will be utilized for down payment assistance for first-time homebuyers, Countywide rehabilitation of single-family housing, and overall program administration.

Homeless Programs

Emergency Solutions Grant

In 2019-2020, \$222,298 in Federal ESG funding will continue to provide funding to support the operational costs of 10 homeless services and shelter providers in the County. In addition, \$48,960 is re-budgeted revenue for projects not yet completed. The homeless services and shelter providers with their estimated disbursements (excluding \$16,672 for administration) are:

- Central Valley Low-Income Housing Corporation (\$72,248)
- Gospel Center Rescue Mission (\$14,200)
- Haven of Peace (\$11,949)
- HOPE Ministries (\$8,000)
- Lodi House (\$8,029)
- McHenry House Tracy Family Shelter (\$8,000)
- Salvation Army, Lodi Corps (\$5,600)
- Stockton Shelter for the Homeless (\$31,000)
- St. Mary's Dining Room (\$29,800)
- Women's Center Youth and Family Services (\$16,800)

Neighborhood Preservation acts as the Administrative Entity for the following programs and is tasked with financial oversight and ensuring that projects are timely and in compliance with all regulations and agreements:

Continuum of Care

The Continuum of Care (CoC) has set a goal to end homelessness by providing funding for the efforts of nonprofit service providers and local governments to quickly re-house homeless individuals and families, and promote access to programs to maximize self-sufficiency among people experiencing homelessness. Neighborhood Preservation collaborates with the CoC Board and the County's Program Administrator for Homeless Initiatives on programs that benefit the homeless.

The County received renewed funding commitments for all expiring CoC housing programs, totaling \$5.3 million, which includes re-budgeted revenue for projects not yet completed, to continue providing housing and supportive services to

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Human Services

homeless individuals and families. The CoC nonprofit agencies are:

- Central Valley Low-Income Housing Corporation
- Lutheran Social Services

Applications for programs will be submitted in 2019-2020 to maximize the availability of supportive services and housing to transitioning homeless individuals and their families.

Homeless Emergency Aid Program (HEAP)

In 2019, the State of California awarded the County a grant for \$7,148,364. Program funds must be used on one-time uses that address homelessness, including, but not limited to homeless prevention, criminal justice diversion program for homeless individuals with mental health needs, homeless youth, and emergency aid.

California Emergency Solutions and Housing Program (CESH)

In 2019, the State of California awarded the County a grant for \$1,014,961 to be used for rental assistance and housing relocation, affordable permanent housing for the homeless, emergency housing, and systems support for the Coordinated Entry or Homeless Management Information System.

Capital Projects

These projects generally consist of public facility construction, enhancements for facilities located in low-income neighborhoods, or facilities to provide services to predominantly low-income persons.

- Facility Project Development (\$15,000) – Administration of CDBG-funded project development.
- East Stockton Storm Drainage Improvements (\$300,000) – To construct and/or repair storm drain infrastructure and to re-establish ditch lines to address localized flooding.
- South Stockton Sidewalks (\$433,000) – To construct curb, gutter, and sidewalk improvements in the South Stockton area.
- Gospel Center Rescue Mission (\$428,830) – To remodel and expand the existing kitchen and dining room.
- Stockton Shelter of the Homeless (\$75,000) – To provide maintenance and repairs to the family and single shelters.

Victory Gardens (\$475,000, plus another \$450,000 in program income, totaling \$925,000) – To develop a 49-unit affordable housing project for homeless veterans.

Workload Data

	-----Actual-----			Est./Act.	Projected
	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020
Program Expenditures					
<i>CDBG Expense</i>	\$1,875,783	\$1,558,298	\$1,535,192	\$947,257	\$1,956,084
<i>Emergency Solutions Grant</i>	\$186,049	\$184,991	\$286,460	\$300,254	\$271,258
<i>HOME Expense</i>	\$6,229	\$496,958	\$845,995	\$859,496	\$989,968
<i>Neighborhood Stabilization Program</i>	\$0	\$0	\$303,509	\$515,007	\$0
<i>Shelter Plus Care</i>	\$2,198,296	\$2,137,370	\$2,474,387	\$2,437,017	\$2,874,679
<i>Supportive Housing</i>	\$2,271,553	\$1,912,121	\$2,740,992	\$2,384,374	\$2,412,140
Administration					
<i>Federal Environmental Reviews</i>	38	55	52	36	30
<i>Labor Standard Reviews</i>	3	16	11	5	10
Housing Rehabilitation (Units)					
<i>Homeless Prevention (Households)</i>	40	73	165	165	175
<i>Housing Rehabilitation (CDBG & HOME)</i>	0	3	2	4	5
<i>First Time Homebuyers Assistance (CDBG & HOME)</i>	10	19	21	10	10
<i>Tenant Based Assistance (SHP & SPC)</i>	1,331	1,129	1,054	1,250	1,250

5055600000—Veterans Services Office

Human Services

Greg Diederich, Health Care Services Director

General Fund	2017-2018 Actual	2018-2019 Adjusted	2019-2020 Requested	2019-2020 Recommended	Increase/ (Decrease)
Expenditures					
Salaries & Benefits	\$426,062	\$500,329	\$521,499	\$521,499	\$21,170
Services & Supplies	77,650	58,668	83,760	83,760	25,092
Centrally-Budgeted Expenses	5,065	6,071	22,501	22,501	16,430
Fixed Assets	34,513	0	0	0	0
Total Expenditures	\$543,290	\$565,068	\$627,760	\$627,760	\$62,692
Expenditure Reimbursements	(150,000)	(160,000)	(160,000)	(160,000)	0
Total Appropriations	\$393,290	\$405,068	\$467,760	\$467,760	\$62,692
Earned Revenues By Source					
Aid From Other Governments	\$157,275	\$150,000	\$150,000	\$150,000	\$0
Total Revenues	\$157,275	\$150,000	\$150,000	\$150,000	\$0
Net County Cost	\$236,015	\$255,068	\$317,760	\$317,760	\$62,692
Allocated Positions	4.0	4.0	4.0	4.0	0.0
Temporary (Full-Time Equivalent)	2.0	2.0	2.0	2.0	0.0
Total Staffing	6.0	6.0	6.0	6.0	0.0

Purpose

The Veterans Services Office (VSO) assists veterans in applying for and receiving benefits for education, health, and welfare services from the United States Department of Veterans Affairs (VA); coordinates the distribution of educational materials, consultations, referrals, and outreach activities; and works collaboratively with the VA, California Department of Veterans Affairs (CalVet), and veterans service organizations in promoting the interests and welfare of veterans and their family members. The VSO serves as a liaison between the Board of Supervisors, other County agencies, and the public to ensure veterans receive the benefits and advocacy that they deserve.

The VSO serves and educates veterans, their dependents, and the community about behavioral health issues that can affect individuals transitioning from military service. Veterans earn a variety of benefits through their military service. Many of the 32,000 veterans living in San Joaquin County are eligible to receive these benefits from the VA.

Because veteran's benefits are not automatic, the VSO collaborates with governmental and non-governmental agencies to increase awareness, education, and cooperation

needed to enhance community involvement and ongoing supportive services for veterans and their families.

Although levels of service are discretionary, revenue from the State is based on workload measurements.

Major Budget Changes

Salaries & Employee Benefits

- \$21,170 Salary and benefits adjustments.

Services & Supplies

- \$10,114 Increase in facility maintenance costs.
- \$7,000 Increase in office expenses.
- \$4,000 Increase in travel costs.

Centrally-Budgeted Expenses

- \$13,880 Addition of Countywide Cost Allocation Plan charges.

505560000—Veterans Services Office

Human Services

Program Discussion

The 2019-2020 recommended budget for the VSO totals \$627,760, which is an increase of \$62,692 from the 2018-2019 adjusted budget. This change primarily represents salary and benefits adjustments, increased facility maintenance costs, increases in office supplies and travel costs, and Countywide Cost Allocation Plan charges.

The VSO collaborates with various agencies to ensure that County veterans receive new monetary benefits, retroactive payments, and other forms of assistance. In 2017-2018, the most recent year for which full-year data is available, new benefits paid as a result of VSO efforts totaled \$5.5 million, while overall benefits received were approximately \$9.6 million, including retroactive payments and assistance from other agencies. The VSO effectively partnered with the Public Guardian's Office, Human Services Agency, and the Department of Child Support Services to ensure 139 veterans and their families received VA care, support, and monetary benefits. These coordinated efforts culminated into a Medi-Cal avoidance and public savings of \$232,878. The VSO actively and diligently advocated for these veterans and their families to ensure they received the best possible care and monetary benefits.

In 2018-2019, the VSO granted \$1,633,000 in college savings to 362 military dependent students with the California College Fee Waiver. Students receive no direct compensation but were authorized to attend California State Colleges, Universities, and community colleges with little to no financial burden. Due to increased outreach efforts, the VSO estimates 400 Fee Waivers will be awarded in 2019-2020.

In April 2017, the VSO was awarded a 12-month grant from CalVet in the amount of \$40,000 for mental health outreach, Veterans' Treatment Court (VTC) operations, and other supportive services. These funds were used in 2017-2018 to support a dedicated extra-help VTC Case Manager. Unfortunately, funding was not received for 2018-2019, but VSO has applied to CalVet for the same grant in the amount of \$50,000 for 2019-2020.

The Department of Housing and Urban Development-Veterans Affairs Supportive Housing (HUD-VASH) program combines Housing Choice Voucher rental assistance for homeless veterans with case management and clinical services provided by the VA. The VA provides these services for participating veterans at VA medical centers and community-based outreach clinics. HUD has awarded funding for 259 HUD-VASH vouchers for the County's low-income and disabled veterans. Most of the vouchers have been used to assist in securing housing for homeless veterans, but some remain unused due to a lack of affordable housing units available. The VSO assists HUD-VASH social workers by referring and informing veterans of their HUD-VASH eligibility and preparing health care and disability claims.

Veterans Advisory Commission

At the December 5, 2017 Board of Supervisors meeting, the Board considered the formation of a Commission on Veteran's Affairs to work in conjunction with the San Joaquin County VSO to provide a forum for various representatives working with the County's veterans.

The VSO enlisted the support of several veterans and community stakeholders to serve as planning advisors and supporters. Stakeholders were representative of faith-based, community-based, non-profit organizations, non-governmental, and governmental agencies. The planning initiatives took place over several meetings between May and September of 2018. Through the efforts and support of the stakeholders, the planning initiatives produced draft bylaws, mission and vision statements, and increased commitment to establishment of the advisory commission.

On November 6, 2018, the Board unanimously voted to adopt a resolution to establish the San Joaquin County Veterans Advisory Commission and approved the Commission By-Laws (R-18-143). On February 26, 2019, the Board appointed the first set of Commissioners to the Advisory Commission. The first Commission meeting was held in May 2019.

5055600000—Veterans Services Office

Human Services

Workload Data

	-----Actual-----			Est./Act.	Projected
	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020
<i>Veteran Visits</i>					
<i>Appointments</i>	1,650	1,708	1,800	1,523	2,000
<i>Drop-Ins</i>	3,900	3,750	4,000	5,701	5,000
<i>Telephone Inquires</i>	7,200	6,188	7,500	10,758	7,500
<i>Benefits/Claims</i>					
<i>Benefits Claims Filed/Re-opened</i>	1,800	1,773	2,000	2,039	2,200
<i>Benefits Claims Granted</i>	1,200	1,187	1,300	1,217	1,400
<i>Claims for VA Medical Care</i>	250	389	275	456	500
<i>Medi-Cal Cost Avoidance Claims</i>	600	480	600	458	500
<i>Verification of Veterans Benefits to Other Agencies</i>	215	237	225	239	250
<i>Other Assistance Provided</i>					
<i>Auditable Forms Filed</i>	2,000	1,923	2,200	2,205	2,400
<i>Educational Fee Waivers</i>	275	306	300	362	400
<i>Veterans Court Participants</i>	20	28	40	38	40
<i>Veterans Driver's License</i>	N/A	584	750	391	500
<i>New Benefits Paid to Veterans and Dependents</i>	\$6,272,163	\$5,286,611	\$5,500,000	\$3,610,000	\$4,000,000



PROPOSED BUDGET EDUCATION



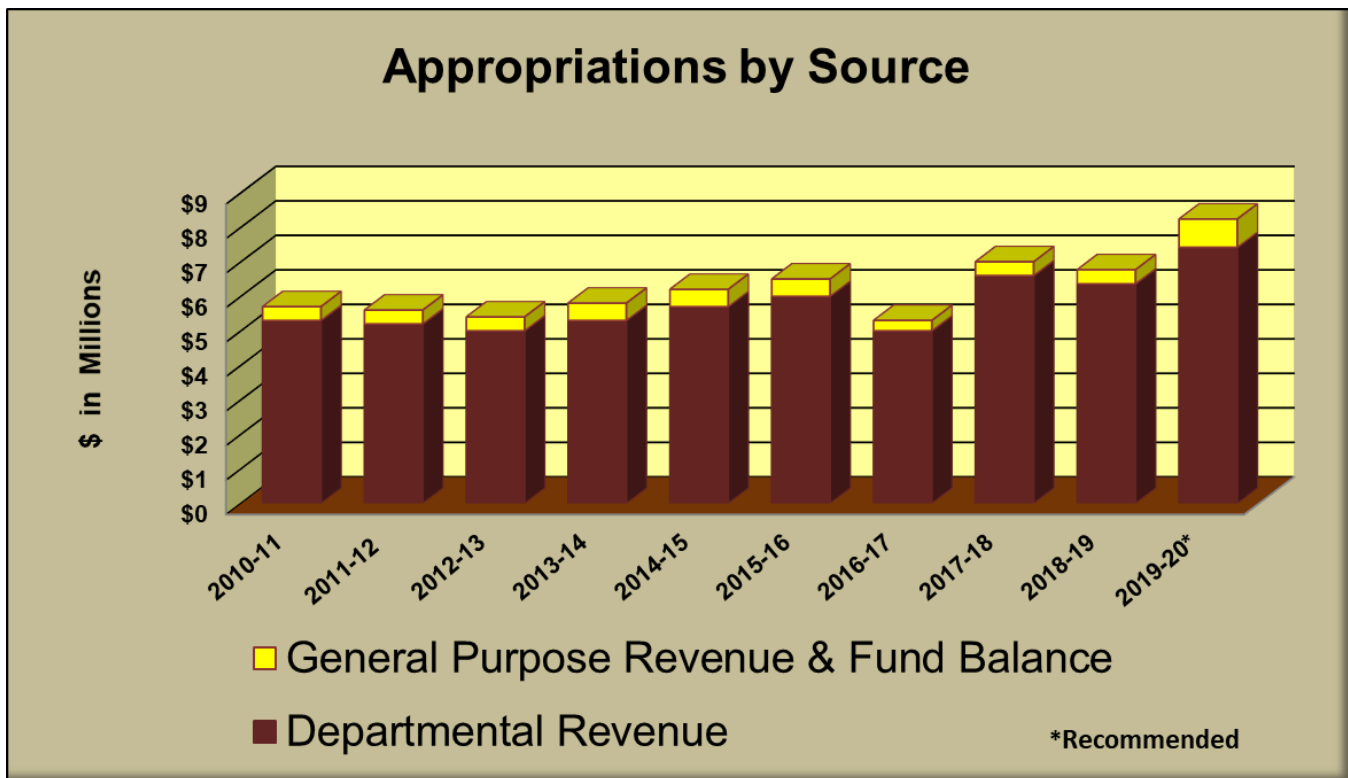
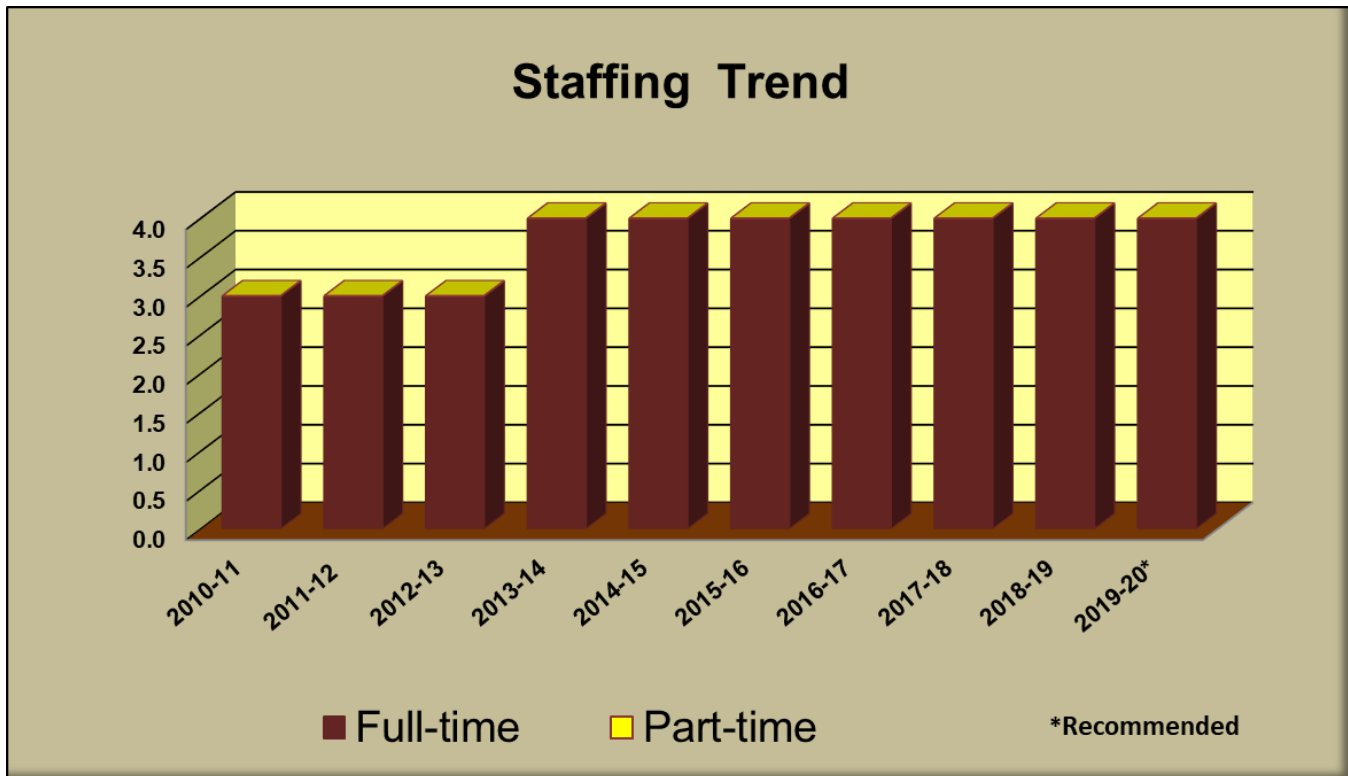
Education

Appropriations

			Page Number	2018-2019 Adjusted	2019-2020 Requested	2019-2020 Recommended	Increase/ (Decrease)
<i>6060900000</i>	<i>County Library</i>		H-4	\$6,360,000	\$7,419,527	\$7,419,527	\$1,059,527
<i>6061500000</i>	<i>UC Cooperative Extension</i>		H-8	409,031	817,579	817,579	408,548
<i>Total - Education</i>				\$6,769,031	\$8,237,106	\$8,237,106	\$1,468,075

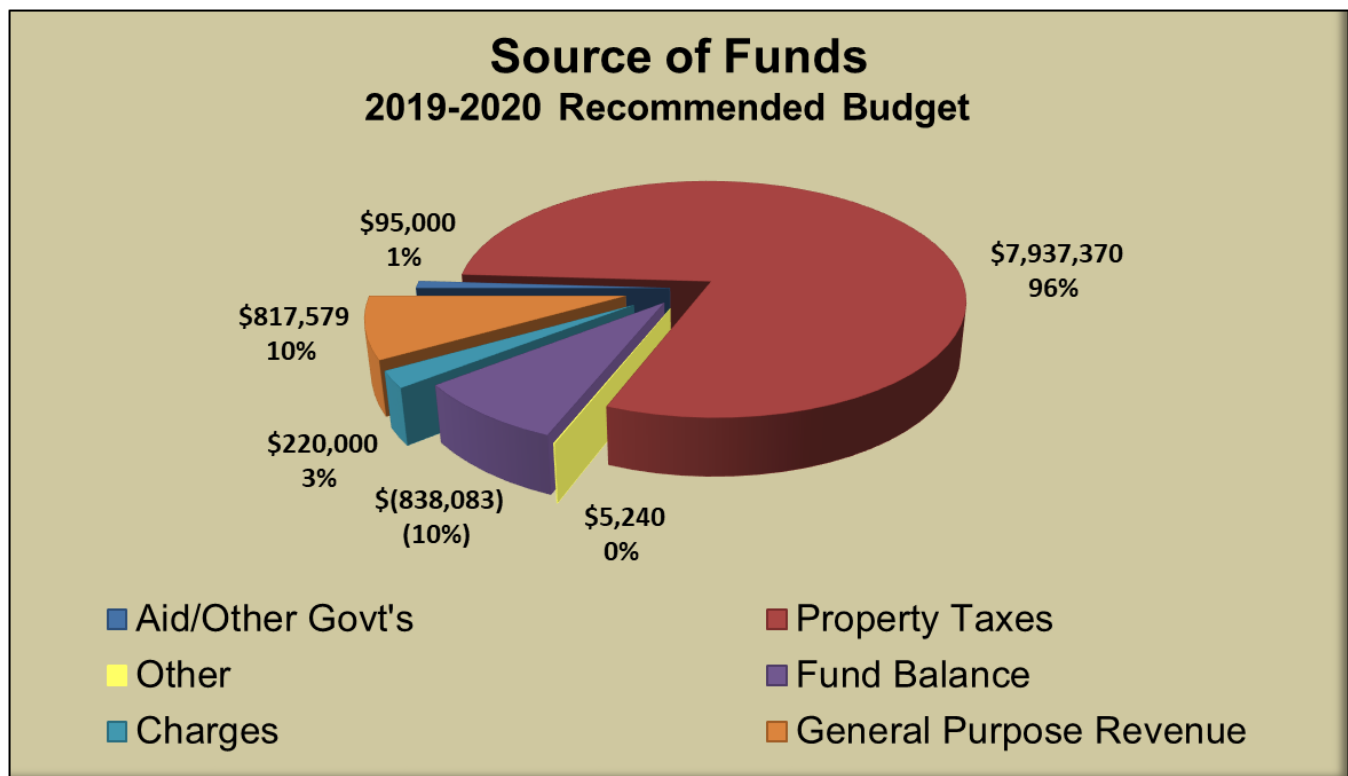
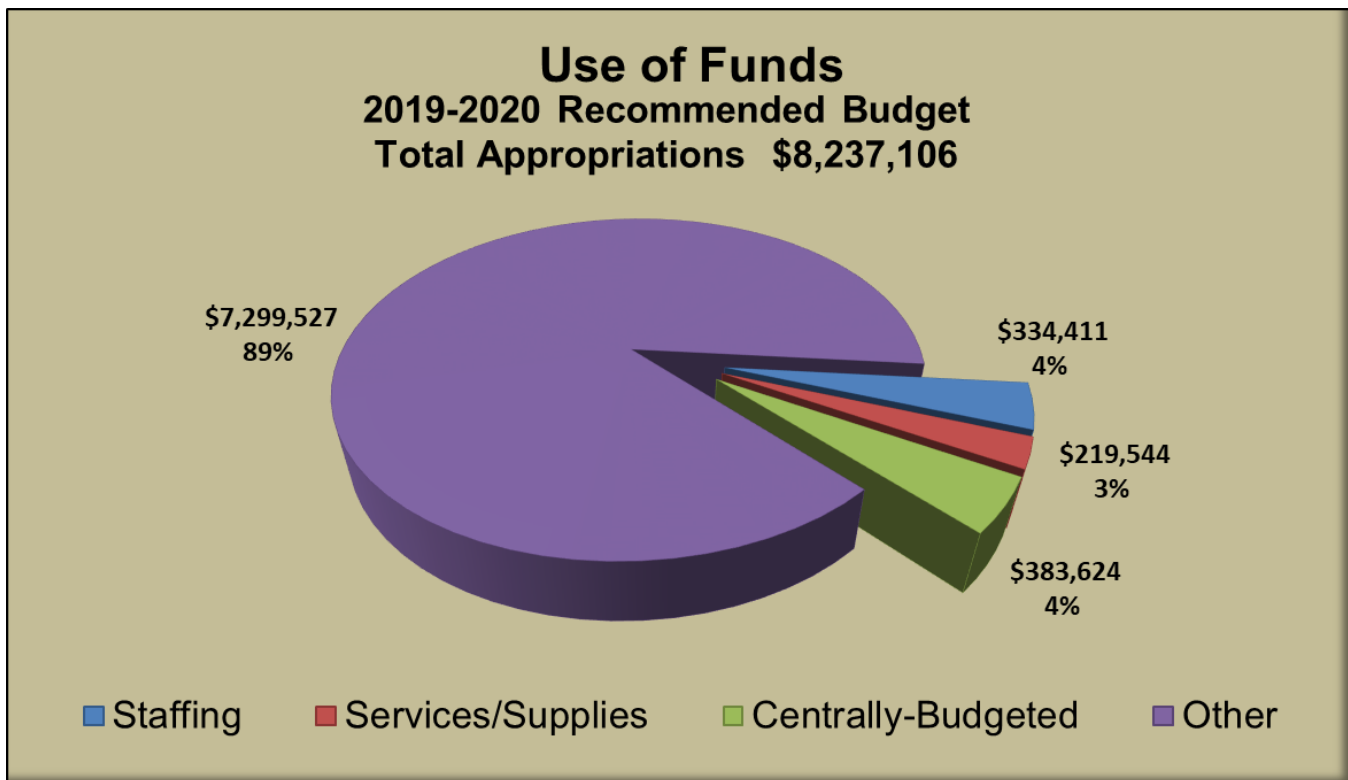
Education

Appropriations



Education

Appropriations



6060900000—County Library

Education

Monica Nino, County Administrator

Special Revenue Fund	2017-2018 Actual	2018-2019 Adjusted	2019-2020 Requested	2019-2020 Recommended	Increase/ (Decrease)
Expenditures					
Services & Supplies	\$124,622	\$120,000	\$120,000	\$120,000	\$0
Other Charges & Uses	6,445,800	6,240,000	7,299,527	7,299,527	1,059,527
Total Appropriations	\$6,570,422	\$6,360,000	\$7,419,527	\$7,419,527	\$1,059,527
Earned Revenues By Source					
Taxes	\$7,002,771	\$7,458,900	\$7,937,370	\$7,937,370	\$478,470
Interest/Rents	6,879	3,300	5,240	5,240	1,940
Aid From Other Governments	170,873	175,600	95,000	95,000	(80,600)
Charges For Services	114,798	140,000	220,000	220,000	80,000
Fund Balance	(724,899)	(1,417,800)	(838,083)	(838,083)	579,717
Total Revenues	\$6,570,422	\$6,360,000	\$7,419,527	\$7,419,527	\$1,059,527
Net County Cost	\$0	\$0	\$0	\$0	\$0

Purpose

This budget provides the County's share of the cost for the City/County Library System. The Library System serves the cities of Escalon, Lathrop, Manteca, Ripon, Stockton, and Tracy as well as the unincorporated areas of the County. Through an agreement between the County and the City of Stockton, the City operates the City/County Library System. The County's funding for Library services is comprised of a library-specific dedicated property tax allocation, a pro rata share of Library fines and materials fees relative to County branch circulation, and any accumulated available balance from unspent prior years' activities.

Major Budget Changes

Other Charges

- \$1,059,527 Increase in funding for Library services.

Revenues

- \$478,470 Increase in property tax revenue.
- \$579,717 Reduction in County fund balance retention.

- \$80,000 Increase in Library services charges.
- (\$80,600) Decrease in State funding.

Program Discussion

The County's share of funding is primarily driven by property tax revenue. The overall increase in home prices and new construction activities in 2018-2019 resulted in a 6.41% increase in the County's property tax revenue for Library services. Based on the preliminary forecast, it is projected that \$7,419,527 will be available for Library operations in 2019-2020, an increase of \$1,059,527 from the 2018-2019 adjusted budget, and will:

- Fund the Library's share of the property tax administration fee of \$120,000.
- Provide a total program budget of \$7,299,527 for Library services, including \$896,874 for position changes, budgeting and procurement of system upgrades, and equipment and furniture replacement.
- Provide \$838,083 for Library fund balance reserve.

Library Services

In November 2016, voters approved the Strong Communities Initiative (Measure M), adding a quarter cent sales tax, for a period of 16 years to fund City of Stockton library and

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recreational services. Based on this additional revenue, the Library completed hiring nine new staff members in 2018-2019 to support the enhancement of programs and services system-wide.

To support the onboarding of new staff and the enhancement of programs and services to benefit all community residents, the Library focused on training and staff development in 2018-2019. Trainings on improving marketing of programs, accessing technology and delivering technology-based programs, and supporting youth literacy were provided to all staff with the accompanying requirement to develop plans for implementation based on training received.

The Library worked with the Mountain House Community Services District to design the new library, which plans to open by early 2020. The Library plans to add one Librarian position to the Mountain House Library in 2019-2020. In terms of capital projects prioritized in the Measure M spending plan, staff has been working with an architect team to design a new Library/Community Center in North Stockton. Also in alignment with Measure M, the Library opened two micro libraries in City of Stockton community centers, thereby increasing access to Library programs and services in underserved neighborhoods.

In 2019-2020, the Library will continue assessing County and City of Stockton Library branch facilities to address safety and maintenance issues and complete small projects to make the spaces welcoming for community residents. Weekly hours for County branches, including additional hours funded by the respective municipalities are listed below. The weekly hours do not reflect holidays when the branches are closed.

County Branch	Base Weekly Hours	Extra Hours Funded by Cities
<i>Escalon</i>	31	-
<i>Lathrop</i>	30	-
<i>Linden</i>	30	-
<i>Manteca</i>	40	8
<i>Mountain House</i>	40	11
<i>Ripon</i>	40	5
<i>Thornton</i>	30	-
<i>Tracy</i>	40	13

All branches within the Stockton/County Public Library System will be closed during 2019-2020 on the following days in observance of holidays:

Branches Closed - Holidays

- *July 4, 2019*
- *September 2, 2019*
- *October 14, 2019*
- *November 11, 28 and 29, 2019*

Branches Closed - Holidays

- *December 25, 2019*
- *January 1 and 20, 2020*
- *February 10 and 17, 2020*
- *May 25, 2020*

Matching Materials Program

In 1998-1999, the Board of Supervisors established the Intergovernmental Partnership Program to further promote cooperation among the cities and the County in improving the Library System and public services. In 2011-2012, the Board renamed the Program to the Matching Materials Program (MMP), and allowed organizations other than cities to participate. The MMP provides a maximum of \$120,000 per year, with a maximum of \$15,000 per branch, regardless of the funding source.

In 2018-2019, there were no contributions from the participating cities. This is primarily due to sufficient funding for books and materials in the 2018-2019 Library budget. In 2019-2020, no contribution from the participating cities is anticipated.

Objective and Key Results (OKR)

Having completed most of the goals of the 2014-2017 Strategic Plan, the Library has moved to an Objective and Key Results (OKR) model to plan, deliver, and measure programs and services. Guided by three OKRs, the Library plans to accomplish the following activities in 2019-2020:

Tell Our Story

1. Increase the number of non-library users by 10%.
2. Collaborate with community partners to deliver cultural programs, particularly those representative of marginalized groups.

Earn a Reputation for Excellence

3. Make Library spaces safe and welcoming for community members of all ages.
4. Develop structured learning experiences promoting the Library's electronic resources.

Build a Ladder for Youth Success

5. Develop "Human Library" programs to inspire career curiosity in youth.
6. Incorporate kindergarten readiness skills into preschool storytimes to support the development of the community's 0-5 year olds.

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Fund Balances

County Fund Balance

The County maintains a Library Fund in which designated revenues are collected and later dispersed to the City of Stockton based on County projections. As of March 31, 2019, the County's Library Fund fund balance (#20018) was \$4,986,747. The projected fund balance for June 30, 2019, is approximately \$7.0 million. This amount is included in the County Treasury.

During 2019-2020, the County will be evaluating reserve policy related to library operations.

City of Stockton Fund Balance

Similarly, the City of Stockton operates the City/County Library System through a Governmental Fund. As part of the agreement, the City of Stockton reports this fund balance annually to the County. As of June 30, 2018, the County's portion of the City's Governmental Fund fund balance for the Library was \$1.1 million. This amount is included in the City Treasury and represents the unspent County advances to the City for the City/County Library System primarily resulting from salary savings and the delay of the new Mountain House Library. In 2017-2018, \$1.0 million of the County's portion from the City Treasury was budgeted to cover County Library operations. The projected fund balance for June 30, 2019, is approximately \$1.0 million.

Library Fund Balance Reserve

The Library intends to develop a fund balance reserve sufficient to protect service levels at the County branches against future decreases in funding that may result from short-term adverse economic conditions.

The 2016-2017 adopted budget retained \$1.5 million in anticipated Library revenue as part of a plan to move the County Library Fund fund balance reserve to the County Treasury. The 2017-2018 adopted budget retained \$500,000 of anticipated Library revenue and the 2018-2019 adopted budget retained \$500,000 of anticipated Library revenue. The 2019-2020 recommended budget retains \$838,083 of anticipated Library revenue. The fund balances will be evaluated during 2019-2020 in preparation for the development of the 2020-2021 budget.

Funding Request

In 2019-2020, the Library requested funding totaling \$896,874 for position changes, budgeting and procurement of system upgrades, and equipment and furniture replacement. This includes \$100,317 for the addition of a Librarian I position for the Mountain House Library and a staffing reclassification at the Tracy Library, \$16,800 for on-going technology system notification, and \$779,757 in one-time funding requested for the following:

<i>One-Time Service/Equipment</i>	<i>Cost</i>
<i>Enterprise Resource Planning Software share of cost</i>	<i>\$516,952</i>
<i>Color copiers (every branch)</i>	<i>56,000</i>
<i>Furnishing, fixtures, and equipment (Mountain House)</i>	<i>50,000</i>
<i>Interior renovation (Lathrop)</i>	<i>50,000</i>
<i>Interior renovation (Tracy)</i>	<i>48,000</i>
<i>Interior renovation (Thornton)</i>	<i>40,000</i>
<i>Furniture (Escalon)</i>	<i>12,000</i>
<i>Self-check machines (every branch)</i>	<i>3,605</i>
<i>Phone Decentralization (every branch)</i>	<i>3,200</i>
<i>Total</i>	<i>\$779,757</i>

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Branch Funding				
<i>Library Site or Classification</i>	<i>Site #</i>	Actual 2017-2018	Est./Act. 2018-2019	Projected 2019-2020
<i>Mountain House</i>	3540	\$519,175	\$533,407	\$844,493
<i>Neighborhood Services: Countywide</i>	3541	789,748	669,602	643,839
<i>Manteca</i>	3542	856,289	911,730	1,086,393
<i>Tracy</i>	3543	886,435	957,196	1,097,803
<i>Ripon</i>	3544	535,565	543,182	614,179
<i>Escalon</i>	3545	340,719	351,259	365,647
<i>Lathrop</i>	3546	329,987	330,950	330,000
<i>Linden</i>	3547	273,372	301,587	339,612
<i>Thornton</i>	3548	284,104	278,035	307,180
Total Funding		\$4,815,394	\$4,876,948	\$5,629,146

Workload Data					
	-----Actual-----			Est./Act.	Projected
	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020
All Branches					
Library Materials Circulated*	1,572,380	1,363,048	1,433,580	1,507,761	1,583,149
Residents with Library Cards**	189,595	190,049	209,054	229,959	252,954
Annual Visits to the Library	977,766	773,374	788,496	803,913	844,108
Program Attendance	87,505	84,658	91,630	99,176	104,134
Computer Use***	1,084,629	944,726	821,912	800,000	810,000
Annual Hours of Service	23,571	23,790	24,468	26,914	27,000
*Includes digital downloads and Link + checkouts that are not included in individual branch counts.					
**Includes all residents whose library card expiration date is four years or less (2015-present).					
***Includes access to Library Website.					

Branch	Items Checked		Visits		Program Attendance	
	2016-2017	2017-2018	2016-2017	2017-2018	2016-2017	2017-2018
Escalon	29,635	26,081	23,881	30,837	5,133	4,472
Lathrop	38,590	29,794	21,238	21,017	2,561	4,435
Linden	22,271	16,389	14,262	13,320	1,441	1,135
Manteca	158,014	125,969	105,035	109,535	14,612	14,842
Mountain House	151,730	111,947	65,556	71,143	8,519	7,419
Ripon	81,399	73,093	48,962	45,870	8,570	8,081
Stockton Branches	496,726	416,380	314,104	305,650	28,375	33,090
Thornton	10,578	7,366	16,969	14,603	2,737	3,159
Tracy	255,509	169,442	160,752	147,340	12,710	15,888
Bookmobile	7,175	7,574	2,615	2,500	N/A	N/A
Total	1,251,627	984,035	773,374	761,815	84,658	92,521

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Brent A. Holtz, Cooperative Extension Director

General Fund	2017-2018 Actual	2018-2019 Adjusted	2019-2020 Requested	2019-2020 Recommended	Increase/ (Decrease)
Expenditures					
Salaries & Benefits	\$318,027	\$329,976	\$334,411	\$334,411	\$4,435
Services & Supplies	78,094	99,544	99,544	99,544	0
Centrally-Budgeted Expenses	12,555	14,013	383,624	383,624	369,611
Total Expenditures	\$408,676	\$443,533	\$817,579	\$817,579	\$374,046
Expenditure Reimbursements	(35,505)	(34,502)	0	0	34,502
Total Appropriations	\$373,171	\$409,031	\$817,579	\$817,579	\$408,548
Earned Revenues By Source	\$0	\$0	\$0	\$0	\$0
Net County Cost	\$373,171	\$409,031	\$817,579	\$817,579	\$408,548
Allocated Positions	4.0	4.0	4.0	4.0	0.0

Purpose

Cooperative Extension (CE) is a nationwide system for non-formal education established by Congress in 1914 to improve America's agriculture and natural resources, youth development, and family nutrition education. CE's mission is to help all segments of the community benefit from the scientific advances made locally and at the nation's land grant universities.

The University of California Cooperative Extension (UCCE) in San Joaquin County brings research, educational programs and innovative solutions to growers, families, and communities in the County. Programs are carried out by university professionals and highly trained and dedicated community volunteers. Although not mandated, County support is governed by Education Code Section 32330 and a 1960 Memorandum of Understanding (MOU) between the Regents of the University of California (UC) and the County of San Joaquin.

Board Strategic Priorities 2019-2020 through 2021-2022

The 2019-2020 recommended budget for the UCCE focuses on the implementation of the Board Strategic Priorities as adopted by the Board on April 9, 2019. The Board Strategic Priorities for fiscal years 2019-2020 through 2021-2022 are a continuation of the Board's original five key priorities established in 2015. The Board has updated and augmented

the goals associated with these strategic priorities to reflect the Board's direction related to water issues, health, collaboration, and homelessness.

These priorities are combined with the UC's Division of Agriculture and Natural Resources (UC ANR) strategic vision, which will be in effect until 2025. The following highlights provide an overview of several projects, programs, and activities administered by the UCCE.

Promote Economic Development

UC ANR is currently implementing its strategic vision to guide the UCCE. The following UC ANR initiatives have been adopted by the CE:

- Improve water quality, quantity, and security.
- Enhance competitive and sustainable food systems.
- Increase science literacy in natural resources, agriculture, and nutrition.
- Develop sustainable natural ecosystems.
- Enhance California's agricultural economy.
- Promote the health of Californians and their families and communities.
- Ensure safe and secure food supplies.
- Manage endemic and invasive pests and diseases.
- Improve energy security and green technologies through innovative science.

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In addition to agricultural programs, the 4-H Youth Development Program provides non-formal educational programs and activities across a diverse culture of youth in the County, with over 200 enthusiastic adult volunteers supporting youth who are learning, achieving, and giving back to their communities. The nearly 150 Master Gardeners (MGs) have provided homeowners and schools educational programs on composting green waste, safer ways of pest control in the home garden, and improved water conservation techniques in garden and urban landscapes. The Master Food Preserver (MFP) Program is a public service community outreach program providing up-to-date information on food safety and preservation for the home gardener with 20 program participants. The Environmental Horticulture (EH) Advisor trains landscape professionals, parks and recreation workers, golf course superintendents, school grounds personnel, nursery professionals, and landscape architects and designers on sustainable landscape practices. These practices include those that conserve water and reduce irrigation runoff and associated pollutants. The Nutrition, Family, and Consumer Science programs are designed to prevent childhood obesity, prevent chronic disease, reduce health disparities, improve consumer food safety practices, and reduce hunger and food insecurity.

Major Budget Changes

Salaries & Employee Benefits

- \$4,435 Salary and benefits adjustments.

Centrally-Budgeted Expenses

- (\$2,099) Decrease in Casualty insurance costs.
- \$371,525 Addition of Countywide Cost Allocation Plan charges.

Program Discussion

The 2019-2020 recommended budget for the UCCE program totals \$817,579, which is an increase of \$374,046 from the 2018-2019 adjusted budget. The increase is primarily due to salary and benefits adjustments and the addition of Countywide Cost Allocation Plan charges.

The County provides funding for UCCE by providing clerical and technical staff, operational support, transportation, and office facilities as established in the MOU between UC and the County. Through its partnership with the County, UCCE is able to leverage nearly \$6.0 million in State and Federal funding for competitive research grants into the County to support its agricultural research mission. CE Advisors are

renowned locally, Statewide, nationally, and internationally as leaders and are invited to speak on research that is generated in the County.

In addition, individual grower co-operators, agricultural organizations, allied agricultural industries, and commodity boards provide in-kind support in the form of commodity research grants, land, labor, equipment, and materials necessary for conducting research in the County. UCCE also receives Federal funding for research from the National Institute for Water Resources, the United States Department of Agriculture (USDA), and the California Department of Food and Agriculture (CDFA).

Agricultural Programs

CE Advisors are actively engaged in sustaining the County's \$2.5 billion agriculture industry. The major agricultural commodities produced are assigned to Advisors who coordinate problem-solving research and educational programs that address major issues in order to improve production, economic viability, and environmental sustainability. In 2018-2019, Advisors conducted 74 research projects on 33 different commodities in the County.

The following are the 2018-2019 UCCE program highlights:

- Demonstrated success and expansion of commercial walnut acreage using pheromone mating disruption for codling moth and early-stage testing of mating disruption for navel orangeworm. Less insecticide applications have reduced environmental impacts and worker exposure to pesticides while improving farm profits.
- Evaluated whole orchard recycling as an alternative to open field or co-generation burning, which has improved soil organic matter, yield, and soil health.
- Evaluated tomatoes grafted onto vigorous, disease-resistant rootstocks to increase yields and reduce losses due to soil-borne disease. In local field trials of both fresh market and processing tomato fields, advisors have demonstrated yield increases of up to 30% with grafted tomato plants. Adoption of grafting could also lead to reductions in use of fumigant pesticides, which is a high priority for the State's Department of Pesticide Regulation (DPR). San Joaquin County is home to the largest greenhouse producer of grafted tomatoes in California.
- Improved water and fertilizer efficiency in processing tomatoes to reduce growers' costs and assist with nitrogen management planning to satisfy new California groundwater regulatory requirements.
- Worked closely with growers and their pest control advisors to improve plant disease control strategies such

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as the impact of rotational crops and chemical control programs on Fusarium wilt race 3 tomato, a devastating disease that has become more severe in San Joaquin County in recent years.

- Partnered with the San Joaquin County Water Coalition to implement safer pest management practices that address water quality issues in the County watershed, as mandated by the State.
- Conducted a wine grape variety trial for long-term observations on 60 alternative varieties for sustainable yields of quality fruit.
- Compared different trellis systems under mechanized versus standard pruning practices on five wine grape varieties grown for sustainable yields and quality wine.
- Collaborated on vine mealybug control with biologicals and alternative insecticides that are sustainable with low environmental impact.
- Observed cover cropping and conservation management practices that improve soil quality and reduce greenhouse gases.
- Measured crop evapotranspiration in field corn, alfalfa, and pasture for determining crop consumptive water use in the Delta. The project was funded by the State Water Resources Control Board Office of the Delta Watermaster, and results will inform water policies on Delta agricultural water needs.
- Measured and modeled nitrogen mineralization in mineral and organic soils. As nitrogen fertilizer applications are increasingly scrutinized, research findings will help inform growers and policymakers on nitrogen fertilizer needs and management.
- Evaluated rice, wheat, and field corn varieties for the Delta. Growers receive the latest information on existing and new varieties for their local conditions. Growers can make informed decisions on agronomic practices that can result in higher yields and better economic outcomes.
- Monitored armyworm and weedy rice populations in Delta rice for effective integrated pest management, which can result in higher yields and better economic outcomes.
- Evaluated soil salinity conditions and water quality in Delta alfalfa, wine grapes, and pears for determining soil leaching fractions.
- Conducted educational workshops for ranchette owners to improve natural resources and safeguard water quality.

- Conducted a workshop to help ranchers affected by the Waverly Fire to assess forage losses and plan practices to safeguard soil resources following the fire.
- Determined Medusahead financial impact to ranches and management options for control that provide an economic incentive to control an invasive, non-palatable grass.
- Used Geographic Information System mapping in the field to improve data collection and feedback for management decisions in the Mokelumne Watershed.
- Worked with the California Dairy Quality Assurance Program to provide training for mandated water and air regulations to characterize physical and chemical properties of manure in California dairy systems to improve greenhouse gas emission estimates.
- Conducted research and outreach programs to improve silage management practices on dairies.
- Determined the value of sorghum as silage in dairy farm systems with regard to efficiency of irrigation water use and quantity and nutritional quality of the silage produced.

4-H Youth Development Program

The 4-H Program is an innovative, research-based youth development program designed to build confidence, learn responsibilities, develop life-long skills, enhance knowledge, social values, and promote community citizenship activities that help develop leadership skills.

In 2018-2019, the 4-H Youth Development Advisor (4-H Advisor) continued to develop relationships with community partners to better serve diverse youth, and expand programming to meet community needs. The 4-H Advisor is shared with Stanislaus County. A needs assessment revealed that a programmatic change would allow for further outreach and impact. One example is a new summer camp series developed in partnership with the San Joaquin Farm Bureau Federation to provide three agriculturally-focused day camps. More partnerships and programming developments are in process, but serving a larger population of youth with more diverse needs may also require a more robust staff presence with the cultural skills to serve the growing Latino population.

Master Gardener (MG) Program

Since July 2007, the MG Program has volunteered over 57,298 hours of community service to the County at a UC calculated value of \$1,260,556 (57,298 hours x \$22 per hour). In 2018-2019, MGs contributed 3,811 hours of volunteer time and it is anticipated the MGs will exceed 5,000 hours of continuing education by the end of the fiscal year. Educational programs have been provided at several

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community events including: Earth Day Festivals, Asparagus Festival, County Fair, Arbor Day celebrations, farmers' markets, Senior Awareness Days, AgVenture, and at local nurseries. MGs presented at more than 40 service or garden club meetings providing free monthly gardening workshops. Events were held at the Manteca Library and at the Agricultural Center. In 2018, Tracy and Lodi Libraries were added to the workshop schedule, as well as the Stockton Emergency Food Bank. MGs are collaborating with the 4-H Program, providing gardening leaders for various clubs, as well as the MFP in co-hosting events.

Volunteers are responsible for the Learning Landscape located at the Agricultural Center and the River Friendly Landscape in downtown Lodi. The MG Program has been looking for more partnerships throughout the County. A potential project they were approached about is re-landscaping firehouses in Stockton. The Program emphasizes sustainable gardening practices such as composting, gardening for pollinators, edible gardening, drought tolerant landscaping, and many other topics.

MGs are actively educating the public on invasive pests, working closely with the Agricultural Commissioner's Office and CDFA, while also working with the Office of Emergency Services to help with water conservation tips, and vector and mosquito control options. MGs collaborated with Public Health Services teaching community garden classes to grant recipients which consist of after-school programs and churches. MGs presented a variety of gardening topics to youth with more than 1,000 hours of classroom and garden education. The MG office averaged 80 calls a week in 2018, while their quarterly newsletter was sent electronically to over 5,400 people. The MG website received over 140,000 hits while their Facebook page received over 1,024 "likes." This Program also has an active Pinterest and Twitter page (100,000 people annually). MGs continue to write articles for the weekly Stockton Record blog printed in the paper every Friday. In January 2019, a new 19-week training class began with 41 volunteers training to be master gardeners. This will be finished in June 2019.

Master Food Preserver (MFP)

The MFP Program is a public service community outreach providing up-to-date information on food safety and preservation. An MFP is a volunteer who is formally educated in food preservation/food safety and is certified by UCCE. Volunteers are qualified to teach food preservation/safety in addition to disseminating that information via lectures and other County events. San Joaquin County trained its first MFP in 2013. There are currently 23 MFPs who have volunteered over 5,000 hours to the community. The UCCE values this at \$110,000 (5,000 x \$22 per hour). From July 1, 2018 to March 2019, the MFPs hosted 11 weekend "hands-on" workshops,

on food preservation topics; participated in the Fall and Spring Open Garden Day events, each drawing over 200 attendees; collaborated with the 4-H Program, PUENTES, and other community groups presenting workshops, demonstrations, and information tables. MFPs have a booth at local farmers' markets, and are teaching and co-teaching free classes at the Lodi Library. MFPs also have a public website, a quarterly newsletter with 369 subscribers, and a Facebook page with 544 "likes."

Environmental Horticulture Program (EH)

The Landscape Management Outreach Partnership is between the communities of the County, UCCE, landscape and horticultural industry professionals, and CalRecycle. Through workshops and on-site trainings, the UC EH Advisor trains landscape professionals, parks and recreation workers, golf course superintendents, school grounds personnel, nursery professionals, and landscape architects and designers on sustainable landscape practices. Emphasis is placed on environmentally-responsible practices that reduce green waste and its impacts on County landfills, integrated pest management in urban areas, preservation of the urban forest, and best management practices that promote the long-term health of the public and private landscapes. This includes irrigation optimization to conserve water and reduce irrigation runoff and associated pollutants, as mandated by the State of California's Water Conservation Act and Model Water Efficient Landscape Ordinance (Assembly Bill 1881). The Advisor has a website (<http://ucantorg/sites/sjcoeh>) with easily accessible information to help professionals utilize research-based, best management practices for healthy and sustainable landscapes with new information added regularly as it becomes available. A blog addresses a range of issues important to the landscape professional and it is distributed on-line through the website and subscriber list. At the Agricultural Center, the Advisor has worked with the MG Program to develop the UCCE Learning Landscape, a sustainable landscape practices demonstration garden comprised of six separately themed sections with high-quality educational signage that serve as teaching tools even when volunteers are not present. The EH Advisor conducts an annual Green Gardener Qualification training program that educates landscape professionals in sustainable soil management, plant nutrition and fertilization, integrated pest management, irrigation management, air quality, water conservation and quality issues, composting and mulch utilization, and proper plant selection, installation, and maintenance. Graduates are qualified as "Green Gardeners" and are listed on the Green Gardener website.

Nutrition, Education, Research, & Outreach

UCCE's Nutrition, Family, and Consumer Science (NFCS) programs are designed to prevent childhood obesity, prevent

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chronic diseases, reduce health disparities, improve consumer food safety practices, and reduce hunger and food insecurity. Improvement in one or more of these areas translates to better outcomes for County residents and a reduction in related economic costs at the County, State, and national levels. The NFCS Advisor, supervises Family Nutrition Educators from two Federally-funded Nutrition Education Programs: the UC CalFresh Nutrition Education Program, and the Expanded Food and Nutrition Education Program. These programs work closely with community-based organizations to motivate low-income children and families to make healthier choices in both food and physical activity.

In 2018-2019, UCCE programs continued to partner with a long list of community-based organizations, preschools, after-school programs, elementary and high schools, reaching 2,540 low-income adults and 7,140 youth with direct nutrition education (workshops or classroom lessons). In addition, 7,815 low-income adults and youth were reached indirectly through health fairs and AgVenture and 4,244 youth and adults benefited from UC's CalFresh Policy, System and Environmental Change activities (gardens, Smarter Lunchrooms, and Structured Physical Activity). The NFCS programs continued to be an integral component of the County Nutrition Action Plan, as well as San Joaquin County's Community Health Improvement Plan, which included active involvement in Public Health Services' Nutrition Education Obesity Prevention Fruit and Veggie Fest and coordination of the Healthy San Joaquin Collaborative; the Obesity and Chronic Disease Prevention Task Force; and the Hunger Task Force.

As part of USDA Supplemental Nutrition Assistance Program-Education (SNAP-ED) programs, UC CalFresh played a key role in meeting the goals and objectives of the San Joaquin SNAP-Ed 3-year integrated work plan, along with other SNAP-Ed partners - Public Health Services and Catholic Charities.

Farm Advisors Research Trust Fund

UCCE maintains the Farm Advisors Research Trust Fund (#81604), established by the Board of Supervisors on September 18, 1984, to be utilized by the Farm and Home Advisor in conducting needed agricultural research within the area of responsibility of the Cooperative Extension Service. As of March 31, 2019, the Trust Fund balance totaled \$46,335. During 2019-2020, the Fund will continue to be utilized by UCCE Advisors and staff for research-related costs not reflected in the recommended UCCE budget.

Supplemental Request

The CE Director is requesting supplemental funding of \$34,502 in order to fully-fund a Senior Office Assistant position, which is currently partially supported by a UC reimbursement to the County. This supplemental request would increase CE's County-supported positions from 3.5 to 4.0 positions freeing up UC funding obtained from the County Public Works Department for the Master Gardener and Environmental Horticulture Programs.

The recommended budget has been augmented by this amount in order to address this request.

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Workload Data

	-----Actual-----			Est./Act.	Projected
	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020
UC Advisors/Staff					
Number assigned to SJC	21.30	21.77	20.27	19.42	20.4
Research Projects	73	83	75	70	74
Different Commodities	41	43	44	31	33
Agricultural Programs					
Clientele Contacts	13,600	17,338	16,060	14,350	14,720
Meeting Attendance	10,825	14,761	12,660	14,015	13,260
Newsletter Circulation	29,420	30,442	20,051	26,166	28,863
Publication Distribution*	*220,960	*278,250	*251,850	*328,000	*272,200
4-H Youth Development Program					
4-H Youth Members	700	700	763	763	1,300
Volunteer Adults	275	200	224	224	254
Master Gardener Program					
Volunteers	171	171	150	135	185
Volunteer Hours	5,300	7,590	5,000	3,811	5,500
Master Food Preserver Program					
Volunteers	N/A	28	22	23	30
Volunteer Hours	N/A	1,800	2,450	5,000	1,250
Nutrition, Education, Research, & Outreach					
Adults attending workshops	2,400	2,900	2,900	2,540	2,475
Curriculum Distribution & Support to Low Income School/Teachers	66 S /150 T	85 S /180 T	90 S /170 T	87 S /207 T	87S/167T

*Reflects 100,000 to be published on Almond Industry.



PROPOSED BUDGET **PARKS & RECREATION**



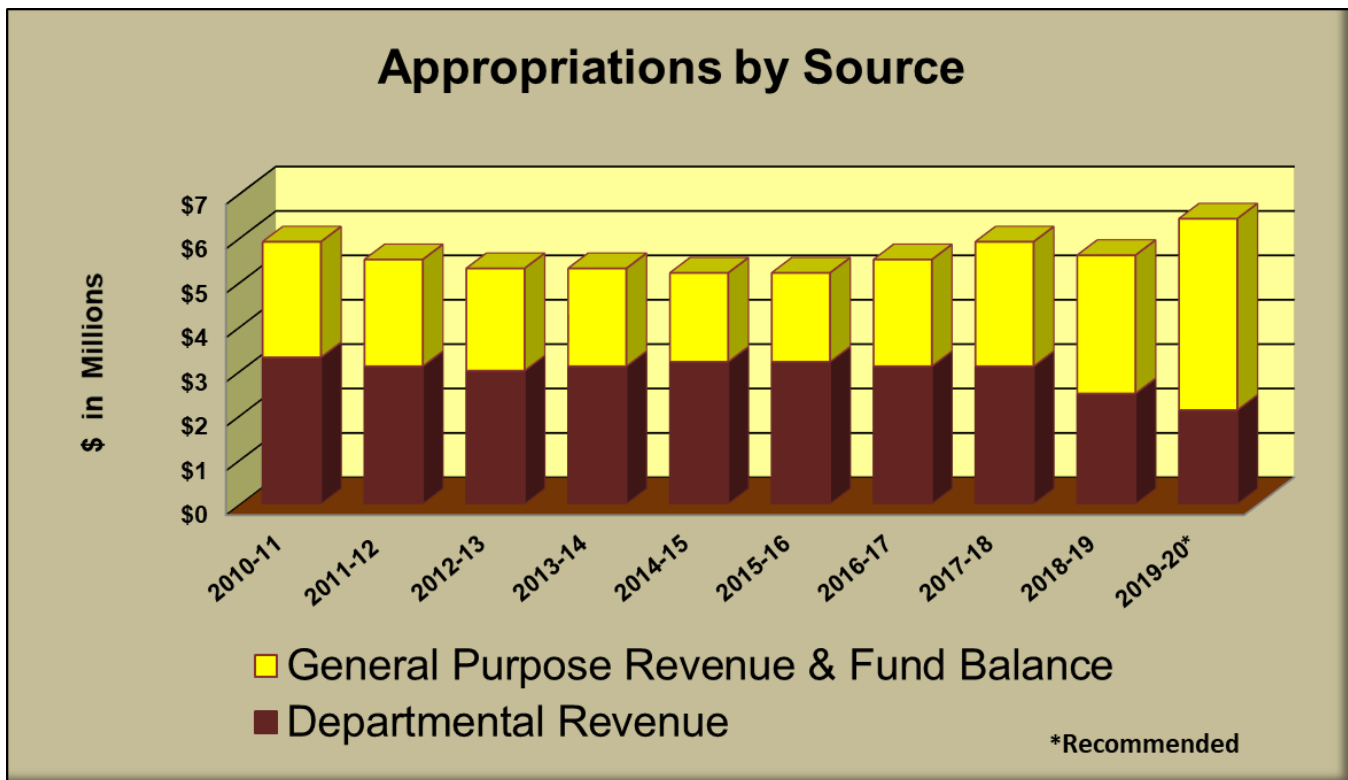
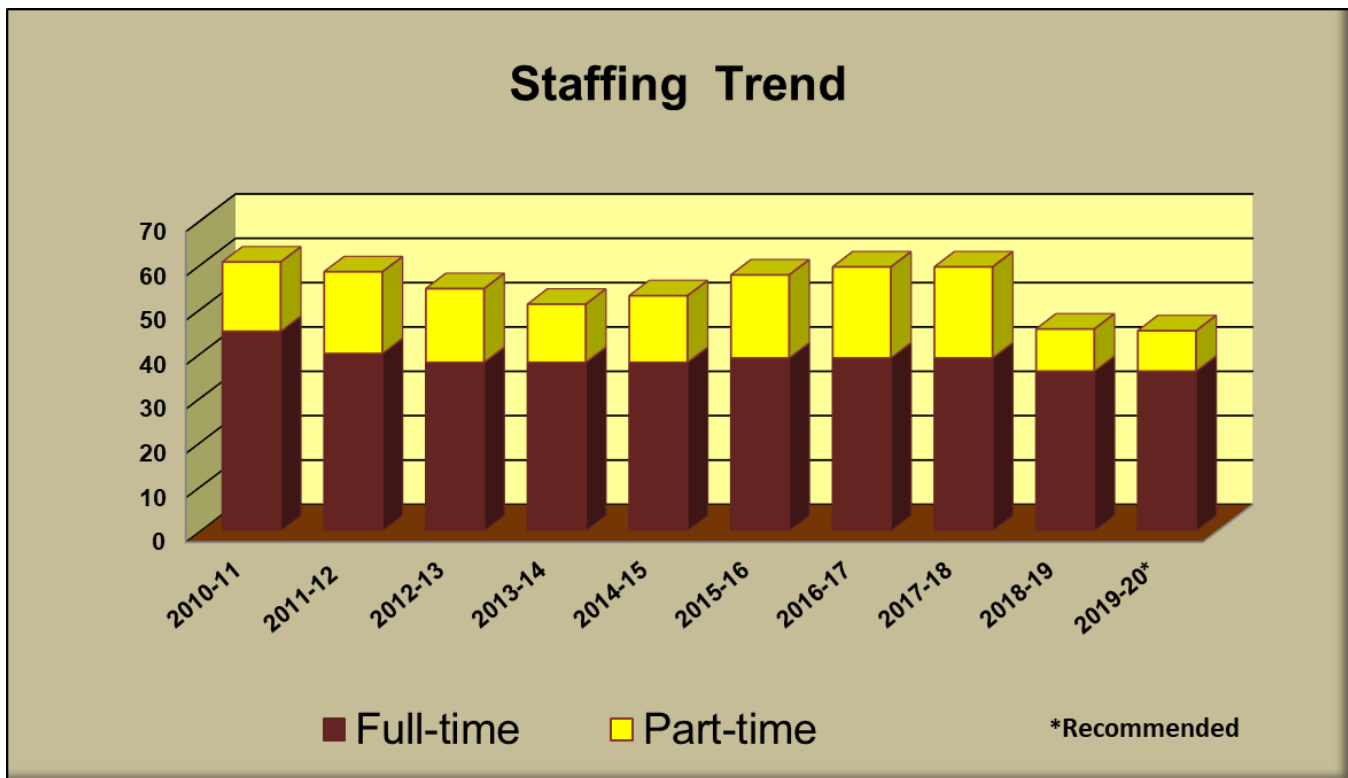
Parks & Recreation

Appropriations

			Page Number	2018-2019 Adjusted	2019-2020 Requested	2019-2020 Recommended	Increase/ (Decrease)
<i>7070300000</i>	<i>General Services-Parks & Recreation</i>		I-4	\$4,881,040	\$5,918,670	\$5,918,670	\$1,037,630
<i>7070800000</i>	<i>Cultural Services</i>		I-10	715,540	563,389	501,050	(214,490)
<i>Total - Parks & Recreation</i>				\$5,596,580	\$6,482,059	\$6,419,720	\$823,140

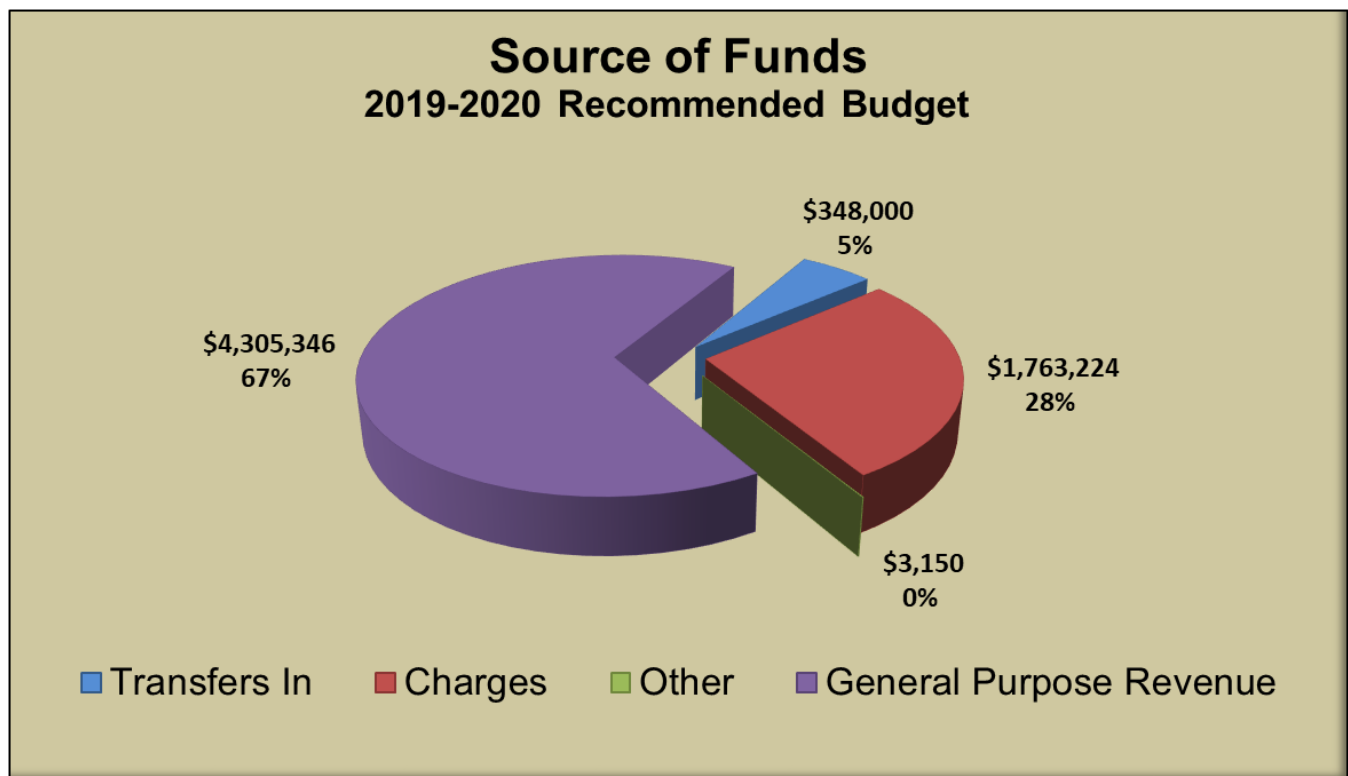
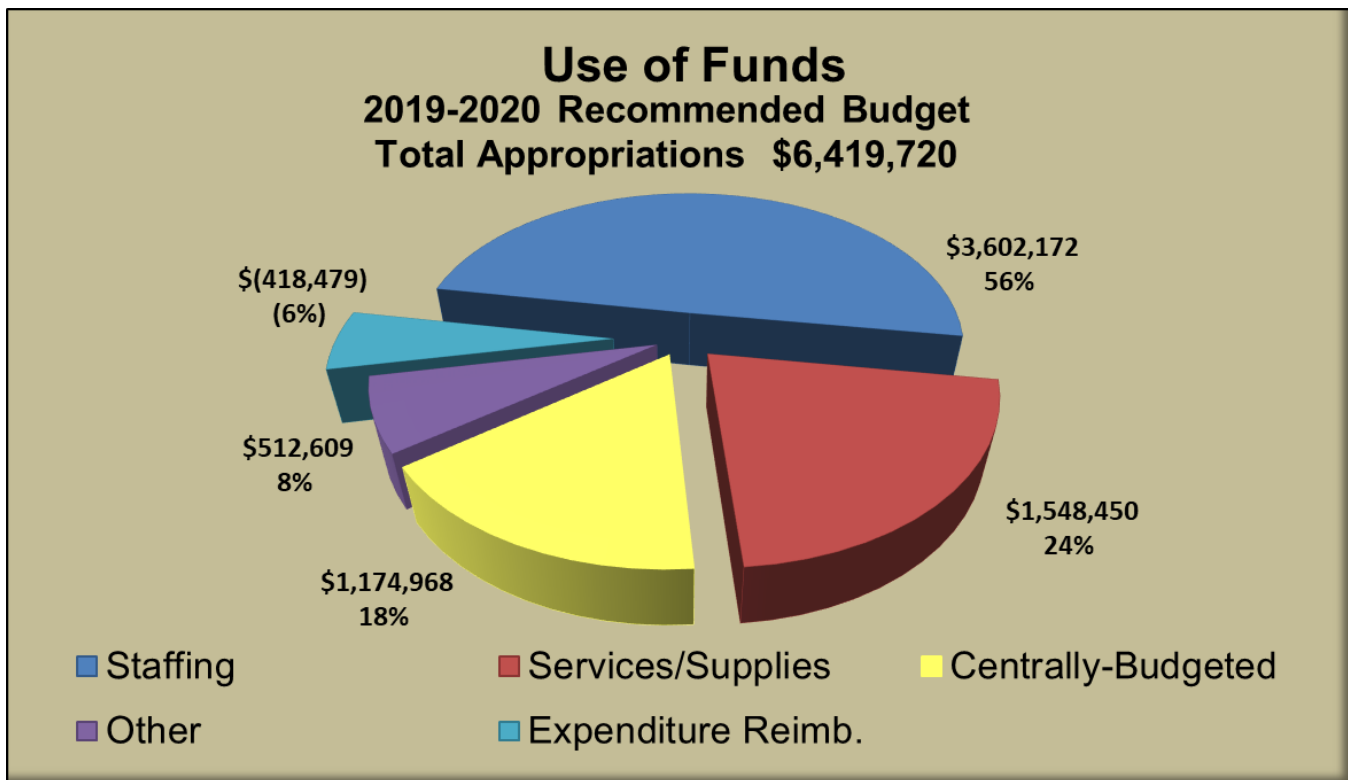
Parks & Recreation

Appropriations



Parks & Recreation

Appropriations



7070300000—General Services-Parks & Recreation

Parks & Recreation

Marcia Cunningham, General Services Director

General Fund	2017-2018 Actual	2018-2019 Adjusted	2019-2020 Requested	2019-2020 Recommended	Increase/ (Decrease)
Expenditures					
Salaries & Benefits	\$3,705,892	\$3,605,711	\$3,602,172	\$3,602,172	(\$3,539)
Services & Supplies	1,442,370	1,453,475	1,548,450	1,548,450	94,975
Centrally-Budgeted Expenses	199,130	227,919	1,174,968	1,174,968	947,049
Other Charges & Uses	10,388	11,559	11,559	11,559	0
Fixed Assets	26,088	25,000	0	0	(25,000)
Total Expenditures	\$5,383,868	\$5,323,664	\$6,337,149	\$6,337,149	\$1,013,485
Expenditure Reimbursements	(310,348)	(442,624)	(418,479)	(418,479)	24,145
Total Appropriations	\$5,073,520	\$4,881,040	\$5,918,670	\$5,918,670	\$1,037,630
Earned Revenues By Source					
Interest/Rents	\$1,576	\$0	\$1,200	\$1,200	\$1,200
Aid From Other Governments	131,003	0	0	0	0
Charges For Services	1,760,441	1,814,841	1,763,224	1,763,224	(51,617)
Miscellaneous Revenues	8,259	1,950	1,950	1,950	0
Operating Transfers In	794,797	669,500	348,000	348,000	(321,500)
Total Revenues	\$2,696,076	\$2,486,291	\$2,114,374	\$2,114,374	(\$371,917)
Net County Cost	\$2,377,444	\$2,394,749	\$3,804,296	\$3,804,296	\$1,409,547
Allocated Positions	39.0	36.0	36.0	36.0	0.0
Temporary (Full-Time Equivalent)	20.5	9.5	9.1	9.1	(0.4)
Total Staffing	59.5	45.5	45.1	45.1	(0.4)

Purpose

The Parks and Recreation Division of the General Services Department (GSD) plans, develops, operates, and maintains a system of regional parks; maintains the landscaping at various County-owned facilities and community parks; and manages eight County Service Area (CSA) parks. These activities are not mandated; however, County parks developed using State or Federal funds must be maintained for public recreation services.

Major Budget Changes

Salaries & Employee Benefits

- (\$3,539) Salary and benefits adjustments.

Services & Supplies

- \$68,173 Increase in utilities costs.
- \$44,124 Increase in fleet services costs.
- (\$17,322) Decrease in allocated service department costs from the General Services Administration budget.

Centrally-Budgeted Expenses

- (\$36,894) Decrease in Workers' Compensation insurance costs.
- \$985,291 Addition of Countywide Cost Allocation Plan charges.

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Parks & Recreation

Expenditure Reimbursements

- (\$19,307) Decrease in CSA reimbursements.
- (\$4,838) Cost Allocation Plan adjustment.

Revenues

- \$18,376 Increase in admissions, rentals, camping, and parking fees.
- (\$321,500) Decrease in transfers from Park trust funds for ongoing operations.
- (\$59,993) Decrease in Zoo admission fees.
- (\$10,000) Reduction in amusement park rental (Funtown).

Program Discussion

The 2019-2020 recommended budget for Parks and Recreation totals \$6,337,149, which is an increase of \$1,013,485 from the 2018-2019 adjusted budget. This change reflects an increase in costs for fleet services, utilities, and the addition of Countywide Cost Allocation Plan charges, offset by decreases in Workers' Compensation insurance costs and allocated departmental costs from General Services Administration.

Utilities

Approximately 90% of the Division's utility costs are from water usage at park facilities. At midyear 2018-2019, based on actual experience, utility costs were projected to exceed budget by approximately \$50,000. On March 12, 2019, the Board of Supervisors approved (B-19-175) an adjustment to cover the anticipated cost increase with one-time budget savings. Parks and Recreation expects the cost of water to continue to increase in 2019-2020 based on the California Water Service Company's proposal to phase in additional rate increases between 15% and 22% over the next three years.

The recommended budget includes an increase of \$68,000 over the 2018-2019 adjusted budget to cover the cost increases. The Division will also research historical data to document trends and identify additional opportunities to decrease utility usage.

Fleet Services

At midyear 2018-2019, the Division estimated its fleet services costs would exceed budget by approximately \$40,000 due to the increased cost of fuel, additional repair charges from Fleet Services due to the Park Mechanic

vacancy, and an unexpected vehicle repair. The Board approved on March 12, 2019 (B-19-175), a midyear adjustment to cover the anticipated cost increase with one-time budget savings.

The recommended 2019-2020 budget reflects an increase of \$44,124 to cover these increased costs, including additional new equipment purchased through the Fleet Services Replacement program. Equipment purchased through the program is replaced in a cost-efficient manner after its depreciated life cycle, reducing the likelihood of unanticipated major repairs in the future.

Rental Facilities

In 2019-2020, Parks and Recreation will continue to provide rental facilities at its regional parks including camping, boat launching, picnic shelters, hosting park events and activities, building rentals for private functions, and sports field rentals for youth and adults sports leagues. Other programs that will continue to be offered to the public include an urban fishery program, increased park events, and paddleboat rentals at Oak Grove Regional Park.

Parks and Recreation completed a benchmark analysis of 15 camping locations within a 50-mile radius and, as part of the budget process, fee adjustments are proposed. Currently, the camping fee at Dos Reis is \$25.00 for Recreational Vehicle (RV) hookups or tent camping, and tent camping at Westgate Landing and Stillman Magee is \$20.00 per night.

It is recommended that Dos Reis increase the rates to \$35.00 per site per night for RV hookups, while tent camping remain at \$25.00 per site per night; and Westgate Landing and Stillman Magee increase to \$25.00 per site per night. All other fees are recommended to remain the same and are in alignment with other comparable regional parks and facilities.

Parks and Recreation utilizes the expertise and craftsmanship employed by the Facilities Management Division craft workers, electricians, and a locksmith to offset the need for outside vendors. This allows the Parks, including the Zoo, the ability to address deferred maintenance and to complete specialized projects, thus reducing downtime and exposure to the costs of outside vendors.

Micke Grove Zoo

The recommended budget reflects a \$59,993 decrease in revenue from the Micke Grove Zoo. The reduction is based on actual 2018-2019 Zoo admission fee revenue and a lower revenue projection for 2019-2020. Overall, Zoo visitation is expected to increase in 2019-2020 due to an increase in non-revenue generating visitations, including fundraising events sponsored by the Micke Grove Zoological Society (MGZS).

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Parks & Recreation

Woodbridge Wilderness Area (WWA) & Oak Grove Nature Center

Support from other volunteer groups will continue to enable the WWA volunteers to prepare and maintain trails and firebreaks to meet the requirements of the fire department, creating compartmentalization to help prevent the spread of wildfires in the area. Parks staff will maintain the firebreak between the WWA and the adjacent properties.

The County entered into a Memorandum of Understanding (MOU) with the Oak Grove Docent Council for the operation of the Oak Grove Nature Center. The MOU includes provisions to optimize the use of docents and volunteers to provide education programs, tours, and activities. In addition, the Docent Council provides general housekeeping and minor grounds keeping around the Nature Center.

Cost of Parks Operation

The Division currently operates 21 parks, one of which includes the Micke Grove Zoo. The total Net County Cost (NCC) for Parks and Recreation totaled \$2,377,444 in 2017-2018. All County Parks are supported to some extent by NCC. Additional fiscal measures that will be researched, but are not being recommended for inclusion in the budget at this time, include assessments, special taxes, and parcel taxes. As Parks continues to make budget modifications to increase efficiencies, additional long-term revenue sources or assessments will be analyzed prior to proposing any recommended measures.

In 2019-2020, approximately 60% of the recommended budget will be funded by NCC with the remainder to be funded by a combination of Park trust fund operating transfers and charges for services. NCC will fund an additional \$905,000 in Park facility-related maintenance and improvement projects through the Public Improvement budget, effectively increasing the percentage of NCC to 69% for 2019-2020. The escalation of utility and fleet service costs has further increased reliance on the General Fund. Additional support may be requested in the future to continue to maintain and develop a robust Park system.

A majority of the County Parks' ongoing maintenance and operations costs are partially funded with General Fund dollars. The only exception is CSA 48 - Woodbridge Community Park. This park receives 100% funding from the associated CSA, which has adequate tax or assessment revenues to maintain and operate the park. Of the 21 developed and maintained parks in the system, the following three parks, and the Nature Center do not generate revenue in the form of user fees, assessments, or tax revenue:

1. Gianone Park
1885 E. Harding Way, Stockton
2. West Jackson Park
Sanguinetti Lane and Orwood Street, Stockton
3. Woodbridge Wilderness Area
301 River Meadows Drive, Woodbridge
4. Nature Center
Oak Grove Regional Park

The 2017-2018 NCC support for each park was as follows:

Park	NCC
<i>Boggs Tract Park (CSA 1)</i>	<i>\$12,210</i>
<i>Dos Reis Park (CSA 4)</i>	<i>10,649</i>
<i>Eastside/Garden Acres Park (CSA 3)</i>	<i>92,900</i>
<i>Gianone Park</i>	<i>31,273</i>
<i>Harmony Grove Church</i>	<i>31,196</i>
<i>Kennedy Park</i>	<i>92,883</i>
<i>Larch Clover Park (CSA 11)</i>	<i>9,361</i>
<i>Madison Park (CSA 2)</i>	<i>9,126</i>
<i>Micke Grove Park</i>	<i>102,999</i>
<i>Micke Grove Zoo</i>	<i>1,158,420</i>
<i>Mossdale Crossing Park</i>	<i>5,471</i>
<i>Oak Grove Nature Center</i>	<i>68,312</i>
<i>Oak Grove Regional Park</i>	<i>407,937</i>
<i>Raymus Village Park (CSA 5)</i>	<i>4,249</i>
<i>Regional Sports Complex</i>	<i>217,312</i>
<i>Stillman L. Magee Park</i>	<i>31,263</i>
<i>Taft Park (CSA 8)</i>	<i>13,089</i>
<i>West Jackson Park</i>	<i>19,429</i>
<i>Westgate Landing</i>	<i>25,107</i>
<i>Woodbridge Community Park (CSA 48)</i>	<i>11,112</i>
<i>Woodbridge Wilderness Area</i>	<i>23,146</i>
Total	\$2,377,444

Parks Trust Funds

The County Parks are supported by revenue from trust accounts established for their maintenance and operation. Trust account income from all sources is estimated to be approximately \$1,071,500.

Trust Account Income	Amount
<i>Micke Grove Trust (Fund 16705)</i>	<i>\$300,000</i>
<i>Fish and Game Trust (Fund 20005)</i>	<i>7,000</i>
<i>Parks Activity Trust (Fund 16707)</i>	<i>12,000</i>
<i>Park Endowment Trust (Fund 16702)</i>	<i>212,500</i>

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<i>Trust Account Income</i>	<i>Amount</i>
<i>Park Donations Trust (Fund 16701)</i>	<i>5,000</i>
<i>Park Development Trust (Fund 16709)</i>	<i>22,500</i>
<i>Parks Special Project Trust (Fund 16710)</i>	<i>512,500</i>
Total	\$1,071,500

The recommended budget includes transfers from Parks trust funds totaling \$348,000 for ongoing Parks operations. This is a decrease of \$321,500 from 2018-2019. In addition to interest, the proposed transfers include the use of approximately \$100,000 of Park Endowment Trust principal balance, which may only be used with Board approval.

In 2018-2019, two new restricted trust funds were established:

- **Parks Development Special Trust Fund (#16709)** - established for the future development of a South County park, or any project in the County Parks system. Funding will be from lease payments on the Sugar Cut Property located near Tracy. In the establishment of the trust, policies and procedures relating to the trust were adopted by the Board on September 25, 2018 (B-18-600).
- **Parks Special Project Trust Fund (#16710)** - established by the Board on December 4, 2018 (B-18-722), to fund special projects to improve efficiencies, add new features, and/or upgrade existing facilities within the Park system, with a portion to be used to support the ongoing operational needs of these special projects. Funding for this trust is limited to payments received by Public Works as per the approved MOU and is not to continue beyond 2021-2022.

As per the policies and procedures relating to the trust, the Board must approve all expenditures. Expenditures planned for 2019-2020:

<i>Expenditures Planned for 2019-2020</i>	<i>Amount</i>
<i>26 radios, spare batteries and one year of operating costs</i>	<i>\$37,000</i>
<i>Digital Radiographic Imaging System for Micke Grove Zoo and one year of external support and operating costs</i>	<i>31,500</i>
<i>Trimax 106-inch wide, tow-behind mower</i>	<i>41,800</i>
<i>First year of fleet maintenance replacement program costs</i>	<i>2,800</i>
<i>72-inch wide trim mower</i>	<i>28,730</i>
<i>First year of fleet maintenance replacement program costs</i>	<i>2,000</i>

<i>Expenditures Planned for 2019-2020</i>	<i>Amount</i>
<i>Professional services contract to implement the final phases of the Park reservation system (Active Net)</i>	<i>7,500</i>
<i>Matching funds for the Oak Grove Lake Bank stabilization project</i>	<i>160,000</i>
Estimated Expenditures Total	\$311,330
<i>(remaining funds to remain in trust)</i>	

The following table includes the estimated trust fund balances at the end of the 2018-2019 and 2019-2020 fiscal years:

<i>Trust</i>	<i>Estimated Balance</i>	
	<i>6/30/2019</i>	<i>6/30/2020</i>
<i>Park Donation Trust*</i>	<i>\$5,059</i>	<i>\$7,500</i>
<i>Park Endowment Trust*</i>	<i>44,540</i>	<i>156,950</i>
<i>Micke Grove Trust*</i>	<i>19,842</i>	<i>89,842</i>
<i>Park Development Trust</i>	<i>11,250</i>	<i>33,750</i>
<i>Park Special Projects Trust</i>	<i>387,500</i>	<i>575,000</i>
<i>Parks & Rec. Activity Trust*</i>	<i>12,055</i>	<i>18,055</i>
Total	\$480,246	\$881,097

**Revenue from these funds to be used for 2019-2020 ongoing operations.*

Efficiency Audit

During 2017-2018, the Division contracted with David Taussig and Associates, Inc. to conduct an efficiency audit of the County Parks System. Final report findings were presented to the Board on July 24, 2018. The following is a partial list of recommendations that were included in the efficiency audit report and implemented in 2018-2019:

- **Expand Volunteer Program** - Volunteers are a crucial resource that the Division currently relies upon, and it is vital that the Division continue outreach efforts to the public for assistance, engaging volunteers where possible to support park maintenance and operations. Micke Grove Zoo currently has nine active volunteers that assist with Zoo operations, and the MGZS is reported to have a pool of 75 volunteers that assist with educational outreach. With the addition of the new Zoo and Interpretive Services Manager and in conjunction with the Zoo Curator, the volunteer program is being revamped. The focus will be on animal husbandry, zoo records, conservation research, education, and large volunteer groups. Creating new policies and procedures will assist in outreach and retention.
- **Revenue Optimization Through Automation** - On-line campground reservations are being completed in stages. Currently, all reservations in the system are

Parks & Recreation

available for viewing only. Improving the on-line automation process will decrease staff workload and increase visibility and convenience to future visitors. In addition to on-line reservations, an automated fee collection system is in the planning phase for better tracking of park visitors and to optimize entrance fee collection.

- **Continue Exploration of Public-Private Partnership Opportunities for the Regional Sports Complex** - In 2018-2019, a private organization showed interest in the possibility of a long-term lease of the four-ball diamond at the Regional Sports Complex. A lease would allow the organization exclusive use to fields and include any maintenance, repairs, and supplies to be supplied by the Lessee. Discussions are ongoing as immediate repairs are being addressed. This could free up much-needed staffing and resources, while also addressing the issue of any backlogged repairs and upgrades.
- **Re-negotiate Operating Agreement with the Micke Grove Zoological Society** - In 2018-2019, deficiencies in the current Zoological Society Operating Agreement were identified, and a replacement agreement is being drafted. Parks and Recreation staff, Zoo staff, and Zoological Society staff have engaged in conversations regarding better communication, information sharing, and event planning resulting in an overall improvement in the relationship. The completion of an updated Operating Agreement will solidify the roles and responsibilities of the parties and further improve the relationship.

Park Facility Enhancements

Each year departments are asked to assess facility needs and submit projects to GSD. Each project is analyzed and is either recommended to proceed or rejected based on specific criteria. GSD has recommended proceeding with five of the ten Park facility projects that were submitted for 2019-2020, with an estimated cost of \$905,000.

The following projects are included in the recommended Public Improvement budget:

- Increase the leach field and septic tank at the Micke Grove Delta Shelter. The Delta Shelter has the largest capacity of all the rental facilities at Micke Grove and often hosts events with 600+ attendees. The current leach field and septic tank capacity are often strained or in need of frequent pumping. During a larger event, renters are often required to supply additional temporary restrooms, which at times has been a rental barrier. Increasing the leach field and septic capacity will remove that barrier and lessen the number of times per year the tanks need to be pumped.

- Micke Grove Park currently has three entrances. The main gate (north end), an overflow gate that is used during peak times or larger events (center), and the employee/maintenance entrance (south end). The main gate and overflow gate will be receiving new electronic automated gates. The center gate will also receive decorative fencing atop of the short masonry wall already in place. This will greatly enhance the safety and security of Micke Grove Park.
- Replace the Japanese Garden perimeter fence. The fence replacement includes Japanese-inspired ornamental entrances and posts. The Japanese Garden is a popular wedding venue with exotic Kwanzan and Akibono flowering cherry trees, 11 stone lanterns, a koi pond, and the Tea House. Replacing the decaying fence will allow guests to feel secluded amongst the busy park.
- The Micke Grove Memorial Building containing the Park Administrative Offices, the Solarium and the Auditorium, will have approximately 11,800 square feet of rolled asphalt roofing replaced. This project will also address dry rot and structural repairs as needed and will include new gutters and downspouts.
- Reinforce and tighten the Gardner Mediterranean Aviary enclosure at the Zoo. The current structure is sagging in many places and could decrease the integrity of the support posts. The repairs will eliminate any containment breach, which could result in a loss, injury, or death of birds.

Park Revenue Enhancements

In an effort to reduce the reliance on trust funds for ongoing operations, the following revenue enhancements have been or are planned to be implemented in 2019-2020:

- A 2019-2020 Marketing Plan has been generated, which includes three main goals: increase visibility and branding of Park System amenities to encourage increased usage, increase revenues, and offer an attractive and diversified array of events. Each goal includes strategic objectives to help achieve the goal. In conjunction with the overall objectives, each major event proposed will have a separate event plan that will include targeted event objectives, tasks, budgets, and sponsorship opportunities.
- Digital marketing of Park and Zoo rentals and programs will be increased by reaching out and partnering with surrounding or complementary organizations to utilize their subscriber base.
- As part of the increased digital marketing campaign, Micke Grove Zoo announced in January 2019 the

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newest member of the family “Kai” a Prevost’s Squirrel. Kai is on display in the Tropical Canopy. Kai is a one and a half-year-old male from the Los Angeles Zoo. A digital marketing campaign resulted in the Lodi News-Sentinel running an article, which also included the introduction of the new Zoo and Interpretive Services Manager.

- The Micke Grove Zoo was named as one of the top 10 things to do in Lodi on www.VisitLodi.com, a travel website dedicated to the Lodi area. Visit Lodi also produced a short promotional video for Micke Grove Zoo, viewable on their website.
- Explore event sponsorship opportunities to create lasting partnerships with for-profit organizations.
- The Division will partner with organizations like the California Conservation Corps and AmeriCorps to utilize funding earmarked for park enhancement projects.
- Research outside grant opportunities for park enhancement projects and asset purchases.
- Explore revenue opportunities from outdoor advertising at Oak Grove Regional Park.
- Utilization of credit/debit-only pay stations and gate automation to reduce labor costs and risks at remote Park facilities.
- A new policy allows food trucks in the Parks at specific hosted events.
- Continue monthly walk-throughs with Facilities, Parks, and Zoo staff to ensure scheduled ongoing maintenance projects continue to improve operational efficiency, and enhance regional park aesthetics, safety, usage, and rental revenues.
- Update lease and rental agreements and adjust reservation times on available rentals.
- Completed the Strength, Weaknesses, Opportunities, and Threats analysis for the 2019-2020 goals and incorporated the results into a five-year strategic plan.

Workload Data

	-----Actual-----			Est./Act.	Projected ¹
	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020
Total Park Visitors	706,100	850,500	855,200	884,200	906,000
<i>Dos Reis Park</i>	53,250	74,000	84,500	84,000	119,700
<i>Micke Grove Park</i>	308,700	345,000	345,900	349,500	388,500
<i>Micke Grove Zoo</i>	76,200	100,400	117,900	118,400	122,000 ²
<i>Oak Grove Park</i>	117,100	164,500	155,000	158,500	157,500
<i>Regional Sports Complex</i>	99,200	115,000	86,500	108,000	38,500
<i>Stillman Magee Park</i>	16,750	13,500	17,500	18,000	26,660
<i>Westgate Landing</i>	16,200	17,100	17,900	17,800	23,800

¹2019-2020 Projected Park visitor methodology includes 3.5 visitors per vehicle standard.

²Micke Grove Zoo visitor methodology includes non-revenue entrance activities provided by the Zoological Society’s Education Department and fundraising activities.

7070800000—Cultural Services

Parks & Recreation

Monica Nino, County Administrator

General Fund	2017-2018 Actual	2018-2019 Adjusted	2019-2020 Requested	2019-2020 Recommended	Increase/ (Decrease)
Expenditures					
<i>Other Charges & Uses</i>	\$449,965	\$715,540	\$563,389	\$501,050	(\$214,490)
<i>Total Appropriations</i>	\$449,965	\$715,540	\$563,389	\$501,050	(\$214,490)
Earned Revenues By Source	\$0	\$0	\$0	\$0	\$0
Net County Cost	\$449,965	\$715,540	\$563,389	\$501,050	(\$214,490)

Purpose

This budget contains contributions to organizations that provide cultural services.

The San Joaquin County Historical Society & Museum (SJCHSM) acquires, conserves, and manages historic buildings, artifacts, and documents owned by the County. In addition, the SJCHSM has a contractual arrangement with the County to operate the museum located in Micke Grove Park and to provide public access, exhibits, and educational services at the museum.

The Micke Grove Zoological Society (MGZS) assists in enhancing Micke Grove Zoo and providing the following Zoo-related services: management of an educational program; care and maintenance of the program's animal collection; management of the volunteer program; operation of the Zoo snack bar; and administration of the membership and adoption programs.

Major Budget Changes

Other Charges

- \$10,000 One-time contribution to SJCHSM for an additional 0.25 Full-Time Equivalent (FTE) for part-time Archivist to address the collection inventory project.
- \$6,750 One-time contribution to SJCHSM for consultant services for development of a Master Plan.
- (\$231,240) Decrease in one-time funding to SJCHSM for outstanding retirement costs paid in 2018-2019.

Board Strategic Priorities 2019-2020 through 2021-2022

The 2019-2020 recommended budget for Cultural Services focuses on the implementation of the Board Strategic Priorities as adopted by the Board on April 9, 2019. The Board Strategic Priorities for fiscal years 2019-2020 through 2021-2022 are a continuation of the Board's original five key priorities established in 2015. The Board has updated and augmented the goals associated with these strategic priorities to reflect the Board's direction related to water issues, health, collaboration, and homelessness. As stewards of County property and assets, both SJCHSM and MGZS address the Boards' Strategic Priority to "promote good governance and increase organizational capabilities" by working collaboratively with County departments and other community organizations to safeguard County property and provide enhanced services to the public.

Program Discussion

San Joaquin County Historical Society & Museum

The 2019-2020 County contribution to SJCHSM is recommended at \$401,050, which is a decrease of \$214,490 from the 2018-2019 adjusted budget. This decrease is primarily due to a decrease in one-time funding for outstanding retirement costs paid in 2018-2019, partially offset by one-time funding for additional part-time help, and one-time funding for consultant services. The recommended budget also includes in-kind County support services of approximately \$237,975, for facilities and grounds maintenance; irrigation and potable water; liability insurance; and waiver of parking fees for SJCHSM members and volunteers.

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Parks & Recreation

The recommended County contribution of \$401,050 excluding the in-kind County support services, represents approximately 37.5% of the SJCHSM 2019-2020 proposed operating budget of \$1.1 million. Expectations of the County are that the SJCHSM would continue to accomplish the following objectives:

1. *Mark historical sites and stimulate research in the cultural and natural heritage of the County.*
2. *Assist the County in the collection, restoration, and preservation of historical materials and to make these available to the public through the operation of the museum. This would include maintaining a comprehensive inventory and catalog of existing collections, new acquisitions, and disposing of those no longer of value.*
3. *To undertake programs and activities, including museum operations and educational tour programs, which provide for the collection, preservation, and interpretation of the history of the County; the surrounding area; and the history of all cultures and heritage of all people.*
4. *Capitalizing, where possible, on reimbursement for services provided.*

For 2017-2018, the SJCHSM reported the following:

Volunteer Hours of Service	
<i>Board of Trustees</i>	<i>3,360</i>
<i>Committees</i>	<i>576</i>
<i>Docent Council</i>	<i>11,220</i>
<i>Friends of the Museum</i>	<i>920</i>
<i>Tractor & Ag Equipment</i>	<i>3,744</i>
Total	19,800

Museum Visitation	
<i>Weekends</i>	<i>5,814</i>
<i>Weekdays</i>	<i>2,113</i>
<i>Tours</i>	<i>6,221</i>
Total	14,148

In 2018-2019, the SJCHSM continued to preserve and restore artifacts that reveal the County's heritage, including the Ledbetter Family Barn; more than 50,000 historic artifacts and documents; and the 1848 Charles Weber cottage, which is the oldest building in the County.

As of March 2019, the number of memberships for the SJCHSM was 1,346, which includes individual, family, and corporate memberships.

In 2018-2019, the SJCHSM began development of a Strategic Plan to include five long-term goals:

1. *Enhance the visitor experience to engage diverse audiences.*
2. *Upgrade collection practices to meet Museum Industry Standards.*
3. *Diversify sources of revenue to build financial sustainability.*
4. *Build community and regional awareness.*
5. *Strengthen the capacity and effectiveness of the Board of Trustees.*

Micke Grove Zoological Society

The 2019-2020 County contribution to the MGZS is recommended at \$100,000, which is the same amount awarded in 2018-2019.

In 1999, the County and MGZS entered into an agreement (A-99-599), which outlines the responsibility of the County to provide for the maintenance, operation, and security of the park, and where MGZS, as a non-County organization, will provide charitable events and activities for the purpose of assisting Micke Grove Zoo, and affirms MGZS' fiduciary responsibility over funds raised to ensure prudent money management of donated funds.

As part of the agreement, the County and MGZS annually agree upon the number of free admissions provided as part of MGZS' membership program. As of March 2019, the number of MGZS memberships was 941, which includes individual and family memberships.

During 2018-2019, County funding enabled the MGZS to sustain educational programs, activities, and promotional services.

Zoo Education Program

The 2019-2020 MGZS Zoo Education Program is budgeted at \$125,000, which is approximately 58.7% of the MGZS 2019-2020 budget of \$213,000. Marketing and promoting the Zoo and its programs; providing services to Zoo visitors through snack bar operation; and administrative costs constitutes the remainder of the MGZS budget.

7070800000—Cultural Services

Parks & Recreation

Supplemental Requests

San Joaquin County Historical Society & Museum

SJCHSM submitted a funding request for \$79,089 for the following:

Master Plan

One-time funding of \$15,000 toward consultant costs for the development of a comprehensive master plan.

The 2019-2020 recommended budget has been augmented by \$6,750 in one-time funding in order to partially address this request based on County's proportional share of the SJCHSM budget.

Funding for the remainder of the request totaling \$8,250 has not been included in the recommended 2019-2020 budget.

IT Upgrades

One-time funding of \$15,000 for upgrades to IT equipment and software.

Funding for this request has not been included in the recommended 2019-2020 budget.

Staff Reorganization

Ongoing augmentation of the base funding level of \$49,089 for increased salary and benefits costs associated with changing the Archivist position from part-time to full-time.

Approval of the \$49,089 augmentation of the base funding level would bring the ongoing base funding level to \$433,389.

At the recommendation of the County Administrator's Office, SJCHSM will research, develop, and implement an appropriate fee structure for the public conducting research of the archival documents and collections housed at the museum. Objectives of this effort are to identify and recuperate costs associated with the Archivist's time and expertise as utilized by researchers accessing archival objects and documents. It is anticipated that this new fee structure would be implemented during 2019-2020.

The recommended budget has been augmented by \$10,000 in one-time funding in order to provide for an additional 0.25 FTE Archivist to work on completion of the collection inventory project, partially addressing this request with no impact on the base funding level. Progress on the project will be assessed at midyear.

Funding for the remainder of the request totaling \$39,089 has not been included in the recommended 2019-2020 budget.

Micke Grove Zoological Society

A one-time funding request totaling \$100,000 has been submitted by the MGZS to provide County assistance for the ongoing Zoo Education Program offered by MGSZ.

The recommended budget has been augmented by \$100,000 in order to address this request.



PROPOSED BUDGET CONTINGENCIES



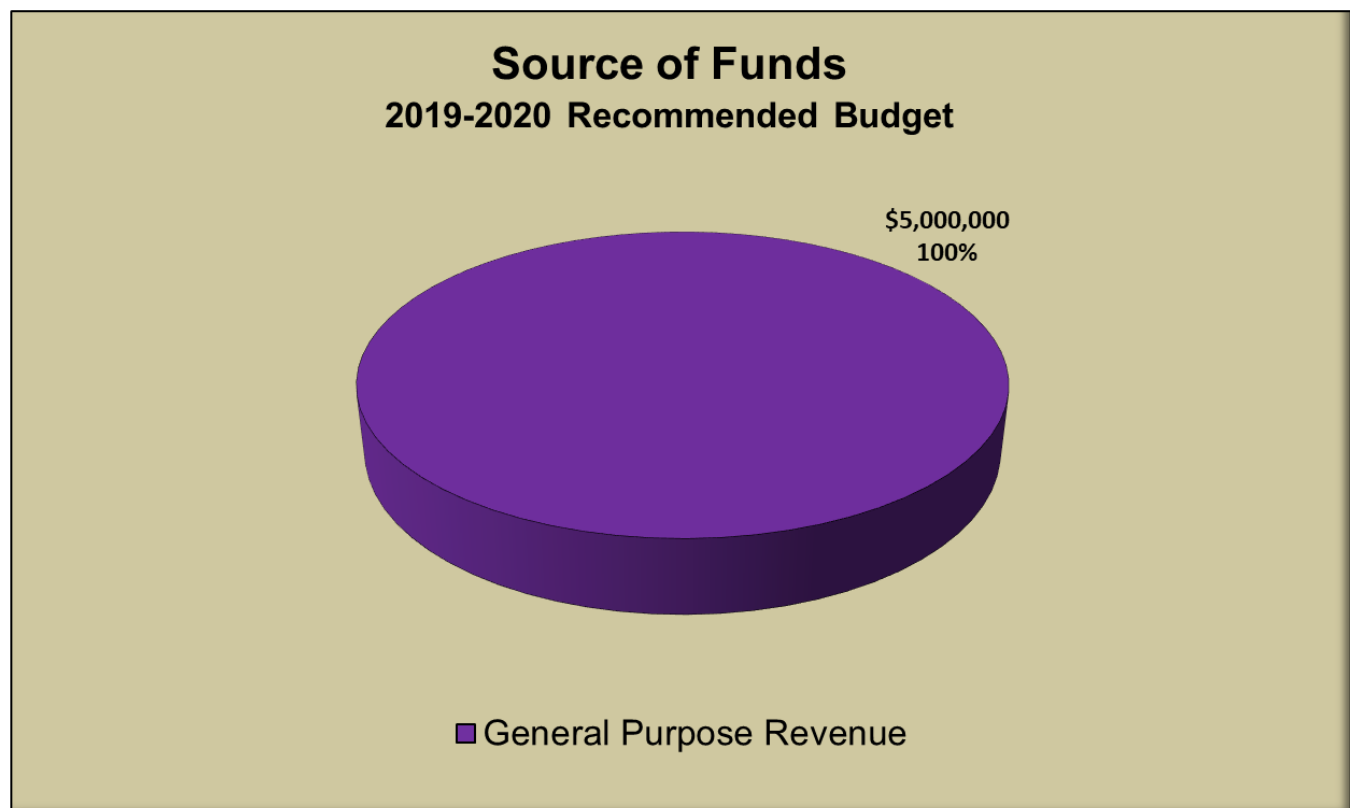
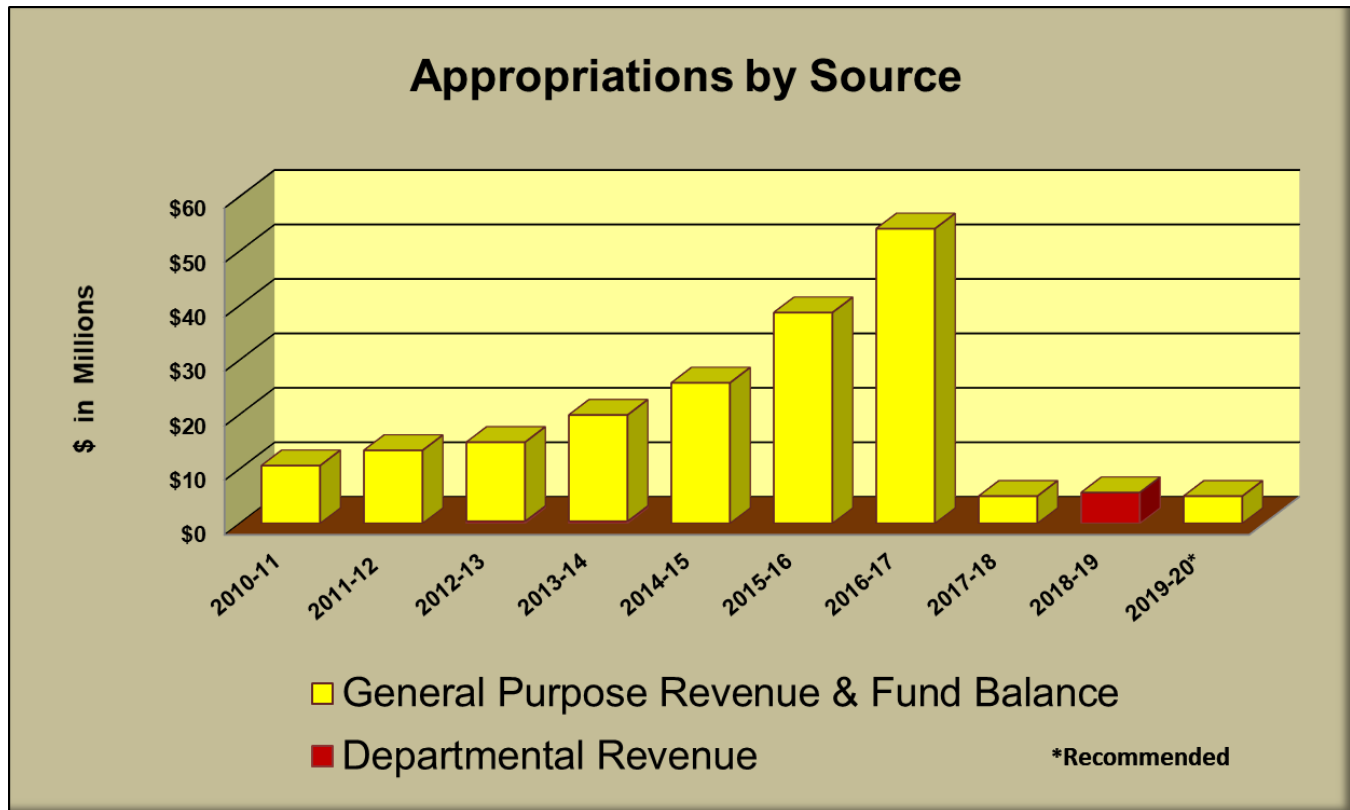
Contingencies

Appropriations

	Page Number	2018-2019 Adjusted	2019-2020 Requested	2019-2020 Recommended	Increase/ (Decrease)
1019000000 Contingency Provision	J-3	\$0	\$5,000,000	\$5,000,000	\$5,000,000
Total - Contingencies		\$0	\$5,000,000	\$5,000,000	\$5,000,000

Contingencies

Appropriations



1019000000—Contingency Provision

Contingencies

Monica Nino, County Administrator

General Fund	2017-2018 Actual	2018-2019 Adjusted	2019-2020 Requested	2019-2020 Recommended	Increase/ (Decrease)
Expenditures					
<i>Provision for Contingencies</i>	\$0	\$0	\$5,000,000	\$5,000,000	\$5,000,000
<i>Total Appropriations</i>	\$0	\$0	\$5,000,000	\$5,000,000	\$5,000,000
Earned Revenues By Source	\$0	\$0	\$0	\$0	\$0
<i>Total Revenues</i>	\$0	\$0	\$0	\$0	\$0
Net County Cost	\$0	\$0	\$5,000,000	\$5,000,000	\$5,000,000

Purpose

Government Code Section 29084 permits county budgets to contain an appropriation for contingencies in such an amount that the Board of Supervisors deems appropriate. In San Joaquin County, the Board establishes the Contingency Provision budget, which provides funds for unanticipated expenditures or revenue shortfalls occurring in all County operations during the fiscal year. The level of the appropriation is set annually as part of the County budget development process. Various factors are evaluated in determining the appropriation level. These include demands on County services, economic outlook, pending Federal and State legislative/budgetary impacts on County programs, the County's short and long-term infrastructure needs, and the availability of funds.

Major Budgets Changes

Provision for Contingencies

- \$5,000,000 Increase in provision for contingencies reflecting the change to appropriate funds from the General Fund and not directly from the Reserve for Contingencies (Reserve).

Program Discussion

In 2019-2020, the appropriation for contingencies is budgeted at \$5.0 million. Should this appropriation not be sufficient due to a significant or extraordinary event, a recommendation would be brought forward to the Board to increase the amount during the fiscal year.

Use Guidelines & Policies

In October 2010, the Board adopted the Use Guidelines and Policies for the Reserve for Contingencies in an effort to stabilize the long-term financial viability of the County and to correct the structural imbalance of the budget over a 10-year period. The Use Guidelines and Policies are summarized below:

1. Set the Reserve at 5% of the County budget by 2020-2021.
2. Starting 2011-2012, establish a goal to provide an annual appropriation to the Reserve at a minimum of 1% of the County budget and provide an annual appropriation increase sufficient to reach the 2020-2021 goal of 5%.
3. Define the Reserve as a one-time resource and not be used to support operating expenses on an ongoing basis.
4. Use the Reserve to balance the County budget only if other options are unavailable or highly impractical.
5. Cap the annual drawdown of the Reserve at 20% of the amount appropriated in the adopted budget.

2018-2019 Reserve Level

During 2018-2019, the Board approved to transfer the higher than anticipated year-end fund balance of \$1,297,826 to the Reserve. In September 2018, the Board approved a \$100,000 (B-18-619) transfer from the Reserve to Public Works (PW) for a cannabis clean-up project; in March 2019, the Board approved a \$509,182 (B-19-175) transfer from the Reserve to the Registrar of Voters (ROV) budget to cover unanticipated election costs and a \$142,148 (B-19-209) transfer to the

1019000000—Contingency Provision

Contingencies

County Counsel budget to cover replacement benefit payments due to San Joaquin County Employees' Retirement Association (SJCEA). These budget adjustments are summarized as follows:

2018-2019 Transactions	
2018-2019 Reserve Level	\$87,555,971
Higher than anticipated year-end fund balance	1,297,826
PW cannabis clean-up pilot project	(100,000)
ROV unanticipated election costs	(509,182)
County Counsel SJCEA payment	(142,148)
Reserve Balance	\$88,102,467

2019-2020 Reserve Level

The 2019-2020 budget recommends to replenish and establish the Reserve at \$90,152,470, or 5.00% of the Recommended County budget. The recommended Reserve level represents an increase of \$2,773,826 from the 2018-2019 adopted level and will be funded with a projected year-end Reserve balance of \$88,102,467 and a transfer from the General Fund of \$2,050,003. It is anticipated the Reserve percentage is on the low end for a County of our size, with a \$1.8 billion budget. County Administrator staff will review during the 2019-2020 fiscal year to confirm the appropriate percentage for the Reserve.

The following chart shows the Reserve for Contingencies levels for fiscal years 2010-2011 through 2019-2020:

Fiscal Year	Adopted Budget	Reserve for Contingencies	% of Budget
2010-2011	\$1,203,782,766	\$10,600,000	0.88%
2011-2012	\$1,240,387,489	\$13,795,071	1.11%
2012-2013	\$1,250,828,056	\$14,931,940	1.19%
2013-2014	\$1,307,393,334	\$18,901,078	1.45%
2014-2015	\$1,326,130,172	\$25,839,892	1.95%
2015-2016	\$1,375,647,801	\$38,724,546	2.89%
2016-2017	\$1,439,598,787	\$54,062,431	3.76%
2017-2018	\$1,616,211,310	\$74,630,220	4.62%
2018-2019	\$1,747,206,329	\$87,378,644	5.00%
2019-2020*	\$1,803,049,348	\$90,152,470	5.00%

* Recommended Budget.

Currently, the County is negotiating with six bargaining units whose contracts either expired or will expire on June 30, 2019. An additional six units represented by Service Employees International Union Local 1021 will expire in September 2019. Employees in these units represent approximately 87.5% of the County's workforce. Costs resulting from these negotiations are unknown at this time; therefore, the recommended 2019-2020 departmental budgets do not include funding for any potential adjustments. If needed, midyear fund transfers from the Contingency Provision budget may be required to provide for these unbudgeted costs.



PROPOSED BUDGET SPECIAL DISTRICTS



Special Districts Budgets

Purpose

Special Districts are a form of government created by a local community to meet a specific need. The budget requests below are for Special Districts administered by the Public Works Department and the Parks and Recreation Division of General Services. These Districts provide one or a combination of the following services to properties within the respective district boundaries: water, sewer, storm drainage, streetlights, nitrate treatment, household hazardous waste, landscape, and lighting maintenance. Each District budget is developed to address projected District operations and maintenance needs, as well as to provide funding for reserves for future system replacement and capital improvement projects. Revenues are provided through assessments and service charges from benefitting properties within each District's boundaries.

Lighting Districts

Each District provides funds for specific improvements and/or services that include the maintenance and operation of street lighting and associated structures located within the public rights-of-way and dedicated easements. There are a total of 30 Districts. The total budgeted amount in 2019-2020 is \$741,668. This recommended budget is funded by \$536,233 in revenue and \$205,435 in fund balance. The appropriations request is an increase of \$71,590 from the 2018-2019 Adopted Budget, which is due to PG&E cost increases and anticipated additional costs for re-energizing lights in five Districts with pending rate increases.

Rancho Village is anticipated to have a negative cash balance on June 30, 2019. The assessments for these Districts can only be increased with property owner approval. Property owners in Rancho Village did not approve a rate increase proposal in April 2019. As a result, a portion of the streetlights will remain de-energized to save costs and allow recovery of the fund balance over the next few years.

Maintenance Districts

Each District funds expenses for operation and maintenance costs, which include labor, electricity, regulatory compliance, repairs, pump taxes (for some water districts), and capital improvement projects. The total budgeted amount in 2019-2020 is \$12,585,471. This recommended budget is funded by \$8,975,964 in revenue and \$3,609,507 in fund balance. The requested appropriations is an increase of \$2,344,072 from the 2018-2019 Adopted Budget. The majority of this increase is due to a planned \$1.2 million filter project in Raymus Village. There is also a \$450,000 increase in planned capital projects in other Districts. Bowling Green Estates, Corral Hollow, Elkhorn Estates, Sunnyside Estates, Walnut Acres, and Wilkinson Manor are anticipated to have a negative cash balance on June 30, 2019. Property owners approved rate

increases in 2017 in Wilkinson Manor, 2018 in Bowling Green and Corral Hollow, and 2019 in Elkhorn Estates and Walnut Acres. The funds are still in a state of recovery. Sunnyside Estates failed a rate increase in 2018 and will have a new rate increase proposed during 2019-2020.

Flood Control and Water

The San Joaquin County Flood Control and Water Conservation District (FC and WCD) was created through State legislation for the purpose of planning, constructing, operating and maintaining flood control, and water supply projects. The Board of Supervisors is the governing body of the FC and WCD and has authority to establish assessments and fees in accordance with State laws to help fund District activities. There are a total of six budgets including the FC and WCD, Zone No. 9, Zone No. 10, Water Investigation Zone No. 2, Assessment District 96-1, and Mokelumne River Water and Power Authority. Revenues from these budgets support levee and channel maintenance; flood management and water resources project development; and implementation of the Board Strategic Priorities to Meet Water Needs.

The total budgeted amount in 2019-2020 is \$14,309,704. This recommended budget is funded by \$11,714,190 in revenue and \$2,595,514 in fund balance. The requested appropriations are an increase of \$1,463,404 from the 2018-2019 Adopted Budget, primarily due to professional service costs related to Proposition 218 rate increase efforts (\$400,000), activities pertaining to State grant funds awarded for flood emergency response resources and equipment (\$590,000), and for Sustainable Groundwater Management of the Tracy Sub-basin (\$500,000).

County Service Areas (CSAs)

A CSA may be established to provide a variety of extended services within a particular area. At the time the CSA is established, the Board specifies the types of services proposed to be provided within the area. CSAs in the County typically provide utilities and/or other services and are broken down between two types: Public Works and Parks.

CSAs - Public Works

Each CSA funds expenses for maintenance costs, which include labor, electricity, regulatory compliance, repairs, pump taxes (for some water districts), and capital improvement projects. The total recommended budget in 2019-2020 is \$7,562,608. This budget is funded by \$4,252,959 in revenue and \$3,309,649 in fund balance. The requested appropriations result in a decrease of \$206,632 from the 2018-2019 Adopted Budget, primarily due to the reallocation of the CSA 31-Flag City Sewer budget to a County Enterprise Fund budget. This is largely offset by a 33% increase in CSA 53 Household Hazardous Waste budget and increased operations and maintenance costs in most other CSA budgets.

Special Districts Budgets

CSAs 12, 41 Zone C, 43 Clements, 44 Zone E, 44 Zone G, 46 Morada North, and 49 Zone L are anticipated to have a negative cash balance on June 30, 2019. Property owners in CSAs 12, 43, and 46 approved rate increases in 2019, 2018, and 2015 respectively. The funds are still in a state of recovery. A rate increase proposal is currently pending approval in CSA 49 Zone L. Proposed rate increases for CSAs 44 Zone E and 44 Zone G are planned to be presented in 2019-2020.

CSA 41 Zone C previously had no revenue to offset zone establishment costs, resulting in a negative fund balance.

Service charges will be implemented after completion of the subdivision improvements, which should correct the negative fund balance within one to two years.

CSAs - Parks

The total recommended budget for Parks in 2019-2020 is \$237,635. This budget is funded by \$217,331 in revenue and \$20,304 in fund balance. The appropriations request is a decrease of \$33,376 from the 2018-2019 Adopted Budget, due to a decrease in the projected 2019-2020 maintenance and ground costs.

Lighting Districts

Districts	Projected Fund Balance as of July 1, 2019	2019-2020 Appropriations	2019-2020 Revenues	Projected Fund Balance as of June 30, 2020
Ash Street	\$217,467	\$48,162	\$34,377	\$203,682
Boggs Tract	53,061	13,709	8,768	48,120
Burkett Gardens	767	55,238	44,650	(9,821)
Burkett Garden Acres	23,812	27,140	21,018	17,690
Eastview	27,393	16,884	11,649	22,158
Elkhorn	9,172	11,368	5,165	2,969
Farmington	5,463	6,036	2,893	2,320
Linden	82,069	35,354	28,758	75,473
Lockeford	70,373	28,836	20,789	62,326
Mariposa Heights	25,605	11,354	2,737	16,988
Mission Village	16,467	9,654	3,495	10,308
Morada Estates	14,173	14,170	5,872	5,875
Morada Manor	11,063	5,928	2,321	7,456
North Oaks	17,868	10,866	6,898	13,900
North Wilson Way	59,167	33,624	13,130	38,673
Northeast Stockton	58,147	75,942	51,960	34,165
Oro Street	94,674	46,950	42,153	89,877
Plymouth Village	49,571	35,118	26,162	40,615
Rancho Village	(1,753)	1,255	939	(2,069)
Shasta Avenue	4,589	11,032	7,985	1,542
Shippee-French Camp	9,655	5,185	2,918	7,388
Silva Gardens	1,824	3,462	2,961	1,323
South French Camp	18,742	7,009	4,762	16,495
Southwest Stockton	112,891	25,316	19,896	107,471
Stockton No. 5	10,660	5,024	2,485	8,121
Tuxedo-Country Club	28,383	26,402	23,633	25,614
Victor	3,803	5,916	5,807	3,694
West Lane	27,362	6,726	5,417	26,053
West Stockton	69,069	70,933	59,527	57,663
Woodbridge	248,370	87,075	67,108	228,403
Total	\$1,369,907	\$741,668	\$536,233	\$1,164,472

Special Districts Budgets

Maintenance Districts

Districts	Projected Fund Balance as of July 1, 2019	2019-2020 Appropriations	2019-2020 Revenues	Projected Fund Balance as of June 30, 2020
<i>Acampo</i>	\$246,328	\$225,803	\$43,911	\$64,436
<i>Almond Park</i>	66,577	80,027	18,575	5,125
<i>Ashley Park</i>	12,150	3,285	1,515	10,380
<i>Bear Creek Terrace</i>	3,880	30,875	17,816	(9,179)
<i>Bowling Green Estates</i>	(70)	7,817	3,422	(4,465)
<i>Colonial Heights</i>	2,164,899	1,292,754	1,177,648	2,049,793
<i>Corral Hollow</i>	(27,059)	107,370	87,713	(46,716)
<i>Country Club Vista</i>	414,871	21,475	21,572	414,968
<i>Elkhorn Estates</i>	(52,301)	209,316	95,664	(165,953)
<i>Gayla Manor</i>	10,584	108,574	68,673	(29,317)
<i>Lambert Village</i>	113,434	27,179	17,124	103,379
<i>Lincoln Village</i>	4,542,249	3,894,466	3,295,249	3,943,032
<i>Lockeford Maintenance</i>	3,813	7,810	3,755	(242)
<i>Maurland Manor</i>	79,457	43,333	30,328	66,452
<i>Mokelumne Acres</i>	1,087,658	335,425	324,324	1,076,557
<i>Morada Acres</i>	13,573	88,990	26,805	(48,612)
<i>Morada Estates</i>	334,427	195,913	115,671	254,185
<i>Morada Manor</i>	21,420	99,114	52,934	(24,760)
<i>Pacific Gardens</i>	2,674,371	2,416,006	2,232,885	2,491,250
<i>Rancho San Joaquin</i>	175,831	141,146	84,538	119,223
<i>Raymus Village</i>	1,374,798	1,775,412	575,242	174,628
<i>Riviera Cliffs</i>	30,598	10,715	10,130	30,013
<i>Shaded Terrace</i>	184,846	126,540	39,113	97,419
<i>Shaded Terrace - Debt Service</i>	10,562	18,332	18,570	10,800
<i>Spring Creek Estates</i>	143,628	76,141	34,508	101,995
<i>Summer Home Estates</i>	18,883	10,171	2,455	11,167
<i>Sunnyside Estates</i>	(26,379)	143,425	23,091	(146,713)
<i>Walnut Acres</i>	(13,027)	108,285	54,812	(66,500)
<i>Wilkinson Manor</i>	(29,877)	343,830	320,119	(53,588)
<i>Wilkinson Manor Zone A</i>	9,153	107,712	55,407	(43,152)
<i>San Joaquin Water Works No. 2</i>	324,440	528,230	122,395	(81,395)
Total	\$13,913,717	\$12,585,471	\$8,975,964	\$10,304,210

Special Districts Budgets

Flood Control and Water

Districts & Zones	Projected Fund Balance as of July 1, 2019	2019-2020 Appropriations	2019-2020 Revenues	Projected Fund Balance as of June 30, 2020
<i>San Joaquin County Flood Control & Water Conservation District (21101)</i>	\$1,040,263	\$4,402,900	\$3,826,000	\$463,363
<i>Flood Control Zone No. 9 (21113)</i>	1,806,224	5,496,116	4,545,160	855,268
<i>Flood Control Zone No. 10 (21114)</i>	260,738	280,888	20,150	0
<i>Water Investigation Zone No. 2 (21168)</i>	882,518	2,645,600	2,327,880	564,798
<i>Flood Control Assessment District No. 96- 1 (21116)</i>	0	985,000	985,000	0
<i>Mokelumne River Water & Power Authority (21201)</i>	512,739	499,200	10,000	23,539
Total	\$4,502,482	\$14,309,704	\$11,714,190	\$1,906,968

Special Districts Budgets

County Service Areas - Public Works

County Service Areas- Public Works	Projected Fund Balance as of July 1, 2019	2019-2020 Appropriations	2019-2020 Revenues	Projected Fund Balance as of June 30, 2020
#3 Zone A Tallahatchey Terrace	\$3,996	\$15,097	\$11,421	\$320
#12 Thorton	(71,921)	229,024	185,298	(115,647)
#12 Thorton - Debt Service	3,732	3,732	-	0
#14 Victor	29,586	18,688	710	11,608
#15 Waterloo/99	261,444	307,444	303,993	257,993
#16 Par Country Estates	239,504	225,878	177,231	190,857
#17 Cherokee Industrial Park	199,489	64,671	22,618	157,436
#18 Fairway Estates	79,054	87,236	37,844	29,662
#21 Oak Creek	74,456	20,950	10,590	64,096
#23 Granda Glen	881	13,309	8,385	(4,043)
#24 Moznott Estates	277,222	18,402	10,960	269,780
#25 Capewood	28,660	11,610	840	17,890
#29 Forest Lake Ranchettes	119,008	20,410	10,000	108,598
#30 Manteca Industrial Park	178,054	113,748	68,369	132,675
#31 Flag City	554,614	261,434	169,459	462,639
#31 Zone W Flag City-Nitrate Treatment	340,470	123,594	110,687	327,563
#35 Santos Ranch/Los Ranchos	69,519	143,924	101,210	26,805
#36 Lloyd Lane	36,759	12,871	1,800	25,688
#36 Zone A Lloyd Lane	13,773	7,918	1,076	6,931
#36 Zone B Lloyd Lane	30,192	7,528	2,390	25,054
#37 Marty Court	2,886	7,476	1,260	(3,330)
#41 Eaglecrest	49,106	20,142	6,640	35,604
#41 Zone N Tierra Del Sol	262,580	41,289	42,220	263,511
#41 Zone C Solari Ranch	(2,940)	13,008	12,771	(3,177)
#42 Blatt Estates	38,011	15,165	4,450	27,296
#43 Clements	(53,056)	170,402	63,053	(160,405)
#43 Zone D Clements	37,935	14,519	8,150	31,566
#44 Fair Oaks - Apricot Acres	58,799	288,083	132,977	(96,307)
#44 Zone E Castello Estates	(624,362)	528,361	302,597	(850,126)
#44 Zone G Linne Estates	(525,951)	562,200	343,424	(744,727)
#45 Lockeford Bluffs	29,103	24,914	5,750	9,939
#46 Morada North	(115,290)	395,051	271,057	(239,284)
#46 Zone L Heather Moore Estates	2,764	2,299	1,040	1,505
#47 Hempstead Court	35,289	17,244	1,490	19,535
#48 Zone K Woodbridge Main Street	69,175	63,267	22,420	28,328
#49 Zone L Rural Intersection Lighting	(799)	9,650	4,440	(6,009)
#49 Zone L-1 Rural Intersection Lighting	43,538	14,803	6,606	35,341
#50 Patterson Pass Business Park	151,131	43,466	47,676	155,341
#51 Acampo Village	1,802	5,419	1,100	(2,517)
#52 Blossom Court	44,547	13,379	5,389	36,557
#53 Household Hazardous Waste	2,361,312	2,015,665	978,605	1,324,252
#54 NPDES	2,428,316	1,558,537	734,000	1,603,779
#55 Shaylynn Estates	6,001	5,695	1,590	1,896
#55 Zone C Stonegate Estates	81,278	14,696	13,101	79,683
#56 Peters	42,969	10,410	6,272	38,831
Total	\$6,892,636	\$7,562,608	\$4,252,959	\$3,582,987

Special Districts Budgets

County Service Areas - Parks

County Service Areas - Parks	Projected Fund Balance as of July 1, 2019	2019-2020 Appropriations	2019-2020 Revenues	Projected Fund Balance as of June 30, 2020
#1 Boggs Tract Park	\$1,952	\$15,328	\$14,718	\$1,342
#2 Madison Park	26,619	41,091	36,651	22,179
#3 Garden Acres - Eastside Park	3,876	54,443	54,399	3,832
#4 Lathrop Park	421	15,091	15,079	409
#5 Raymus Village Park	20,186	31,032	23,387	12,541
#8 Taft Park	42,755	45,119	34,155	31,791
#11 Larch Clover Park	3,041	5,252	5,247	3,036
#48 Woodbridge Community Park	32,844	30,279	33,695	36,260
Total	\$131,694	\$237,635	\$217,331	\$111,390
Total Districts Governed by the Board of Supervisors	\$26,810,436	\$35,437,086	\$25,696,677	\$17,070,027

2019-2020 Planned Projects List

In 2014-2015, the Board of Supervisors adopted the Uniform Public Construction Cost Account Act (UPCCAA) and Job Order Contracting (JOC) to streamline the bidding process for minor construction projects. During 2019- 2020, Public Works will utilize County labor and/or JOC to deliver a number of

projects in the Special Districts. The JOC mechanism will be used to rehabilitate or repair several wells and various storm and sewer systems. The Raymus Village TCP filter project is planned for formal bid in 2019-2020.

Planned projects in 2019-2020 are as follows:

Flood Control and Water

Fund	District	Service	Description	Cost
21101	San Joaquin County FC & WCD	FC	ALERT 2 system upgrades	\$58,500
21113	Flood Control Zone #9	FC	ALERT 2 system upgrades	107,750
21113	Flood Control Zone #9	FC	Flood fight resources acquisition	408,200
				\$574,450

Maintenance Districts

Fund	District	Service	Description	Cost
21501	SJWW#2 Victor	W	Adv. Metering Infrastructure meter, SCADA, and maintenance program	\$400,000
22101	Acampo	W	Well #2 rehabilitation and pump replacement	30,000
22101	Acampo	W	SCADA system	100,000
22201	Almond Park	W	Interconnection meter replacement	10,000
22701	Colonial Heights	S	Sewer main CIPP	30,000
23001	Elkhorn	W	Well #2 rehabilitation	50,000
23101	Gayla Manor	W	Interconnection meter replacement	10,000
23401	Lincoln Village	SD	Swain Road pump house repairs (JOC)	30,000
23401	Lincoln Village	S & SD	Sewer and storm line rehabilitation (CIPP)	30,000
23801	Morada Acres	W	Interconnection meter replacement	10,000
23901	Morada Estates	W	Gate valves	10,000
23901	Morada Estates	W	Interconnection meter replacement	10,000

Special Districts Budgets

Fund	District	Service	Description	Cost
24001	Morada Manor	W	Interconnection meter replacement	10,000
24201	Pacific Gardens	S	Sewer main (CIPP)	30,000
24401	Raymus Village	W	Replace valves	25,000
24401	Raymus Village	W	TCP filter	1,200,000
24401	Raymus Village	S	Sewer main (CIPP)	30,000
24601	Shaded Terrace	W	Interconnection meter replacement	10,000
24901	Sunnyside Estates	W	Meter installation	80,000
25101	Wilkinson Manor	W	Replace water lines	40,000
25131	Wilkinson Manor Zn A	W	Interconnection meter replacement	10,000
				\$2,155,000

County Service Areas (Public Works)

Fund	District	Service	Description	Cost
31601	#16 - Par Country Estates	W	Replace service laterals	\$30,000
34301	#43 - Clements	W	Well #1 replace pump and motor	40,000
34401	#44 - Fair Oaks	W	Relocate well #1 pump and generator to well #2	50,000
34501	#45 - Lockeford Bluffs	SD	Storm pump rehabilitation	15,000
35301	#53 - Household Hazardous Waste	HHW	Roof	80,000
35301	#53 - Household Hazardous Waste	HHW	Parking lot striping/resurfacing	5,000
35301	#53 - Household Hazardous Waste	HHW	Coolant Tank and Antifreeze	30,000
35301	#53 - Household Hazardous Waste	HHW	Heaters	25,000
35301	#53 - Household Hazardous Waste	HHW	Swamp Coolers	20,000
35301	#53 - Household Hazardous Waste	HHW	Table for Break Area	5,000
				\$300,000

Abbreviations:

L - Streetlights
 W - Water
 S - Sewer
 SD - Storm drainage
 FC - Flood control
 WCD - Water Conservation District
 CIPP - Cast-in-place pipe
 HHW - Household Hazardous Waste
 JOC - Job Order Construction
 UPPCCA - Uniform Public Construction Cost Accounting Act

Total Special Districts Planned Projects & Capital Expenses

\$3,029,450



PROPOSED BUDGET POSITION DETAIL



COUNTY OF SAN JOAQUIN

POSITION BUDGET DETAIL

FISCAL YEAR 2019-2020

JOB CODE	POSITION TITLE	----- BIWEEKLY SALARY AS OF JUNE 30, 2020 -----					ALLOCATED JUNE 2019	REQUESTED 2019-2020	RECOMMENDED 2019-2020	REPRESENTATION UNIT
		STEP 1	STEP 2	STEP 3	STEP 4	STEP 5				
Budget Unit 1010100000 Board of Supervisors										
OB1291	Chairman Board of Supervisors	-	-	-	-	\$4,450	1	1	1	Exempt
OB1290	Board of Supervisors	-	-	-	-	\$3,971	4	4	4	Exempt
EB1220	Clerk of the Board	\$3,087	\$3,242	\$3,404	\$3,574	\$3,754	1	1	1	Senior Management
EB4295	Board of Supv Legislative Assistant	-	-	\$2,654	\$2,786	\$2,926	5	5	5	Confidential
EB1221	Chief Deputy Clerk of the Board	\$2,019	\$2,120	\$2,226	\$2,338	\$2,454	1	1	1	Confidential
EB4201	Deputy Clerk of the Board II	\$1,567	\$1,645	\$1,727	\$1,813	\$1,904	1	1	1	Confidential
EB4202	Deputy Clerk of the Board I	\$1,470	\$1,544	\$1,622	\$1,702	\$1,787	1	1	1	Confidential
- EO6112	Senior Office Assistant-Exempt	\$1,381	\$1,450	\$1,522	\$1,598	\$1,678	2	2	2	Confidential
- EO6106	Office Assistant-Exempt	\$1,314	\$1,381	\$1,450	\$1,522	\$1,598	16	16	16	Confidential
					ALLOCATED TOTAL		16	16	16	
					POSITION TOTAL		16	16	16	
Budget Unit 1010200000 County Administrator										
HB1100	Administrator-County	-	-	-	-	\$12,237	1	1	1	Executive
HB1120	Assistant County Administrator	\$7,009	\$7,359	\$7,727	\$8,114	\$8,520	1	1	1	Executive
EB2200	Chief Deputy County Administrator	\$5,230	\$5,492	\$5,766	\$6,054	\$6,358	1	1	1	Confidential
EM0261	Senior Deputy County Administrator	\$4,241	\$4,453	\$4,675	\$4,910	\$5,154	5	5	5	Senior Management
EM0260	Deputy County Administrator	\$3,454	\$3,627	\$3,809	\$3,999	\$4,199	1	1	1	Confidential
RM0228	Management Analyst III	\$3,290	\$3,454	\$3,627	\$3,809	\$3,999	1	1	1	Confidential
RB6105	Management Analyst II	\$2,666	\$2,799	\$2,940	\$3,087	\$3,242				Confidential
RB6104	Management Analyst I	\$1,980	\$2,079	\$2,183	\$2,293	\$2,407				Confidential
ES1400	Prog Administrator-Homeless Initiatives	\$3,699	\$3,885	\$4,079	\$4,283	\$4,497	1	1	1	Senior Management
- RB6502	Administrative Assistant II	\$2,314	\$2,430	\$2,552	\$2,679	\$2,813	1	1	1	Confidential
- RB6501	Administrative Assistant I	\$2,019	\$2,120	\$2,226	\$2,338	\$2,454				Confidential
RO2011	Management Secretary II	\$1,753	\$1,840	\$1,932	\$2,029	\$2,130	1	1	1	Confidential
RO2010	Management Secretary I	\$1,492	\$1,567	\$1,645	\$1,727	\$1,813	1	1	1	Confidential
RO6111	Senior Office Assistant	\$1,381	\$1,450	\$1,522	\$1,598	\$1,678	1	*	*	Confidential
					ALLOCATED TOTAL		14	14	14	
					POSITION TOTAL		14	14	14	

COUNTY OF SAN JOAQUIN

POSITION BUDGET DETAIL

FISCAL YEAR 2019-2020

JOB CODE	POSITION TITLE	----- BIWEEKLY SALARY AS OF JUNE 30, 2020 -----					ALLOCATED JUNE 2019	REQUESTED 2019-2020	RECOMMENDED 2019-2020	REPRESENTATION UNIT
		STEP 1	STEP 2	STEP 3	STEP 4	STEP 5				
EB2190	Assistant Auditor-Controller	\$4,158	\$4,366	\$4,585	\$4,814	\$5,054	1	1	1	Senior Management
RM0200	Chief Deputy Auditor-Controller	\$3,736	\$3,924	\$4,120	\$4,326	\$4,542	3	3	3	Middle Management
RB4400	Payroll Administrator	\$3,290	\$3,454	\$3,627	\$3,809	\$3,999	1	1	1	Confidential
RB6501	Administrative Assistant I	\$2,019	\$2,120	\$2,226	\$2,338	\$2,454	1	1	1	Confidential
RO3022	Accounting Technician II	\$1,894	\$1,990	\$2,090	\$2,194	\$2,303	1	1	1	Confidential
RO3012	Accounting Technician II	\$1,894	\$1,990	\$2,090	\$2,194	\$2,303	2	2	2	Office & Office Technical
RO3021	Accounting Technician I	\$1,637	\$1,718	\$1,804	\$1,894	\$1,990	3	3	3	Confidential
RO3011	Accounting Technician I	\$1,637	\$1,718	\$1,804	\$1,894	\$1,990	3	3	3	Office & Office Technical
RB6205	Business Analyst II	\$2,666	\$2,799	\$2,940	\$3,087	\$3,242	1 *	1 *	1 *	ParaProfessional & Tech
- RB4103	Deputy Auditor-Controller III	\$2,654	\$2,786	\$2,926	\$3,072	\$3,226	4	4	4	Professional
- RB4102	Deputy Auditor-Controller II	\$2,349	\$2,466	\$2,590	\$2,719	\$2,854	2	2	2	Professional
- RB4101	Deputy Auditor-Controller I	\$1,980	\$2,079	\$2,183	\$2,293	\$2,407	2	2	2	Professional
RO6700	Office Technician/Coordinator	\$1,530	\$1,606	\$1,686	\$1,770	\$1,858	1	1	1	Office & Office Technical
- RO6110	Senior Office Assistant	\$1,381	\$1,450	\$1,522	\$1,598	\$1,678	5	5	5	Office & Office Technical
- RO6105	Office Assistant	\$1,314	\$1,381	\$1,450	\$1,522	\$1,598	1	1	1	Office & Office Technical
		ALLOCATED TOTAL					31	32 *	32 *	
		Temporary (FTE)					1	1	1	
		POSITION TOTAL					32	33 *	33 *	
Budget Unit 1011000000 Treasurer-Tax Collector										
OB1690	Treasurer- Tax Collector	-	-	-	-	\$6,388	1	1	1	Exempt
EB2690	Asst Treasurer-Tax Collector	\$4,138	\$4,346	\$4,562	\$4,790	\$5,030	1	1	1	Senior Management
EB2691	Chief Deputy Treasurer	\$3,523	\$3,699	\$3,885	\$4,079	\$4,283	1	1	1	Senior Management
RM0226	Management Analyst III	\$3,322	\$3,489	\$3,663	\$3,847	\$4,039	1 *	1 *	1 *	Middle Management
- RB4003	Accountant III	\$2,527	\$2,654	\$2,786	\$2,926	\$3,072	1	1	1	ParaProfessional & Tech
- RB4002	Accountant II	\$2,238	\$2,349	\$2,466	\$2,590	\$2,719				ParaProfessional & Tech
- RB4001	Accountant I	\$1,904	\$1,999	\$2,099	\$2,205	\$2,314				ParaProfessional & Tech
RO3012	Accounting Technician II	\$1,894	\$1,990	\$2,090	\$2,194	\$2,303	6	6	6	Office & Office Technical
RO3011	Accounting Technician I	\$1,637	\$1,718	\$1,804	\$1,894	\$1,990	2	3 *	3 *	Office & Office Technical
RO2060	Executive Secretary	\$1,894	\$1,990	\$2,090	\$2,194	\$2,303	1	1	1	Office & Office Technical
RO6115	Office Assistant Specialist	\$1,450	\$1,522	\$1,598	\$1,678	\$1,761	5	4 *	4 *	Office & Office Technical
- RO6110	Senior Office Assistant	\$1,381	\$1,450	\$1,522	\$1,598	\$1,678	2	2	2	Office & Office Technical
- RO6105	Office Assistant	\$1,314	\$1,381	\$1,450	\$1,522	\$1,598	4	4	4	Office & Office Technical

COUNTY OF SAN JOAQUIN

POSITION BUDGET DETAIL

FISCAL YEAR 2019-2020

JOB CODE	POSITION TITLE	----- BIWEEKLY SALARY AS OF JUNE 30, 2020 -----					ALLOCATED JUNE 2019	REQUESTED 2019-2020	RECOMMENDED 2019-2020	REPRESENTATION UNIT
		STEP 1	STEP 2	STEP 3	STEP 4	STEP 5				
RB2010	Tax Collection Specialist	\$1,867	\$1,961	\$2,059	\$2,162	\$2,270	1	1	1	Office & Office Technical
						ALLOCATED TOTAL	25	26 *	26 *	
						Temporary (FTE)	0.7	0.7	0.7	
						POSITION TOTAL	25.7	26.7 *	26.7 *	
Budget Uni 1011100000 Assessor										
OB1490	Assessor/Recorder/County Clerk	-	-	-	-	\$6,873	1	1	1	Exempt
EB2491	Asst Assessor/Recorder/County Clerk	\$4,431	\$4,653	\$4,885	\$5,129	\$5,386	1	1	1	Senior Management
RB4306	Principal Appraiser	\$3,865	\$4,059	\$4,262	\$4,476	\$4,699	3	3	3	Middle Management
RM0226	Management Analyst III	\$3,322	\$3,489	\$3,663	\$3,847	\$4,039	1	1	1	Middle Management
RB6001	Administrative Assistant I	\$2,019	\$2,120	\$2,226	\$2,338	\$2,454	1	1	1	ParaProfessional & Tech
RB4304	Appraiser IV	\$2,983	\$3,133	\$3,290	\$3,454	\$3,627	4	4	4	Supervisors Unit
- RB4303	Appraiser III	\$2,527	\$2,654	\$2,786	\$2,926	\$3,072	7	7	7	ParaProfessional & Tech
- RB4302	Appraiser II	\$2,215	\$2,326	\$2,442	\$2,564	\$2,692	9	9	9	ParaProfessional & Tech
- RB4301	Appraiser I	\$1,822	\$1,913	\$2,009	\$2,110	\$2,215	6	6	6	ParaProfessional & Tech
RE0213	Assessors Chief Mapping Technician	\$2,259	\$2,372	\$2,490	\$2,615	\$2,746	1	1	1	Supervisors Unit
RE0212	Assessors Senior Mapping Technician	\$2,110	\$2,215	\$2,326	\$2,442	\$2,564	1	1	1	ParaProfessional & Tech
- RE0211	Assessors Mapping Technician II	\$1,894	\$1,990	\$2,090	\$2,194	\$2,303	3	3	3	ParaProfessional & Tech
- RE0210	Assessors Mapping Technician I	\$1,694	\$1,778	\$1,867	\$1,961	\$2,059				ParaProfessional & Tech
RB4204	Auditor-Appraiser IV	\$2,983	\$3,133	\$3,290	\$3,454	\$3,627	1	1	1	Supervisors Unit
- RB4203	Auditor-Appraiser III	\$2,527	\$2,654	\$2,786	\$2,926	\$3,072	1	1	1	ParaProfessional & Tech
- RB4202	Auditor-Appraiser II	\$2,215	\$2,326	\$2,442	\$2,564	\$2,692	3	3	3	ParaProfessional & Tech
- RB4201	Auditor-Appraiser I	\$1,849	\$1,942	\$2,039	\$2,142	\$2,248	4	4	4	ParaProfessional & Tech
RO2060	Executive Secretary	\$1,894	\$1,990	\$2,090	\$2,194	\$2,303	1	1	1	Office & Office Technical
RI1104	Dept Info Systems Analyst IV	\$3,699	\$3,849	\$4,079	\$4,283	\$4,497		1	1	* Professional
RI1103	Dept Info Systems Analyst III	\$3,388	\$3,558	\$3,735	\$3,922	\$4,118		1	1	* Professional
- RI1102	Dept Info Systems Analyst II	\$2,968	\$3,117	\$3,273	\$3,437	\$3,609		1	1	* Professional
- RI1101	Dept Info Systems Analyst I	\$2,418	\$2,539	\$2,666	\$2,799	\$2,940		1	1	* Professional
RO6115	Office Assistant Specialist	\$1,450	\$1,522	\$1,598	\$1,678	\$1,761	3	3	3	Office & Office Technical
RO2000	Office Secretary	\$1,530	\$1,606	\$1,686	\$1,770	\$1,858	1	1	1	Office & Office Technical
RO1000	Office Supervisor	\$1,530	\$1,606	\$1,686	\$1,770	\$1,858	2	2	2	Supervisors Unit
RO4460	Property Technician Supervisor	\$1,694	\$1,778	\$1,867	\$1,961	\$2,059	2	2	2	Supervisors Unit
RO4451	Property Technician	\$1,582	\$1,661	\$1,744	\$1,830	\$1,922	8	8	8	Office & Office Technical

COUNTY OF SAN JOAQUIN

POSITION BUDGET DETAIL

FISCAL YEAR 2019-2020

JOB CODE	POSITION TITLE	----- BIWEEKLY SALARY AS OF JUNE 30, 2020 -----					ALLOCATED JUNE 2019	REQUESTED 2019-2020	RECOMMENDED 2019-2020	REPRESENTATION UNIT
		STEP 1	STEP 2	STEP 3	STEP 4	STEP 5				
- RO6110	Senior Office Assistant	\$1,381	\$1,450	\$1,522	\$1,598	\$1,678	6	6	6	Office & Office Technical
- RO6105	Office Assistant	\$1,314	\$1,381	\$1,450	\$1,522	\$1,598	4	4	4	Office & Office Technical
RO1200	Transfer Technician Supervisor	\$1,778	\$1,867	\$1,961	\$2,059	\$2,162	1	1	1	Supervisors Unit
- RO4423	Transfer Technician III	\$1,637	\$1,718	\$1,804	\$1,894	\$1,990	1	1	1	Office & Office Technical
- RO4422	Transfer Technician II	\$1,567	\$1,645	\$1,727	\$1,813	\$1,904	3	3	3	Office & Office Technical
- RO4421	Transfer Technician I	\$1,514	\$1,590	\$1,670	\$1,753	\$1,840	2	2	2	Office & Office Technical
ALLOCATED TOTAL							81	85 *	85 *	
Temporary (FTE)							1	1.2 *	1.2 *	
POSITION TOTAL							82	86.2 *	86.2 *	

Budget Unit 1011200000 Purchasing - Support Services

HB1950	Director of Purch & Support Services	\$4,475	\$4,698	\$4,934	\$5,180	\$5,438	1	1	1	Executive
EB1960	Deputy Director Purch & Support Svcs	\$3,506	\$3,681	\$3,866	\$4,059	\$4,262	1	1	1	Senior Management
RO3012	Accounting Technician II	\$1,894	\$1,990	\$2,090	\$2,194	\$2,303	1	1	1	Office & Office Technical
- RB0510	Deputy Purchasing Agent	\$2,226	\$2,338	\$2,454	\$2,577	\$2,706	7	7	7	Professional
- RB0500	Purchasing Assistant	\$1,830	\$1,922	\$2,019	\$2,120	\$2,226	3	3	3	ParaProfessional & Tech
RO6115	Office Assistant Specialist	\$1,450	\$1,522	\$1,598	\$1,678	\$1,761	1	1	1	Office & Office Technical
RO1000	Office Supervisor	\$1,530	\$1,606	\$1,686	\$1,770	\$1,858	1	1	1	Supervisors Unit
RB0710	Records Supervisor	\$2,029	\$2,130	\$2,238	\$2,349	\$2,466	1	1	1	Supervisors Unit
RB0701	Records Management Technician I	\$1,552	\$1,630	\$1,710	\$1,796	\$1,886	1	1	1	ParaProfessional & Tech
RO7302	Senior Support Services Technician	\$1,522	\$1,598	\$1,678	\$1,761	\$1,849	2	2	2	Office & Office Technical
- RO7301	Support Services Technician II	\$1,314	\$1,381	\$1,450	\$1,522	\$1,598	2	2	2	Office & Office Technical
- RO7300	Support Services Technician I	\$1,234	\$1,295	\$1,360	\$1,428	\$1,499	3	3	3	Office & Office Technical
RC2000	Stock Clerk I	\$1,246	\$1,308	\$1,374	\$1,442	\$1,514	1	1	1	Trades Labor & Institutional
ALLOCATED TOTAL							25	25	25	
Temporary (FTE)							3.3	3.9 *	3.9 *	
POSITION TOTAL							28.3	28.9 *	28.9 *	

Budget Unit 1011600000 Office of Revenue - Recovery

RO3012	Accounting Technician II	\$1,894	\$1,990	\$2,090	\$2,194	\$2,303	1	1	1	Office & Office Technical
RO3011	Accounting Technician I	\$1,637	\$1,718	\$1,804	\$1,894	\$1,990	2	2	2	Office & Office Technical
RO1100	Collections Supervisor	\$1,867	\$1,961	\$2,059	\$2,162	\$2,270	1	1	1	Supervisors Unit
RO6115	Office Assistant Specialist	\$1,450	\$1,522	\$1,598	\$1,678	\$1,761	2	2	2	Office & Office Technical

COUNTY OF SAN JOAQUIN

POSITION BUDGET DETAIL

FISCAL YEAR 2019-2020

JOB CODE	POSITION TITLE	----- BIWEEKLY SALARY AS OF JUNE 30, 2020 -----					ALLOCATED JUNE 2019	REQUESTED 2019-2020	RECOMMENDED 2019-2020	REPRESENTATION UNIT
		STEP 1	STEP 2	STEP 3	STEP 4	STEP 5				
- RO4603	Senior Collections Clerk	\$1,727	\$1,813	\$1,904	\$1,999	\$2,099	7	7	7	Office & Office Technical
- RO4602	Collections Clerk II	\$1,645	\$1,727	\$1,813	\$1,904	\$1,999				Office & Office Technical
- RO4601	Collections Clerk I	\$1,408	\$1,478	\$1,552	\$1,630	\$1,710				Office & Office Technical
- RO6110	Senior Office Assistant	\$1,381	\$1,450	\$1,522	\$1,598	\$1,678	3	3	3	Office & Office Technical
- RO6105	Office Assistant	\$1,314	\$1,381	\$1,450	\$1,522	\$1,598				Office & Office Technical
		ALLOCATED TOTAL					16	16	16	
		POSITION TOTAL					16	16	16	
Budget Unit 1011800000 County Counsel										
HL1100	County Counsel	\$8,520	\$8,946	\$9,394	\$9,865	\$10,358	1	1	1	Executive
HL1110	Assistant County Counsel	\$6,675	\$7,009	\$7,359	\$7,727	\$8,114	1	1	1	Executive
EL2100	Chief Deputy County Counsel	\$5,518	\$5,794	\$6,084	\$6,388	\$6,708	1	1	1	Senior Management
- RL2054	Deputy County Counsel IV	\$4,982	\$5,230	\$5,492	\$5,766	\$6,054	8	8	8	Confidential
- RL2053	Deputy County Counsel III	\$4,304	\$4,518	\$4,745	\$4,982	\$5,230	2	2	2	Confidential
- RL2052	Deputy County Counsel II	\$3,437	\$3,609	\$3,790	\$3,979	\$4,178				Confidential
- RL2051	Deputy County Counsel I	\$2,826	\$2,968	\$3,117	\$3,273	\$3,437				Confidential
RO2061	Executive Secretary	\$1,894	\$1,990	\$2,090	\$2,194	\$2,303	1	1	1	Confidential
- RL0402	Legal Technician II	\$1,582	\$1,661	\$1,744	\$1,830	\$1,922	2	2	2	Confidential
- RL0401	Legal Technician I	\$1,499	\$1,574	\$1,653	\$1,735	\$1,822				Confidential
RL0105	Paralegal II	\$1,894	\$1,990	\$2,090	\$2,194	\$2,303	1	1	1	Confidential
- RO6111	Senior Office Assistant	\$1,381	\$1,450	\$1,522	\$1,598	\$1,678	2	2	2	Confidential
- RO6106	Office Assistant	\$1,314	\$1,381	\$1,450	\$1,522	\$1,598				Confidential
		ALLOCATED TOTAL					19	19	19	
		POSITION TOTAL					19	19	19	
Budget Unit 1012400000 Human Resources										
HB1600	Director of Human Resources	\$5,492	\$5,766	\$6,054	\$6,358	\$6,675	1	1	1	Executive
EB2600	Deputy Director of Human Resources	\$4,304	\$4,518	\$4,745	\$4,982	\$5,230	1	1	1	Senior Management
RM0252	County Safety & Risk Manager	\$3,523	\$3,699	\$3,885	\$4,079	\$4,283	1	1	1	Confidential
RM0251	EEO Program Manager	\$3,489	\$3,663	\$3,846	\$4,039	\$4,241	1	1	1	Confidential
RM0250	Employee Benefits Manager	\$3,699	\$3,885	\$4,079	\$4,283	\$4,497	1	1	1	Confidential
RB5403	Principal Employee Relations Analyst	\$3,454	\$3,627	\$3,809	\$3,999	\$4,199	1	1	1	Confidential
RB5110	Principal Personnel Analyst	\$3,454	\$3,627	\$3,809	\$3,999	\$4,199	3	3	3	Confidential

COUNTY OF SAN JOAQUIN

POSITION BUDGET DETAIL

FISCAL YEAR 2019-2020

JOB CODE	POSITION TITLE	----- BIWEEKLY SALARY AS OF JUNE 30, 2020 -----					ALLOCATED JUNE 2019	REQUESTED 2019-2020	RECOMMENDED 2019-2020	REPRESENTATION UNIT
		STEP 1	STEP 2	STEP 3	STEP 4	STEP 5				
RB5304	Disability Mgmt Coordinator	\$3,290	\$3,454	\$3,627	\$3,809	\$3,999	1	1	1	Confidential
RM0228	Management Analyst III	\$3,290	\$3,454	\$3,627	\$3,809	\$3,999	2	2	2	Confidential
RB5310	Safety Officer	\$3,290	\$3,454	\$3,627	\$3,809	\$3,999	1	1	1	Confidential
RB5200	Staff Development Coordinator	\$3,290	\$3,454	\$3,627	\$3,809	\$3,999	1	1	1	Confidential
- RB5402	Employee Relations Analyst III	\$3,290	\$3,454	\$3,627	\$3,809	\$3,999				Confidential
- RB5401	Employee Relations Analyst II	\$2,666	\$2,799	\$2,940	\$3,087	\$3,242	1	1	1	Confidential
- RB5400	Employee Relations Analyst I	\$1,980	\$2,079	\$2,183	\$2,293	\$2,407				Confidential
- RO2011	Management Secretary II	\$1,753	\$1,840	\$1,932	\$2,029	\$2,130				Confidential
- RO2010	Management Secretary I	\$1,492	\$1,567	\$1,645	\$1,727	\$1,813	1	1	1	Confidential
RO6116	Office Assistant Specialist	\$1,450	\$1,522	\$1,598	\$1,678	\$1,761	5	5	5	Confidential
RO6701	Office Technician Coordinator	\$1,530	\$1,606	\$1,686	\$1,770	\$1,858	1	1	1	Confidential
- RB5103	Personnel Analyst III	\$3,290	\$3,454	\$3,627	\$3,809	\$3,999		1 *	1 *	Confidential
- RB5102	Personnel Analyst II	\$2,666	\$2,799	\$2,940	\$3,087	\$3,242	12	12	12	Confidential
- RB5101	Personnel Analyst I	\$1,980	\$2,079	\$2,183	\$2,293	\$2,407	3	3	3	Confidential
RB5005	Position Control Coordinator	\$2,314	\$2,430	\$2,552	\$2,679	\$2,813	1	1	1	Confidential
RB5001	Position Control Technician	\$1,894	\$1,990	\$2,090	\$2,194	\$2,303	2	3 *	3 *	Confidential
- RO6111	Senior Office Assistant	\$1,381	\$1,450	\$1,522	\$1,598	\$1,678	10	10	10	Confidential
- RO6106	Office Assistant	\$1,314	\$1,381	\$1,450	\$1,522	\$1,598		52 *	52 *	Confidential
		ALLOCATED TOTAL					50	52 *	52 *	
		POSITION TOTAL					50	52 *	52 *	
Budget Unit 1013000000 Registrar of Voters										
EB1500	Deputy Director - ROV	\$3,903	\$4,098	\$4,304	\$4,518	\$4,745	1	1	1	Senior Management
RB6512	Management Analyst II	\$2,666	\$2,799	\$2,940	\$3,087	\$3,242	1	1	1	ParaProfessional & Tec
RO4715	Elections Specialist	\$1,530	\$1,606	\$1,686	\$1,770	\$1,858	1	1	1	Office & Office Tec
RO4720	Elections Technician Supervisor	\$1,778	\$1,867	\$1,961	\$2,059	\$2,162	4	4	4	Supervisors Unit
- RO4711	Elections Technician	\$1,381	\$1,450	\$1,522	\$1,598	\$1,678	7	7	7	Office & Office Tec
- RO4710	Elections Technician Trainee	\$1,314	\$1,381	\$1,450	\$1,522	\$1,598				Office & Office Tec
RO6700	Office Technician/Coordinator	\$1,530	\$1,606	\$1,686	\$1,770	\$1,858	1	1	1	Office & Office Tec
RC2012	Storekeeper II	\$1,753	\$1,840	\$1,932	\$2,029	\$2,130	1	1	1	Supervisors Unit
		ALLOCATED TOTAL					16	16	16	
		Temporary (FTE)					11	12.4 *	12.4 *	
		POSITION TOTAL					27	28.4 *	28.4 *	

COUNTY OF SAN JOAQUIN

POSITION BUDGET DETAIL

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JOB CODE	POSITION TITLE	----- BIWEEKLY SALARY AS OF JUNE 30, 2020 -----					ALLOCATED JUNE 2019	REQUESTED 2019-2020	RECOMMENDED 2019-2020	REPRESENTATION UNIT
		STEP 1	STEP 2	STEP 3	STEP 4	STEP 5				
Budget Unit 1014000000 General Services - Administration										
HC1200	Director of General Services	\$5,386	\$5,654	\$5,937	\$6,234	\$6,546	1	1	1	Executive
EC1205	Assistant Director General Services	\$4,220	\$4,431	\$4,653	\$4,885	\$5,129	1	1	1	Senior Management
RO2050	Administrative Secretary	\$1,637	\$1,718	\$1,804	\$1,894	\$1,990	1	1	1	Office & Office Technical
					ALLOCATED TOTAL		3	3	3	
					POSITION TOTAL		3	3	3	
Budget Unit 1014200000 Facilities Management										
RM0345	Dist Maint & Construction Supervisor	\$3,259	\$3,422	\$3,593	\$3,773	\$3,962	2	2	2	Middle Management
RB6001	Administrative Assistant I	\$2,019	\$2,120	\$2,226	\$2,338	\$2,454	1	1	1	ParaProfessional & Tech
RO3012	Accounting Technician II	\$1,894	\$1,990	\$2,090	\$2,194	\$2,303	1	1	1	Office & Office Technical
RC0404	Crafts Worker IV	\$2,226	\$2,338	\$2,454	\$2,577	\$2,706	4	4	4	Supervisors Unit
RC0403	Crafts Worker III	\$2,079	\$2,183	\$2,293	\$2,407	\$2,527	18	18	18	Trades Labor & Institutional
RC0402	Crafts Worker II	\$1,630	\$1,710	\$1,796	\$1,886	\$1,980	3	3	3	Trades Labor & Institutional
RC0401	Crafts Worker I	\$1,478	\$1,552	\$1,630	\$1,710	\$1,796				Trades Labor & Institutional
RC0410	Electrician	\$2,259	\$2,372	\$2,490	\$2,615	\$2,746	4	4	4	Trades Labor & Institutional
RB6512	Management Analyst II	\$2,666	\$2,799	\$2,940	\$3,087	\$3,242	1	1	1	ParaProfessional & Tech
RB6511	Management Analyst I	\$1,980	\$2,079	\$2,183	\$2,293	\$2,407				ParaProfessional & Tech
RC4001	Office Building Engineer	\$2,270	\$2,384	\$2,503	\$2,628	\$2,759	6	6	6	Trades Labor & Institutional
RO6110	Senior Office Assistant	\$1,381	\$1,450	\$1,522	\$1,598	\$1,678	1	1	1	Office & Office Technical
					ALLOCATED TOTAL		41	41	41	
					Temporary (FTE)		0.8	0.8	0.8	
					POSITION TOTAL		41.8	41.8	41.8	
Budget Unit 1014300000 Capital Projects										
EC2201	Facilities & Construction Planner	\$3,471	\$3,645	\$3,827	\$4,019	\$4,220	1	1	1	Senior Management
RB6512	Management Analyst II	\$2,666	\$2,799	\$2,940	\$3,087	\$3,242	1	1	1	ParaProfessional & Tech
RE1004	Engineer IV	\$3,242	\$3,404	\$3,574	\$3,754	\$3,942	1	1	1	Professional
RE1003	Engineer III	\$3,013	\$3,164	\$3,322	\$3,489	\$3,663				Professional
RE1002	Engineer II	\$2,799	\$2,940	\$3,087	\$3,242	\$3,404				Professional
RE1001	Engineer I	\$2,418	\$2,539	\$2,666	\$2,799	\$2,940				Professional
- RE0112	Engineering Assistant II	\$2,454	\$2,577	\$2,706	\$2,841	\$2,983	2	2	2	ParaProfessional & Tech

FISCAL YEAR 2019-2020

Budget Unit	2020	20200000	District Attorney
OL1390			District Attorney
EL2390			Assistant District Attorney
EL2391			Chief Deputy District Atty
EL2392			Chief District Attorney Investigator
RS6050			Family Justice Program Manager
RM0224			Management Services Administrator
- RL2014			Deputy District Attorney IV
- RL2013			Deputy District Attorney III
- RL2012			Deputy District Attorney II
- RL2011			Deputy District Attorney I
RO3012			Accounting Technician II
RB6002			Administrative Assistant II
- RL3012			DA Investigative Assistant II
- RL3011			DA Investigative Assistant I
RL3023			DA Investigator III
- RL3022			DA Investigator II
- RL3021			DA Investigator I
- RL3000			DA Investigator Trainee
RO6120			Department Payroll Specialist

COUNTY OF SAN JOAQUIN

POSITION BUDGET DETAIL

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JOB CODE	POSITION TITLE	----- BIWEEKLY SALARY AS OF JUNE 30, 2020 -----					ALLOCATED JUNE 2019	REQUESTED 2019-2020	RECOMMENDED 2019-2020	REPRESENTATION UNIT
		STEP 1	STEP 2	STEP 3	STEP 4	STEP 5				
RI1104	Dept Info Systems Analyst IV	\$3,699	\$3,885	\$4,079	\$4,283	\$4,497	1	1	1	Professional
- RI1102	Dept Info Systems Analyst II	\$2,968	\$3,117	\$3,273	\$3,437	\$3,609	1	1	1	Professional
- RI1101	Dept Info Systems Analyst I	\$2,418	\$2,539	\$2,666	\$2,799	\$2,940				Professional
RL0310	Legal Administrative Supervisor	\$1,904	\$1,999	\$2,099	\$2,205	\$2,314	1	1	1	Supervisors Unit
- RL0302	Legal Technician II	\$1,582	\$1,661	\$1,744	\$1,830	\$1,922	20	21 *	21 *	Office & Office Technical
- RL0301	Legal Technician I	\$1,499	\$1,574	\$1,653	\$1,735	\$1,822	15	15	15	Office & Office Technical
RI0110	Office Systems Specialist	\$1,645	\$1,727	\$1,813	\$1,904	\$1,999	1	1	1	ParaProfessional & Tech
- RL0102	Paralegal II	\$1,894	\$1,990	\$2,090	\$2,194	\$2,303	5	7 *	7 *	ParaProfessional & Tech
- RL0101	Paralegal I	\$1,661	\$1,744	\$1,830	\$1,922	\$2,019	2	2	2	ParaProfessional & Tech
RL0303	Senior Legal Technician	\$1,727	\$1,813	\$1,904	\$1,999	\$2,099	5	5	5	Supervisors Unit
- RO6110	Senior Office Assistant	\$1,381	\$1,450	\$1,522	\$1,598	\$1,678	2	2	2	Office & Office Technical
- RO6105	Office Assistant	\$1,314	\$1,381	\$1,450	\$1,522	\$1,598	3	3	3	Office & Office Technical
RC2001	Stock Clerk II	\$1,374	\$1,442	\$1,514	\$1,590	\$1,670	1	1	1	Trades Labor & Institutnl
RS6002	Victim Witness Advocate II	\$2,059	\$2,162	\$2,270	\$2,384	\$2,503		1 *	1 *	ParaProfessional & Tech
ALLOCATED TOTAL							188	198 *	198 *	
Temporary (FTE)							3.7	3.3 *	3.3 *	
POSITION TOTAL							191.7	201.3 *	201.3 *	
Budget Unit 2020204000 D A - Family Justice Center										
RS6002	Victim Witness Advocate II	\$2,059	\$2,162	\$2,270	\$2,384	\$2,503	2	2	2	ParaProfessional & Tech
- RO6110	Senior Office Assistant	\$1,381	\$1,450	\$1,522	\$1,598	\$1,678	2	2	2	Office & Office Technical
- RO6105	Office Assistant	\$1,314	\$1,381	\$1,450	\$1,522	\$1,598				Office & Office Technical
ALLOCATED TOTAL							4	4	4	
Temporary (FTE)							0.8	1 *	1 *	
POSITION TOTAL							4.8	5 *	5 *	
Budget Unit 2020205000 D A - Victim Assistance										
RS6025	Victim Claims Supervisor	\$1,840	\$1,932	\$2,029	\$2,130	\$2,238	1	1	1	Supervisors Unit
RO6023	Victim Claims Specialist III	\$1,686	\$1,770	\$1,858	\$1,951	\$2,049	1	1	1	ParaProfessional & Tech
- RO6022	Victim Claims Specialist II	\$1,606	\$1,686	\$1,770	\$1,858	\$1,951	4	4	4	ParaProfessional & Tech
- RO6021	Victim Claims Specialist I	\$1,472	\$1,492	\$1,567	\$1,645	\$1,727	3	3	3	ParaProfessional & Tech
- RO6110	Senior Office Assistant	\$1,381	\$1,450	\$1,522	\$1,598	\$1,678	1	1	1	Office & Office Technical
- RO6105	Office Assistant	\$1,314	\$1,381	\$1,450	\$1,522	\$1,598				Office & Office Technical

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POSITION BUDGET DETAIL

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JOB CODE	POSITION TITLE	----- BIWEEKLY SALARY AS OF JUNE 30, 2020 -----					ALLOCATED JUNE 2019	REQUESTED 2019-2020	RECOMMENDED 2019-2020	REPRESENTATION UNIT
		STEP 1	STEP 2	STEP 3	STEP 4	STEP 5				
Budget Unit 2020206000 D A - Consumer Fraud-Prop 64										
EL2391	Chief Deputy District Attorney	\$5,492	\$5,766	\$6,054	\$6,358	\$6,675	1	1	1	1 Senior Management
- RL2014	Deputy District Attorney IV	\$5,030	\$5,282	\$5,545	\$5,822	\$6,114	5	5	5	5 Attorney Bargaining Unit
- RL2013	Deputy District Attorney III	\$4,346	\$4,562	\$4,790	\$5,030	\$5,282				Attorney Bargaining Unit
- RL2012	Deputy District Attorney II	\$3,471	\$3,645	\$3,827	\$4,019	\$4,220				Attorney Bargaining Unit
- RL2011	Deputy District Attorney I	\$2,854	\$2,998	\$3,148	\$3,306	\$3,471				Attorney Bargaining Unit
- RL3012	DA Investigative Assistant II	\$1,922	\$2,019	\$2,120	\$2,226	\$2,338	2	2	2	2 Safety Invstgtv & Custdl
- RL3011	DA Investigative Assistant I	\$1,614	\$1,694	\$1,778	\$1,867	\$1,961				Safety Invstgtv & Custdl
- RL3022	DA Investigator II	\$3,226	\$3,387	\$3,557	\$3,735	\$3,922	3	3	3	3 Peace Officers Misc
- RL3021	DA Investigator I	\$2,925	\$3,072	\$3,226	\$3,387	\$3,557				Peace Officers Misc
- RL3000	DA Investigator Trainee	\$2,338	\$2,454	\$2,577	\$2,706	\$2,841				Peace Officers Misc
- RL0302	Legal Technician II	\$1,582	\$1,661	\$1,744	\$1,830	\$1,922	2	2	2	2 Office & Office Technical
- RL0301	Legal Technician I	\$1,499	\$1,574	\$1,653	\$1,735	\$1,822				Office & Office Technical
- RL0102	Paralegal II	\$1,894	\$1,990	\$2,090	\$2,194	\$2,303	5	5	5	5 ParaProfessional & Tech
- RL0101	Paralegal I	\$1,661	\$1,744	\$1,830	\$1,922	\$2,019				ParaProfessional & Tech
ALLOCATED TOTAL						18	18	18	18	
POSITION TOTAL						18	18	18	18	
Budget Unit 2020209000 D A - Child Abduction										
- RL3022	DA Investigator II	\$3,226	\$3,387	\$3,557	\$3,735	\$3,922	1	1	1	1 Peace Officers Misc
- RL3021	DA Investigator I	\$2,925	\$3,072	\$3,226	\$3,387	\$3,557				Peace Officers Misc
- RL3000	DA Investigator Trainee	\$2,338	\$2,454	\$2,577	\$2,706	\$2,841				Peace Officers Misc
- RL3012	DA Investigative Assistant II	\$1,922	\$2,019	\$2,120	\$2,226	\$2,338	1	1	1	1 Safety Invstgtv & Custdl
- RL3011	DA Investigative Assistant I	\$1,614	\$1,694	\$1,778	\$1,867	\$1,961				Safety Invstgtv & Custdl
- RO6110	Senior Office Assistant	\$1,381	\$1,450	\$1,522	\$1,598	\$1,678	1	1	1	1 Office & Office Technical
- RO6105	Office Assistant	\$1,314	\$1,381	\$1,450	\$1,522	\$1,598				Office & Office Technical
ALLOCATED TOTAL						3	3	3	3	
POSITION TOTAL						3	3	3	3	

COUNTY OF SAN JOAQUIN

POSITION BUDGET DETAIL

FISCAL YEAR 2019-2020

JOB CODE	POSITION TITLE	----- BIWEEKLY SALARY AS OF JUNE 30, 2020 -----					ALLOCATED JUNE 2019	REQUESTED 2019-2020	RECOMMENDED 2019-2020	REPRESENTATION UNIT
		STEP 1	STEP 2	STEP 3	STEP 4	STEP 5				
RL3023	DA Investigator III	\$3,437	\$3,609	\$3,790	\$3,979	\$4,178	1	1	1	Sheriffs Mngmnt
- RL3022	DA Investigator II	\$3,226	\$3,387	\$3,557	\$3,735	\$3,922	10	10	10	Peace Officers Misc
- RL3021	DA Investigator I	\$2,925	\$3,072	\$3,226	\$3,387	\$3,557				Peace Officers Misc
- RL3000	DA Investigator Trainee	\$2,338	\$2,454	\$2,577	\$2,706	\$2,841				Peace Officers Misc
- RL3012	DA Investigative Assistant II	\$1,922	\$2,019	\$2,120	\$2,226	\$2,338	2	2	2	Safety Invstgtv & Custdl
- RL3011	DA Investigative Assistant I	\$1,614	\$1,694	\$1,778	\$1,867	\$1,961	2	2	2	Safety Invstgtv & Custdl
- RL0302	Legal Technician II	\$1,582	\$1,661	\$1,744	\$1,830	\$1,922				Office & Office Technical
- RL0301	Legal Technician I	\$1,499	\$1,574	\$1,653	\$1,735	\$1,822	2	2	2	Office & Office Technical
						ALLOCATED TOTAL	17	17	17	
						POSITION TOTAL	17	17	17	
Budget Unit 2020273000 D A - Victim Witness Program										
RS6040	Victim Witness Program Manager	\$2,827	\$2,969	\$3,118	\$3,274	\$3,438	1	1	1	Middle Management
- RO6110	Senior Office Assistant	\$1,381	\$1,450	\$1,522	\$1,598	\$1,678	1	1	1	Office & Office Technical
- RO6105	Office Assistant	\$1,314	\$1,381	\$1,450	\$1,522	\$1,598	1	1	1	Office & Office Technical
RS6005	Victim Witness Advocate Supervisor	\$2,303	\$2,418	\$2,539	\$2,666	\$2,799	1	1	1	Supervisors Unit
RS6003	Victim Witness Advocate III	\$2,162	\$2,270	\$2,384	\$2,503	\$2,628	1	1	1	ParaProfessional & Tech
- RS6002	Victim Witness Advocate II	\$2,059	\$2,162	\$2,270	\$2,384	\$2,503	1	1	1	ParaProfessional & Tech
- RS6001	Victim Witness Advocate I	\$1,670	\$1,753	\$1,840	\$1,932	\$2,029	12	12	12	ParaProfessional & Tech
						ALLOCATED TOTAL	18	18	18	
						Temporary (FTE)	5	3.8 *	3.8 *	
						POSITION TOTAL	23	21.8 *	21.8 *	
Budget Unit 2020278250 D A - Criminal Restitution Program										
- RL0102	Paralegal II	\$1,894	\$1,990	\$2,090	\$2,194	\$2,303	2	2	2	ParaProfessional & Tech
- RL0101	Paralegal I	\$1,661	\$1,744	\$1,830	\$1,922	\$2,019				ParaProfessional & Tech
- RO6110	Senior Office Assistant	\$1,381	\$1,450	\$1,522	\$1,598	\$1,678				Office & Office Technical
- RO6105	Office Assistant	\$1,314	\$1,381	\$1,450	\$1,522	\$1,598	1	1	1	Office & Office Technical
						ALLOCATED TOTAL	3	3	3	
						POSITION TOTAL	3	3	3	
Budget Unit 2020300000 Child Support Services										
HL1300	Director of Child Support Services	\$4,910	\$5,154	\$5,412	\$5,682	\$5,966	1	1	1	Executive

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JOB CODE	POSITION TITLE	----- BIWEEKLY SALARY AS OF JUNE 30, 2020 -----					ALLOCATED JUNE 2019	REQUESTED 2019-2020	RECOMMENDED 2019-2020	REPRESENTATION UNIT
		STEP 1	STEP 2	STEP 3	STEP 4	STEP 5				
EL2300	Asst Director of Child Support Services	\$3,846	\$4,039	\$4,241	\$4,453	\$4,675	1	1	1	Senior Management
RM0226	Management Analyst III	\$3,322	\$3,489	\$3,663	\$3,847	\$4,039	1	1	1	Middle Management
RL1055	Child Support Program Manager	\$3,274	\$3,438	\$3,610	\$3,791	\$3,981	4	4	4	Middle Management
RB4003	Accountant III	\$2,527	\$2,654	\$2,786	\$2,926	\$3,072	1	1	1	ParaProfessional & Tech
- RB4002	Accountant II	\$2,238	\$2,349	\$2,466	\$2,590	\$2,719		1 *	1 *	ParaProfessional & Tech
- RB4001	Accountant I	\$1,904	\$1,999	\$2,099	\$2,205	\$2,314				ParaProfessional & Tech
RO3012	Accounting Technician II	\$1,894	\$1,990	\$2,090	\$2,194	\$2,303	2	2	2	Office & Office Technical
RO3011	Accounting Technician I	\$1,637	\$1,718	\$1,804	\$1,894	\$1,990	8	8	8	Office & Office Technical
RB6002	Administrative Assistant II	\$2,314	\$2,430	\$2,552	\$2,679	\$2,813		1 *	1 *	ParaProfessional & Tech
RO2050	Administrative Secretary	\$1,637	\$1,718	\$1,804	\$1,894	\$1,990		1 *	1 *	Office & Office Technical
- RL2004	Child Support Attorney IV	\$5,030	\$5,282	\$5,545	\$5,822	\$6,114	3	3	3	Attorney Bargaining Unit
- RL2003	Child Support Attorney III	\$4,346	\$4,562	\$4,790	\$5,030	\$5,282	1	1	1	Attorney Bargaining Unit
- RL2002	Child Support Attorney II	\$3,471	\$3,645	\$3,827	\$4,019	\$4,220	2	2	2	Attorney Bargaining Unit
- RL2001	Child Support Attorney I	\$2,854	\$2,998	\$3,148	\$3,306	\$3,471				Attorney Bargaining Unit
RL1021	Child Support Compliance Analyst	\$2,110	\$2,215	\$2,326	\$2,442	\$2,564	3	3	3	ParaProfessional & Tech
RL1010	Child Support Supervisor	\$2,079	\$2,183	\$2,293	\$2,407	\$2,527	9	10 *	10 *	Supervisors Unit
RL1003	Child Support Officer III	\$1,796	\$1,886	\$1,980	\$2,079	\$2,183	4	12 *	12 *	ParaProfessional & Tech
- RL1002	Child Support Officer II	\$1,686	\$1,770	\$1,858	\$1,951	\$2,049	50	50	50	ParaProfessional & Tech
- RL1001	Child Support Officer I	\$1,422	\$1,492	\$1,567	\$1,645	\$1,727	9	21 *	21 *	ParaProfessional & Tech
- RL0302	Legal Technician II	\$1,582	\$1,661	\$1,744	\$1,830	\$1,922	4	3 *	3 *	Office & Office Technical
- RL0301	Legal Technician I	\$1,499	\$1,574	\$1,653	\$1,735	\$1,822				Office & Office Technical
RO6115	Office Assistant Specialist	\$1,450	\$1,522	\$1,598	\$1,678	\$1,761	1	*	*	Office & Office Technical
RO2000	Office Secretary	\$1,530	\$1,606	\$1,686	\$1,770	\$1,858	1	1	1	Office & Office Technical
RO1000	Office Supervisor	\$1,530	\$1,606	\$1,686	\$1,770	\$1,858	2	2	2	Supervisors Unit
- RL0102	Paralegal II	\$1,894	\$1,990	\$2,090	\$2,194	\$2,303	1	1	1	ParaProfessional & Tech
- RL0101	Paralegal I	\$1,661	\$1,744	\$1,830	\$1,922	\$2,019				ParaProfessional & Tech
- RO6110	Senior Office Assistant	\$1,381	\$1,450	\$1,522	\$1,598	\$1,678	19	19	19	Office & Office Technical
- RO6105	Office Assistant	\$1,314	\$1,381	\$1,450	\$1,522	\$1,598	4	8 *	8 *	Office & Office Technical
RC2001	Stock Clerk II	\$1,374	\$1,442	\$1,514	\$1,590	\$1,670	1	1	1	Trades Labor & Institutional
RC2011	Storekeeper I	\$1,552	\$1,630	\$1,710	\$1,796	\$1,886	1	1	1	Trades Labor & Institutional
ALLOCATED TOTAL							133	159 *	159 *	159 *
Temporary (FTE)							1.5	2.5 *	2.5 *	2.5 *
POSITION TOTAL							134.5	161.5 *	161.5 *	161.5 *

COUNTY OF SAN JOAQUIN

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		STEP 1	STEP 2	STEP 3	STEP 4	STEP 5				
Budget Unit 2020400000 Public Defender										
HL1200	Public Defender	\$6,481	\$6,805	\$7,145	\$7,502	\$7,878	1	1	1	Executive
EL2200	Assistant Public Defender	\$5,518	\$5,794	\$6,084	\$6,388	\$6,708	1	1	1	Senior Management
EL2201	Chief Deputy Public Defender	\$5,154	\$5,412	\$5,682	\$5,966	\$6,265	2	2	2	Senior Management
RL3033	Chief Public Defender Investigator	\$3,243	\$3,405	\$3,575	\$3,755	\$3,942	1	1	1	Middle Management
RO3012	Accounting Technician II	\$1,894	\$1,990	\$2,090	\$2,194	\$2,303	1	1	1	Office & Office Technical
RB6002	Administrative Assistant II	\$2,314	\$2,430	\$2,552	\$2,679	\$2,813	1	1	1	ParaProfessional & Tech
- RL1102	Dept Info Systems Analyst II	\$2,968	\$3,117	\$3,273	\$3,437	\$3,609	1	1	1	Professional
- RL1101	Dept Info Systems Analyst I	\$2,418	\$2,539	\$2,666	\$2,799	\$2,940				Professional
- RL2034	Deputy Public Defender IV	\$5,030	\$5,282	\$5,545	\$5,822	\$6,114	40	40	40	Attorney Bargaining Unit
- RL2033	Deputy Public Defender III	\$4,346	\$4,562	\$4,790	\$5,030	\$5,282	2	2	2	Attorney Bargaining Unit
- RL2032	Deputy Public Defender II	\$3,471	\$3,645	\$3,827	\$4,019	\$4,220	2	2	2	Attorney Bargaining Unit
- RL2031	Deputy Public Defender I	\$2,854	\$2,998	\$3,148	\$3,306	\$3,471	1	2 *	2 *	Attorney Bargaining Unit
RL0102	Paralegal II	\$1,894	\$1,990	\$2,090	\$2,194	\$2,303	1	1	1	ParaProfessional & Tech
- RL3032	Public Defender Investigator II	\$2,813	\$2,954	\$3,102	\$3,258	\$3,421	11	11	11	Safety Invstgtv & Custdl
- RL3031	Public Defender Investigator I	\$2,615	\$2,746	\$2,883	\$3,027	\$3,179	1	1	1	Safety Invstgtv & Custdl
RL3030	Public Defender Investigator Asst	\$1,904	\$1,999	\$2,099	\$2,205	\$2,314	4	4	4	Safety Invstgtv & Custdl
- RL0302	Legal Technician II	\$1,582	\$1,661	\$1,744	\$1,830	\$1,922	7	7	7	Office & Office Technical
- RL0301	Legal Technician I	\$1,499	\$1,574	\$1,653	\$1,735	\$1,822	3	3	3	Office & Office Technical
- RO6110	Senior Office Assistant	\$1,381	\$1,450	\$1,522	\$1,598	\$1,678	1	1	1	Office & Office Technical
- RO6105	Office Assistant	\$1,314	\$1,381	\$1,450	\$1,522	\$1,598	2	2	2	Office & Office Technical
RL0303	Senior Legal Technician	\$1,727	\$1,813	\$1,904	\$1,999	\$2,099	1	1	1	Supervisors Unit
RS3403	Social Worker III	\$2,194	\$2,303	\$2,418	\$2,539	\$2,666	1	1	1	ParaProfessional & Tech
- RS3001	Senior Social Worker	\$1,932	\$2,029	\$2,130	\$2,238	\$2,349	2	2	2	ParaProfessional & Tech
- RS3000	Social Worker	\$1,670	\$1,753	\$1,840	\$1,932	\$2,029		1 *	1 *	ParaProfessional & Tech
ALLOCATED TOTAL							87	89 *	89 *	
Temporary (FTE)							1.8	1.6 *	1.6 *	
POSITION TOTAL							88.8	90.6 *	90.6 *	

COUNTY OF SAN JOAQUIN

POSITION BUDGET DETAIL

FISCAL YEAR 2019-2020

JOB CODE	POSITION TITLE	----- BIWEEKLY SALARY AS OF JUNE 30, 2020 -----					ALLOCATED JUNE 2019	REQUESTED 2019-2020	RECOMMENDED 2019-2020	REPRESENTATION UNIT
		STEP 1	STEP 2	STEP 3	STEP 4	STEP 5				
- RP2002	Probation Officer II	\$2,163	\$2,270	\$2,384	\$2,503	\$2,628	1	1	1	1 Probation Officers
- RP2001	Probation Officer I	\$1,886	\$1,980	\$2,080	\$2,184	\$2,293		1 *	1 *	1 Probation Officers
RL0510	Pretrial Senior Program Specialist	\$2,049	\$2,152	\$2,259	\$2,372	\$2,490	6	6	6	6 Safety Invstgtv & Custdl
RL0505	Pretrial Program Specialist	\$1,904	\$1,999	\$2,099	\$2,205	\$2,314	12	12	12	12 Safety Invstgtv & Custdl
- RO6110	Senior Office Assistant	\$1,381	\$1,450	\$1,522	\$1,598	\$1,678	1	1	1	1 Office & Office Technical
- RO6105	Office Assistant	\$1,314	\$1,381	\$1,450	\$1,522	\$1,598		25 *	25 *	Office & Office Technical
		ALLOCATED TOTAL					24	25 *	25 *	
		Temporary (FTE)					0.4	0.8 *	0.8 *	
		POSITION TOTAL					24.4	25.8 *	25.8 *	
Budget Unit 2021602000 Sheriff - Boating Safety										
RP1010	Sergeant	\$3,013	\$3,164	\$3,322	\$3,489	\$3,663	1	1	1	1 Sheriffs Sergeants
- RP1003	Deputy Sheriff II	\$2,666	\$2,799	\$2,940	\$3,087	\$3,242	6	6	6	6 Sheriffs Non-Mngmnt
- RP1002	Deputy Sheriff I-Academy Certified	\$2,418	\$2,539	\$2,666	\$2,799	\$2,940				Sheriffs Non-Mngmnt
- RP1001	Deputy Sheriff I	\$2,418	\$2,539	\$2,666	\$2,799	\$2,940				Sheriffs Non-Mngmnt
- RP1000	Deputy Sheriff Trainee	\$2,194	\$2,303	\$2,418	\$2,539	\$2,666		7	7	Safety Invstgtv & Custdl
		ALLOCATED TOTAL					7	7	7	
		POSITION TOTAL					7	7	7	
Budget Unit 2021609000 Sheriff - CAL MMET										
RP1030	Sheriff 's Captain	\$4,346	\$4,562	\$4,790	\$5,030	\$5,282	1	1	1	1 Sheriffs Mngmnt
- RP1003	Deputy Sheriff II	\$2,666	\$2,799	\$2,940	\$3,087	\$3,242	1	1	1	1 Sheriffs Non-Mngmnt
- RP1002	Deputy Sheriff I-Academy Certified	\$2,418	\$2,539	\$2,666	\$2,799	\$2,940				Sheriffs Non-Mngmnt
- RP1001	Deputy Sheriff I	\$2,418	\$2,539	\$2,666	\$2,799	\$2,940				Sheriffs Non-Mngmnt
- RP1000	Deputy Sheriff Trainee	\$2,194	\$2,303	\$2,418	\$2,539	\$2,666				Safety Invstgtv & Custdl
		ALLOCATED TOTAL					2	2	2	
		POSITION TOTAL					2	2	2	
Budget Unit 2021613000 Sheriff - Hi Tech Crimes Task Force										
- RP1003	Deputy Sheriff II	\$2,666	\$2,799	\$2,940	\$3,087	\$3,242	1	1	1	1 Sheriffs Non-Mngmnt
- RP1002	Deputy Sheriff I-Academy Certified	\$2,418	\$2,539	\$2,666	\$2,799	\$2,940				Sheriffs Non-Mngmnt
- RP1001	Deputy Sheriff I	\$2,418	\$2,539	\$2,666	\$2,799	\$2,940				Sheriffs Non-Mngmnt
- RP1000	Deputy Sheriff Trainee	\$2,194	\$2,303	\$2,418	\$2,539	\$2,666				Safety Invstgtv & Custdl

COUNTY OF SAN JOAQUIN

POSITION BUDGET DETAIL

FISCAL YEAR 2019-2020

JOB CODE	POSITION TITLE	----- BIWEEKLY SALARY AS OF JUNE 30, 2020 -----					ALLOCATED JUNE 2019	REQUESTED 2019-2020	RECOMMENDED 2019-2020	REPRESENTATION UNIT
		STEP 1	STEP 2	STEP 3	STEP 4	STEP 5				
Budget Unit 2021614000 Sheriff - AGNET										
RP1020	Lieutenant	\$3,645	\$3,827	\$4,019	\$4,220	\$4,431	1	1	1	1 * Sheriffs Mngmnt
RP1010	Sergeant	\$3,013	\$3,164	\$3,322	\$3,489	\$3,663	1	2 *	2 *	2 * Sheriffs Sergeants
- RP1003	Deputy Sheriff II	\$2,666	\$2,799	\$2,940	\$3,087	\$3,242	6	20 *	20 *	20 * Sheriffs Non-Mngmnt
- RP1002	Deputy Sheriff I-Academy Certified	\$2,418	\$2,539	\$2,666	\$2,799	\$2,940				Sheriffs Non-Mngmnt
- RP1001	Deputy Sheriff I	\$2,418	\$2,539	\$2,666	\$2,799	\$2,940				Sheriffs Non-Mngmnt
- RP1000	Deputy Sheriff Trainee	\$2,194	\$2,303	\$2,418	\$2,539	\$2,666	7	23 *	23 *	Safety Invstgtv & Custdl
		ALLOCATED TOTAL					7	23 *	23 *	
		POSITION TOTAL					7	23 *	23 *	
Budget Unit 2021615000 Sheriff - Mountain House										
RP1010	Sergeant	\$3,013	\$3,164	\$3,322	\$3,489	\$3,663	1	1	1	1 Sheriffs Sergeants
- RP1003	Deputy Sheriff II	\$2,666	\$2,799	\$2,940	\$3,087	\$3,242	7	7	7	7 Sheriffs Non-Mngmnt
- RP1002	Deputy Sheriff I-Academy Certified	\$2,418	\$2,539	\$2,666	\$2,799	\$2,940				Sheriffs Non-Mngmnt
- RP1001	Deputy Sheriff I	\$2,418	\$2,539	\$2,666	\$2,799	\$2,940				Sheriffs Non-Mngmnt
- RP1000	Deputy Sheriff Trainee	\$2,194	\$2,303	\$2,418	\$2,539	\$2,666				Safety Invstgtv & Custdl
		ALLOCATED TOTAL					8	8	8	
		POSITION TOTAL					8	8	8	
Budget Unit 2021619000 Sheriff - Animal Control										
- RO6110	Senior Office Assistant	\$1,381	\$1,450	\$1,522	\$1,598	\$1,678	1	1	1	1 Office & Office Technica
- RO6105	Office Assistant	\$1,314	\$1,381	\$1,450	\$1,522	\$1,598				Office & Office Technica
- RP0315	Sheriffs Animal Services Officer II	\$1,653	\$1,735	\$1,822	\$1,913	\$2,009	6	6	6	6 Safety Invstgtv & Custdl
- RP0310	Sheriffs Animal Services Officer I	\$1,574	\$1,653	\$1,735	\$1,822	\$1,913	4	4	4	4 Safety Invstgtv & Custdl
		ALLOCATED TOTAL					11	11	11	
		POSITION TOTAL					11	11	11	
Budget Unit 2021620000 Sheriff - Patrol										
RP1030	Sheriffs Captain	\$4,346	\$4,562	\$4,790	\$5,030	\$5,282	1	1	1	1 Sheriffs Mngmnt
RP1020	Lieutenant	\$3,645	\$3,827	\$4,019	\$4,220	\$4,431	7	6 *	6 *	6 * Sheriffs Mngmnt

COUNTY OF SAN JOAQUIN

POSITION BUDGET DETAIL

FISCAL YEAR 2019-2020

JOB CODE	POSITION TITLE	----- BIWEEKLY SALARY AS OF JUNE 30, 2020 -----					ALLOCATED JUNE 2019	REQUESTED 2019-2020	RECOMMENDED 2019-2020	REPRESENTATION UNIT
		STEP 1	STEP 2	STEP 3	STEP 4	STEP 5				
RP1010	Sergeant	\$3,013	\$3,164	\$3,322	\$3,489	\$3,663	15	15	15	Sheriffs Sergeants
RO3011	Accounting Technician I	\$1,637	\$1,718	\$1,804	\$1,894	\$1,990	1	1	1	Office & Office Technical
RP4002	Civilian Crime Prevention Coordinator	\$2,454	\$2,577	\$2,706	\$2,841	\$2,983	1	1	1	ParaProfessional & Tech
RP4005	Civilian Crime Prevention Prg Asst	\$2,019	\$2,120	\$2,226	\$2,338	\$2,454	1	1	1	ParaProfessional & Tech
RP4001	Crime Analyst	\$2,314	\$2,430	\$2,552	\$2,679	\$2,813	2	4 *	4 *	ParaProfessional & Tech
- RP1003	Deputy Sheriff II	\$2,666	\$2,799	\$2,940	\$3,087	\$3,242	94	85 *	85 *	Sheriffs Non-Mngmnt
- RP1002	Deputy Sheriff I-Academy Certified	\$2,418	\$2,539	\$2,666	\$2,799	\$2,940	16	16	16	Sheriffs Non-Mngmnt
- RP1001	Deputy Sheriff I	\$2,418	\$2,539	\$2,666	\$2,799	\$2,940				Sheriffs Non-Mngmnt
- RP1000	Deputy Sheriff Trainee	\$2,194	\$2,303	\$2,418	\$2,539	\$2,666	28	28	28	Safety Invstgtv & Custdl
- RO6110	Senior Office Assistant	\$1,381	\$1,450	\$1,522	\$1,598	\$1,678				Office & Office Technical
- RO6105	Office Assistant	\$1,314	\$1,381	\$1,450	\$1,522	\$1,598	1	1	1	Office & Office Technical
		ALLOCATED TOTAL					167	159 *	159 *	
		Temporary (FTE)					2.5	2.5	2.5	
		POSITION TOTAL					169.5	161.5 *	161.5 *	
Budget Unit 2021622000 Sheriff - Communications										
RP0105	Communications Dispatch Manager	\$3,681	\$3,865	\$4,059	\$4,262	\$4,476	1	1	1	Middle Management
RP0104	Communications Dispatcher IV	\$2,615	\$2,746	\$2,883	\$3,027	\$3,179	6	6	6	Supervisors Unit
RP0103	Communications Dispatcher III	\$2,183	\$2,293	\$2,407	\$2,527	\$2,654	6	6	6	Office & Office Technical
- RP0102	Communications Dispatcher II	\$1,999	\$2,099	\$2,205	\$2,314	\$2,430	13	13	13	Office & Office Technical
- RP0101	Communications Dispatcher I	\$1,702	\$1,787	\$1,876	\$1,970	\$2,070	12	9 *	9 *	Office & Office Technical
- RP0102	Radio Communications Specialist	\$1,999	\$2,099	\$2,205	\$2,314	\$2,430	3	*	*	Office & Office Technical
- RO6110	Senior Office Assistant	\$1,381	\$1,450	\$1,522	\$1,598	\$1,678	1	1	1	Office & Office Technical
- RO6105	Office Assistant	\$1,314	\$1,381	\$1,450	\$1,522	\$1,598				Office & Office Technical
		ALLOCATED TOTAL					42	36 *	36 *	
		POSITION TOTAL					42	36 *	36 *	
Budget Unit 2021626000 Sheriff - Detectives										
RP1030	Sheriffs Captain	\$4,346	\$4,562	\$4,790	\$5,030	\$5,282	1	1	1	Sheriffs Mngmnt
RP1020	Lieutenant	\$3,645	\$3,827	\$4,019	\$4,220	\$4,431	2	2	2	Sheriffs Mngmnt
RP1010	Sergeant	\$3,013	\$3,164	\$3,322	\$3,489	\$3,663	5	4 *	4 *	Sheriffs Sergeants
- RP1003	Deputy Sheriff II	\$2,666	\$2,799	\$2,940	\$3,087	\$3,242	23	20 *	20 *	Sheriffs Non-Mngmnt
- RP1002	Deputy Sheriff I-Academy Certified	\$2,418	\$2,539	\$2,666	\$2,799	\$2,940				Sheriffs Non-Mngmnt

FISCAL YEAR 2019-2020

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COUNTY OF SAN JOAQUIN

POSITION BUDGET DETAIL

FISCAL YEAR 2019-2020

JOB CODE	POSITION TITLE	----- BIWEEKLY SALARY AS OF JUNE 30, 2020 -----					ALLOCATED JUNE 2019	REQUESTED 2019-2020	RECOMMENDED 2019-2020	REPRESENTATION UNIT
		STEP 1	STEP 2	STEP 3	STEP 4	STEP 5				
RL3050	Civil Process Server	\$1,442	\$1,514	\$1,590	\$1,670	\$1,753	2	2	2	Safety Invstgtv & Custdl Professional
- RI1102	Dept Info Systems Analyst II	\$2,968	\$3,117	\$3,273	\$3,437	\$3,609				
- RI1101	Dept Info Systems Analyst I	\$2,418	\$2,539	\$2,666	\$2,799	\$2,940	1	1	1	Professional
- RP1003	Deputy Sheriff II	\$2,666	\$2,799	\$2,940	\$3,087	\$3,242	3	3	3	Sheriffs Non-Mngmnt
- RP1002	Deputy Sheriff I-Academy Certified	\$2,418	\$2,539	\$2,666	\$2,799	\$2,940				Sheriffs Non-Mngmnt
- RP1001	Deputy Sheriff I	\$2,418	\$2,539	\$2,666	\$2,799	\$2,940				Sheriffs Non-Mngmnt
- RP1000	Deputy Sheriff Trainee	\$2,194	\$2,303	\$2,418	\$2,539	\$2,666				Safety Invstgtv & Custdl
RO1000	Office Supervisor	\$1,530	\$1,606	\$1,686	\$1,770	\$1,858	1	1	1	Supervisors Unit
- RO6110	Senior Office Assistant	\$1,381	\$1,450	\$1,522	\$1,598	\$1,678	4	4	4	Office & Office Technical
- RO6105	Office Assistant	\$1,314	\$1,381	\$1,450	\$1,522	\$1,598	2	2	2	Office & Office Technical
ALLOCATED TOTAL							15	15	15	
Temporary (FTE)							0.8	0.8	0.8	
POSITION TOTAL							15.8	15.8	15.8	

Budget Unit 2021640000 Sheriff - Office of the Medical Examiner

JOB CODE	POSITION TITLE	< estimated contract rate >					ALLOCATED JUNE 2019	REQUESTED 2019-2020	RECOMMENDED 2019-2020	REPRESENTATION UNIT
		STEP 1	STEP 2	STEP 3	STEP 4	STEP 5				
EP5300	Chief Medical Examiner					\$13,462	1	1	1	Senior Management
RP1010	Sergeant	\$3,013	\$3,164	\$3,322	\$3,489	\$3,663	1	1	1	Sheriffs Sergeants
- RP1003	Deputy Sheriff II	\$2,666	\$2,799	\$2,940	\$3,087	\$3,242	3	3	3	Sheriffs Non-Mngmnt
- RP1002	Deputy Sheriff I-Academy Certified	\$2,418	\$2,539	\$2,666	\$2,799	\$2,940				Sheriffs Non-Mngmnt
- RP1001	Deputy Sheriff I	\$2,418	\$2,539	\$2,666	\$2,799	\$2,940				Sheriffs Non-Mngmnt
- RP1000	Deputy Sheriff Trainee	\$2,194	\$2,303	\$2,418	\$2,539	\$2,666				Safety Invstgtv & Custdl
RH4930	Medical Technician	\$1,670	\$1,753	\$1,840	\$1,932	\$2,029	3	3	3	ParaProfessional & Tech
- RO6110	Senior Office Assistant	\$1,381	\$1,450	\$1,522	\$1,598	\$1,678	3	3	3	Office & Office Technical
- RO6105	Office Assistant	\$1,314	\$1,381	\$1,450	\$1,522	\$1,598				Office & Office Technical
ALLOCATED TOTAL							11	11	11	
POSITION TOTAL							11	11	11	

Budget Unit 2021645000 Sheriff - Admin-Support Services

JOB CODE	POSITION TITLE	< estimated contract rate >					ALLOCATED JUNE 2019	REQUESTED 2019-2020	RECOMMENDED 2019-2020	REPRESENTATION UNIT
		STEP 1	STEP 2	STEP 3	STEP 4	STEP 5				
OP1590	Sheriff Coroner Public Administrator					\$7,996	1	1	1	Exempt
EP2580	Undersheriff	\$5,412	\$5,682	\$5,966	\$6,265	\$6,578	1	1	1	Senior Management
EP2590	Assistant Sheriff Coroner Public Admin	\$5,054	\$5,306	\$5,572	\$5,850	\$6,142	2	2	2	Senior Management
RP1030	Sheriffs Captain	\$4,346	\$4,562	\$4,790	\$5,030	\$5,282	1	1	1	Sheriffs Mngmnt
RP1020	Lieutenant	\$3,645	\$3,827	\$4,019	\$4,220	\$4,431	1	1	1	Sheriffs Mngmnt

COUNTY OF SAN JOAQUIN

POSITION BUDGET DETAIL

FISCAL YEAR 2019-2020

JOB CODE	POSITION TITLE	----- BIWEEKLY SALARY AS OF JUNE 30, 2020 -----					ALLOCATED JUNE 2019	REQUESTED 2019-2020	RECOMMENDED 2019-2020	REPRESENTATION UNIT
		STEP 1	STEP 2	STEP 3	STEP 4	STEP 5				
RP1010	Sergeant	\$3,013	\$3,164	\$3,322	\$3,489	\$3,663	5	5	5	Sheriffs Sergeants
RM1010	Sheriff Director of Admin Services	\$4,039	\$4,241	\$4,453	\$4,675	\$4,910	1	1	1	Confidential
RB6401	Sheriff Administrative Analyst	\$3,663	\$3,847	\$4,039	\$4,241	\$4,453	1	1	1	Middle Management
RM0226	Management Analyst III	\$3,322	\$3,489	\$3,663	\$3,847	\$4,039	1	1	1	Middle Management
RO3012	Accounting Technician II	\$1,894	\$1,990	\$2,090	\$2,194	\$2,303	1	1	1	Office & Office Technical
RO3011	Accounting Technician I	\$1,637	\$1,718	\$1,804	\$1,894	\$1,990	1	1 *	1 *	Office & Office Technical
RB6001	Administrative Assistant I	\$2,019	\$2,120	\$2,226	\$2,338	\$2,454	1	1	1	ParaProfessional & Tech
RP0120	Background Investigator	\$2,338	\$2,454	\$2,577	\$2,706	\$2,841	2	2	2	Safety Invstgtv & Custdl
RP3002	Correctional Sergeant	\$2,654	\$2,787	\$2,926	\$3,073	\$3,227	1	1	1	Correctional Officers
- RP3001	Correctional Officer	\$2,141	\$2,249	\$2,361	\$2,479	\$2,603	4	4	4	Correctional Officers
- RP3000	Correctional Officer Trainee	\$2,141	\$2,249	\$2,361	\$2,479	\$2,603				Correctional Officers
RB5500	Departmental Personnel Analyst	\$2,666	\$2,799	\$2,940	\$3,087	\$3,242	1	1	1	Confidential
- RP1003	Deputy Sheriff II	\$2,666	\$2,799	\$2,940	\$3,087	\$3,242	4	4	4	Sheriffs Non-Mngmnt
- RP1002	Deputy Sheriff I-Acad Certif	\$2,418	\$2,539	\$2,666	\$2,799	\$2,940				Sheriffs Non-Mngmnt
- RP1001	Deputy Sheriff I	\$2,418	\$2,539	\$2,666	\$2,799	\$2,940				Sheriffs Non-Mngmnt
- RP1000	Deputy Sheriff Trainee	\$2,194	\$2,303	\$2,418	\$2,539	\$2,666				Safety Invstgtv & Custdl
RP4000	Evidence Custodian	\$1,567	\$1,645	\$1,727	\$1,813	\$1,904	4	4	4	Safety Invstgtv & Custdl
RO2060	Executive Secretary	\$1,894	\$1,990	\$2,090	\$2,194	\$2,303	1	1	1	Office & Office Technical
- RB6512	Management Analyst II	\$2,666	\$2,799	\$2,940	\$3,087	\$3,242	1	1	1	ParaProfessional & Tech
- RB6511	Management Analyst I	\$1,980	\$2,079	\$2,183	\$2,293	\$2,407				ParaProfessional & Tech
- RO6110	Senior Office Assistant	\$1,381	\$1,450	\$1,522	\$1,598	\$1,678	1	1	1	Office & Office Technical
- RO6105	Office Assistant	\$1,314	\$1,381	\$1,450	\$1,522	\$1,598	1	1	1	Office & Office Technical
		ALLOCATED TOTAL					36	37 *	37 *	
		Temporary (FTE)					10.9	13.3 *	13.3 *	
		POSITION TOTAL					46.9	50.3 *	50.3 *	
Budget Unit 2021649000 Sheriff - Information Systems										
RI1011	Dept Information Systems Manager	\$4,000	\$4,200	\$4,410	\$4,631	\$4,862	1	1	1	Middle Management
- RI1202	Dept Applications Analyst II	\$2,968	\$3,117	\$3,273	\$3,437	\$3,609	1	1	1	Professional
- RI1201	Dept Applications Analyst I	\$2,418	\$2,539	\$2,666	\$2,799	\$2,940				Professional
RI1104	Dept Info Systems Analyst IV	\$3,699	\$3,885	\$4,079	\$4,283	\$4,497	1	1	1	Professional
RI1103	Dept Info Systems Analyst III	\$3,388	\$3,558	\$3,735	\$3,922	\$4,118	1	1	1	Professional
RI1303	Dept Info Systems Specialist III	\$2,349	\$2,466	\$2,590	\$2,719	\$2,854		2 *	2 *	ParaProfessional & Tech

COUNTY OF SAN JOAQUIN

POSITION BUDGET DETAIL

FISCAL YEAR 2019-2020

JOB CODE	POSITION TITLE	----- BIWEEKLY SALARY AS OF JUNE 30, 2020 -----					ALLOCATED JUNE 2019	REQUESTED 2019-2020	RECOMMENDED 2019-2020	REPRESENTATION UNIT
		STEP 1	STEP 2	STEP 3	STEP 4	STEP 5				
Budget Unit 2021650000 Sheriff - Lathrop Police Contract										
RP1030	Sheriffs Captain	\$4,346	\$4,562	\$4,790	\$5,030	\$5,282	1	1	1	Sheriffs Mngmnt
RP1020	Lieutenant	\$3,645	\$3,827	\$4,019	\$4,220	\$4,431	1	1	1	Sheriffs Mngmnt
RP1010	Sergeant	\$3,013	\$3,164	\$3,322	\$3,489	\$3,663	3	3	3	Sheriffs Sergeants
- RP1003	Deputy Sheriff II	\$2,666	\$2,799	\$2,940	\$3,087	\$3,242	21	23 *	23 *	Sheriffs Non-Mngmnt
- RP1002	Deputy Sheriff I-Academy Certified	\$2,418	\$2,539	\$2,666	\$2,799	\$2,940				Sheriffs Non-Mngmnt
- RP1001	Deputy Sheriff I	\$2,418	\$2,539	\$2,666	\$2,799	\$2,940				Sheriffs Non-Mngmnt
- RP1000	Deputy Sheriff Trainee	\$2,194	\$2,303	\$2,418	\$2,539	\$2,666				Safety Invstgtv & Custdl
		ALLOCATED TOTAL					26	28 *	28 *	
		POSITION TOTAL					26	28 *	28 *	
Budget Unit 2021655000 Sheriff - Patrol-SLESF-AB109										
- RP1003	Deputy Sheriff II	\$2,666	\$2,799	\$2,940	\$3,087	\$3,242	1	1	1	Sheriffs Non-Mngmnt
- RP1002	Deputy Sheriff I-Acad Certif	\$2,418	\$2,539	\$2,666	\$2,799	\$2,940				Sheriffs Non-Mngmnt
- RP1001	Deputy Sheriff I	\$2,418	\$2,539	\$2,666	\$2,799	\$2,940				Sheriffs Non-Mngmnt
- RP1000	Deputy Sheriff Trainee	\$2,194	\$2,303	\$2,418	\$2,539	\$2,666				Safety Invstgtv & Custdl
		ALLOCATED TOTAL					1	1	1	
		POSITION TOTAL					1	1	1	
Budget Unit 2021657000 Sheriff - Custody-SLESF-AB109										
- RP3001	Correctional Officer	\$2,141	\$2,249	\$2,361	\$2,479	\$2,603	1	1	1	Correctional Officers
- RP3000	Correctional Officer Trainee	\$2,141	\$2,249	\$2,361	\$2,479	\$2,603				Correctional Officers
		ALLOCATED TOTAL					1	1	1	
		POSITION TOTAL					1	1	1	
Budget Unit 2021658000 Sheriff - Court Services										
RP1030	Sheriffs Captain	\$4,346	\$4,562	\$4,790	\$5,030	\$5,282	1	1	1	Sheriffs Mngmnt
RP1020	Lieutenant	\$3,645	\$3,827	\$4,019	\$4,220	\$4,431	1	1	1	Sheriffs Mngmnt
RP1010	Sergeant	\$3,013	\$3,164	\$3,322	\$3,489	\$3,663	5	5	5	Sheriffs Sergeants
- RP3001	Correctional Officer	\$2,141	\$2,249	\$2,361	\$2,479	\$2,603	8	8	8	Correctional Officers

COUNTY OF SAN JOAQUIN

POSITION BUDGET DETAIL

FISCAL YEAR 2019-2020

JOB CODE	POSITION TITLE	----- BIWEEKLY SALARY AS OF JUNE 30, 2020 -----					ALLOCATED JUNE 2019	REQUESTED 2019-2020	RECOMMENDED 2019-2020	REPRESENTATION UNIT
		STEP 1	STEP 2	STEP 3	STEP 4	STEP 5				
- RP3000	Correctional Officer Trainee	\$2,141	\$2,249	\$2,361	\$2,479	\$2,603				Correctional Officers
- RP1003	Deputy Sheriff II	\$2,666	\$2,799	\$2,940	\$3,087	\$3,242	39	39	39	Sheriffs Non-Mngmnt
- RP1002	Deputy Sheriff I-Academy Certified	\$2,418	\$2,539	\$2,666	\$2,799	\$2,940				Sheriffs Non-Mngmnt
- RP1001	Deputy Sheriff I	\$2,418	\$2,539	\$2,666	\$2,799	\$2,940				Sheriffs Non-Mngmnt
- RP1000	Deputy Sheriff Trainee	\$2,194	\$2,303	\$2,418	\$2,539	\$2,666				Safety Invstgtv & Custdl
ALLOCATED TOTAL							54	54	54	
Temporary (FTE)							7.5	6 *	6 *	
POSITION TOTAL							61.5	60 *	60 *	
Budget Unit 2022600000 Sheriff - Custody										
EP2600	Correctional Assistant Sheriff	\$4,585	\$4,814	\$5,054	\$5,306	\$5,572	1	1	1	Senior Management
RP3010	Correctional Captain	\$4,180	\$4,389	\$4,608	\$4,838	\$5,081	1	1	1	Middle Management
RP3003	Correctional Lieutenant	\$3,506	\$3,681	\$3,865	\$4,059	\$4,262	8	8	8	Middle Management
RP1010	Sergeant	\$3,013	\$3,164	\$3,322	\$3,489	\$3,663	2	2	2	Sheriffs Sergeants
RM1020	Central Services Administrator	\$3,610	\$3,791	\$3,981	\$4,180	\$4,389	1	1	1	Middle Management
RM1025	Central Services Manager	\$2,680	\$2,814	\$2,955	\$3,103	\$3,259	1	1	1	Middle Management
RP0701	Inmate Programs & Services Director	\$2,998	\$3,148	\$3,306	\$3,471	\$3,645	1	1	1	Middle Management
RM0226	Management Analyst III	\$3,322	\$3,489	\$3,663	\$3,847	\$4,039	1	1	1	Middle Management
RO3011	Accounting Technician I	\$1,637	\$1,718	\$1,804	\$1,894	\$1,990	4	4	4	Office & Office Technical
RP3002	Correctional Sergeant	\$2,654	\$2,787	\$2,926	\$3,073	\$3,227	16	17 *	17 *	Correctional Officers
- RP3001	Correctional Officer	\$2,141	\$2,249	\$2,361	\$2,479	\$2,603	212	214 *	214 *	Correctional Officers
- RP3000	Correctional Officer Trainee	\$2,141	\$2,249	\$2,361	\$2,479	\$2,603	6	6	6	Correctional Officers
RP0710	Custody Recreation Assistant	\$1,582	\$1,661	\$1,744	\$1,830	\$1,922	1	1	1	Safety Invstgtv & Custdl
RP0705	Custody Recreation Supervisor	\$1,702	\$1,787	\$1,876	\$1,970	\$2,070	1	1	1	Safety Invstgtv & Custdl
- RP1003	Deputy Sheriff II	\$2,666	\$2,799	\$2,940	\$3,087	\$3,242	25	25	25	Sheriffs Non-Mngmnt
- RP1002	Deputy Sheriff I-Academy Certified	\$2,418	\$2,539	\$2,666	\$2,799	\$2,940				Sheriffs Non-Mngmnt
- RP1001	Deputy Sheriff I	\$2,418	\$2,539	\$2,666	\$2,799	\$2,940				Sheriffs Non-Mngmnt
- RP1000	Deputy Sheriff Trainee	\$2,194	\$2,303	\$2,418	\$2,539	\$2,666				Safety Invstgtv & Custdl
RP0700	Inmate Case Worker	\$2,009	\$2,110	\$2,215	\$2,326	\$2,442	1	1	1	Safety Invstgtv & Custdl
RP0750	Jail Librarian	\$1,761	\$1,849	\$1,942	\$2,039	\$2,142	1	1	1	ParaProfessional & Tech
RO6115	Office Assistant Specialist	\$1,450	\$1,522	\$1,598	\$1,678	\$1,761	2	2	2	Office & Office Technical
- RO6110	Senior Office Assistant	\$1,381	\$1,450	\$1,522	\$1,598	\$1,678	9	9	9	Office & Office Technical
- RO6105	Office Assistant	\$1,314	\$1,381	\$1,450	\$1,522	\$1,598	1	1	1	Office & Office Technical

COUNTY OF SAN JOAQUIN

POSITION BUDGET DETAIL

FISCAL YEAR 2019-2020

JOB CODE	POSITION TITLE	----- BIWEEKLY SALARY AS OF JUNE 30, 2020 -----					ALLOCATED JUNE 2019	REQUESTED 2019-2020	RECOMMENDED 2019-2020	REPRESENTATION UNIT
		STEP 1	STEP 2	STEP 3	STEP 4	STEP 5				
RP0723	Sheriff Inmate Labor Specialist III	\$1,678	\$1,761	\$1,849	\$1,942	\$2,039	2	2	2	Safety Invstgtv & Custdl
- RP0722	Sheriff Inmate Labor Specialist II	\$1,567	\$1,645	\$1,727	\$1,813	\$1,904	5	5	5	Safety Invstgtv & Custdl
- RP0721	Sheriff Inmate Labor Specialist I	\$1,442	\$1,514	\$1,590	\$1,670	\$1,753	10	10	10	Safety Invstgtv & Custdl
RC2053	Sheriff Material Specialist III	\$1,678	\$1,761	\$1,849	\$1,942	\$2,039	2	2	2	Safety Invstgtv & Custdl
- RC2052	Sheriff Material Specialist II	\$1,567	\$1,645	\$1,727	\$1,813	\$1,904	4	4	4	Safety Invstgtv & Custdl
- RC2051	Sheriff Material Specialist I	\$1,442	\$1,514	\$1,590	\$1,670	\$1,753	1	1	1	Safety Invstgtv & Custdl
ALLOCATED TOTAL							319	322 *	322 *	
Temporary (FTE)							2.5	2.5	2.5	
POSITION TOTAL							321.5	324.5 *	324.5 *	

Budget Unit 2022610000 Sheriff - LOC Comm Corr-AB109

RO3011	Accounting Technician I	\$1,637	\$1,718	\$1,804	\$1,894	\$1,990	1	1	1	Office & Office Technical
RP3002	Correctional Sergeant	\$2,654	\$2,787	\$2,926	\$3,073	\$3,227	2	2	2	Correctional Officers
- RP3001	Correctional Officer	\$2,141	\$2,249	\$2,361	\$2,479	\$2,603	16	16	16	Correctional Officers
- RP3000	Correctional Officer Trainee	\$2,141	\$2,249	\$2,361	\$2,479	\$2,603				Correctional Officers
RP0710	Custody Recreation Assistant	\$1,582	\$1,661	\$1,744	\$1,830	\$1,922	1	1	1	Safety Invstgtv & Custdl
- RP1003	Deputy Sheriff II	\$2,666	\$2,799	\$2,940	\$3,087	\$3,242	2	2	2	Sheriffs Non-Mngmnt
- RP1002	Deputy Sheriff I-Academy Certified	\$2,418	\$2,539	\$2,666	\$2,799	\$2,940				Sheriffs Non-Mngmnt
- RP1001	Deputy Sheriff I	\$2,418	\$2,539	\$2,666	\$2,799	\$2,940				Sheriffs Non-Mngmnt
- RP1000	Deputy Sheriff Trainee	\$2,194	\$2,303	\$2,418	\$2,539	\$2,666				Safety Invstgtv & Custdl
RP0700	Inmate Case Worker	\$2,009	\$2,110	\$2,215	\$2,326	\$2,442	1	1	1	Safety Invstgtv & Custdl
RO6115	Office Assistant Specialist	\$1,450	\$1,522	\$1,598	\$1,678	\$1,761	6	6	6	Office & Office Technical
- RO6110	Senior Office Assistant	\$1,381	\$1,450	\$1,522	\$1,598	\$1,678	1	1	1	Office & Office Technical
- RO6105	Office Assistant	\$1,314	\$1,381	\$1,450	\$1,522	\$1,598				Office & Office Technical
- RP0722	Sheriff Inmate Labor Specialist II	\$1,567	\$1,645	\$1,727	\$1,813	\$1,904	2	2	2	Safety Invstgtv & Custdl
- RP0721	Sheriff Inmate Labor Specialist I	\$1,442	\$1,514	\$1,590	\$1,670	\$1,753				Safety Invstgtv & Custdl
- RS3001	Senior Social Worker	\$1,932	\$2,029	\$2,130	\$2,238	\$2,349				ParaProfessional & Tech
- RS3000	Social Worker	\$1,670	\$1,753	\$1,840	\$1,932	\$2,029		2 *	2 *	ParaProfessional & Tech
ALLOCATED TOTAL							32	34 *	34 *	
Temporary (FTE)							0.5	0.5	0.5	
POSITION TOTAL							32.5	34.5 *	34.5 *	

Budget Unit 2022620000 Sheriff - Work Program

COUNTY OF SAN JOAQUIN

POSITION BUDGET DETAIL

FISCAL YEAR 2019-2020

JOB CODE	POSITION TITLE	----- BIWEEKLY SALARY AS OF JUNE 30, 2020 -----					ALLOCATED JUNE 2019	REQUESTED 2019-2020	RECOMMENDED 2019-2020	REPRESENTATION UNIT
		STEP 1	STEP 2	STEP 3	STEP 4	STEP 5				
RP3002	Correctional Sergeant	\$2,654	\$2,787	\$2,926	\$3,073	\$3,227	1	1	1	Correctional Officers
- RP1003	Deputy Sheriff II	\$2,666	\$2,799	\$2,940	\$3,087	\$3,242	1	1	1	Sheriffs Non-Mngmnt
- RP1002	Deputy Sheriff I-Acad Certif	\$2,418	\$2,539	\$2,666	\$2,799	\$2,940				Sheriffs Non-Mngmnt
- RP1001	Deputy Sheriff I	\$2,418	\$2,539	\$2,666	\$2,799	\$2,940				Sheriffs Non-Mngmnt
- RP1000	Deputy Sheriff Trainee	\$2,194	\$2,303	\$2,418	\$2,539	\$2,666				Safety Invstgtv & Custdl
RP0651	Work Program Specialist II	\$1,552	\$1,630	\$1,710	\$1,796	\$1,886	2	2	2	Safety Invstgtv & Custdl
RP0650	Work Program Specialist I	\$1,428	\$1,499	\$1,574	\$1,653	\$1,735	5	5	5	Safety Invstgtv & Custdl
ALLOCATED TOTAL							9	9	9	
POSITION TOTAL							9	9	9	

Budget Unit 2022621000 Correctional Health Services

EH2106	Deputy Director II-SJGH	\$4,079	\$4,283	\$4,497	\$4,722	\$4,958	1	1	1	Senior Management
RS2014	Chief Mental Health Clinician	\$3,558	\$3,736	\$3,924	\$4,120	\$4,326	1	1	1	Middle Management
RH1300	Nursing Dept Manager - Inpatient	\$4,520	\$4,745	\$4,983	\$5,232	\$5,493	1	1	1	Middle Management
RH4325	Pharmacy Manager	\$4,862	\$5,105	\$5,359	\$5,628	\$5,909	1	1	1	Middle Management
RB6002	Administrative Assistant II	\$2,314	\$2,430	\$2,552	\$2,679	\$2,813	1	1	1	ParaProfessional & Tech
RO3012	Accounting Technician II	\$1,894	\$1,990	\$2,090	\$2,194	\$2,303	1	1	1	Office & Office Technical
RF0300	Housekeeping Service Worker	\$1,187	\$1,246	\$1,308	\$1,374	\$1,442	2	2	2	Trades Labor & Institutnl
RB6000	Junior Administrative Assistant	\$1,830	\$1,922	\$2,019	\$2,120	\$2,226		1 *	1 *	ParaProfessional & Tech
RO4203	Medical Records Technician III	\$1,876	\$1,970	\$2,070	\$2,173	\$2,282	1	1	1	Office & Office Technical
- RS2012	Mental Health Clinician II	\$2,679	\$2,813	\$2,954	\$3,102	\$3,258	1	2 *	2 *	Professional
- RS2011	Mental Health Clinician I	\$2,407	\$2,527	\$2,654	\$2,786	\$2,926	4	4	4	Professional
RH1162	Nurse Practitioner II - Inpatient	\$4,814	\$5,054	\$5,306	\$5,572	\$5,850	1	1	1	Registered Nurses
RO6115	Office Assistant Specialist	\$1,450	\$1,522	\$1,598	\$1,678	\$1,761	2	2	2	Office & Office Technical
RH3200	Outpatient Clinic Assistant	\$1,302	\$1,367	\$1,435	\$1,506	\$1,582	3	3	3	ParaProfessional & Tech
RH4355	Pharmacist	\$4,283	\$4,497	\$4,722	\$4,958	\$5,206	1	1	1	Professional
- RH4453	Pharmacy Technician III	\$1,637	\$1,718	\$1,804	\$1,894	\$1,990				ParaProfessional & Tech
- RH4452	Pharmacy Technician II	\$1,522	\$1,598	\$1,678	\$1,761	\$1,849	2	2	2	ParaProfessional & Tech
- RH4451	Pharmacy Technician I	\$1,450	\$1,522	\$1,598	\$1,678	\$1,761				ParaProfessional & Tech
- RH2502	Senior Psychiatric Technician	\$1,876	\$1,970	\$2,070	\$2,173	\$2,282	1	1	1	ParaProfessional & Tech
- RH2501	Psychiatric Technician	\$1,727	\$1,813	\$1,904	\$1,999	\$2,099	2	2	2	ParaProfessional & Tech
- RS2002	Mental Health Specialist II	\$1,727	\$1,813	\$1,904	\$1,999	\$2,099	6	7 *	7 *	ParaProfessional & Tech
- RS2001	Mental Health Specialist I	\$1,645	\$1,727	\$1,813	\$1,904	\$1,999				ParaProfessional & Tech

FISCAL YEAR 2019-2020

Budget Unit 202270000 Probation - Juvenile

COUNTY OF SAN JOAQUIN

POSITION BUDGET DETAIL

FISCAL YEAR 2019-2020

JOB CODE	POSITION TITLE	----- BIWEEKLY SALARY AS OF JUNE 30, 2020 -----					ALLOCATED JUNE 2019	REQUESTED 2019-2020	RECOMMENDED 2019-2020	REPRESENTATION UNIT
		STEP 1	STEP 2	STEP 3	STEP 4	STEP 5				
Budget Unit 2022702000 Probation - Adult										
RM1050	Asst Deputy Chief Probation Officer	\$3,372	\$3,541	\$3,718	\$3,904	\$4,100	1	1	1	Middle Management
RO2000	Office Secretary	\$1,530	\$1,606	\$1,686	\$1,770	\$1,858	1	1	1	Office & Office Technical
RO1000	Office Supervisor	\$1,530	\$1,606	\$1,686	\$1,770	\$1,858	1	1	1	Supervisors Unit
RO6115	Office Assistant Specialist	\$1,450	\$1,522	\$1,598	\$1,678	\$1,761	4	4	4	Office & Office Technical
RP2004	Probation Unit Supervisor	\$2,801	\$2,940	\$3,088	\$3,243	\$3,405	5	5	5	Probation Officers
RP2003	Probation Officer III	\$2,384	\$2,503	\$2,628	\$2,759	\$2,897	6	6	6	Probation Officers
RP2002	Probation Officer II	\$2,163	\$2,270	\$2,384	\$2,503	\$2,628	20	20	20	Probation Officers
RP2001	Probation Officer I	\$1,886	\$1,980	\$2,080	\$2,184	\$2,293	11	10 *	10 *	Probation Officers
- RO6110	Senior Office Assistant	\$1,381	\$1,450	\$1,522	\$1,598	\$1,678	7	7	7	Office & Office Technical
- RO6105	Office Assistant	\$1,314	\$1,381	\$1,450	\$1,522	\$1,598	6	6	6	Office & Office Technical
		ALLOCATED TOTAL					62	61 *	61 *	
		Temporary (FTE)					2.6	3.5 *	3.5 *	
		POSITION TOTAL					64.6	64.5 *	64.5 *	
Budget Unit 2022702300 Probation Adult-SB678										
RB6205	Business Analyst II	\$2,666	\$2,799	\$2,940	\$3,087	\$3,242	1	1	1	ParaProfessional & Tech
RB6204	Business Analyst I	\$1,980	\$2,079	\$2,183	\$2,293	\$2,407				ParaProfessional & Tech
RP2004	Probation Unit Supervisor	\$2,801	\$2,940	\$3,088	\$3,243	\$3,405	3	3	3	Probation Officers
RP2003	Probation Officer III	\$2,384	\$2,503	\$2,628	\$2,759	\$2,897	3	3	3	Probation Officers
RP2002	Probation Officer II	\$2,163	\$2,270	\$2,384	\$2,503	\$2,628	8	8	8	Probation Officers
RP2001	Probation Officer I	\$1,886	\$1,980	\$2,080	\$2,184	\$2,293		2 *	2 *	Probation Officers
- RO6110	Senior Office Assistant	\$1,381	\$1,450	\$1,522	\$1,598	\$1,678				Office & Office Technical
- RO6105	Office Assistant	\$1,314	\$1,381	\$1,450	\$1,522	\$1,598	2	2	2	Office & Office Technical
		ALLOCATED TOTAL					17	19 *	19 *	
		Temporary (FTE)					2.3	1.5 *	1.5 *	
		POSITION TOTAL					19.3	20.5 *	20.5 *	
Budget Unit 2022702510 Probation - LOC Comm Corr-AB109										
RP2005	Deputy Chief Probation Officer	\$4,262	\$4,476	\$4,699	\$4,934	\$5,180	1	1	1	Middle Management
RM1050	Asst Deputy Chief Probation Officer	\$3,372	\$3,541	\$3,718	\$3,904	\$4,100	1	1	1	Middle Management

COUNTY OF SAN JOAQUIN

POSITION BUDGET DETAIL

FISCAL YEAR 2019-2020

JOB CODE	POSITION TITLE	----- BIWEEKLY SALARY AS OF JUNE 30, 2020 -----					ALLOCATED JUNE 2019	REQUESTED 2019-2020	RECOMMENDED 2019-2020	REPRESENTATION UNIT
		STEP 1	STEP 2	STEP 3	STEP 4	STEP 5				
RB4003	Accountant III	\$2,527	\$2,654	\$2,786	\$2,926	\$3,072	1	1	1	ParaProfessional & Tech
- RB4002	Accountant II	\$2,238	\$2,349	\$2,466	\$2,590	\$2,719	1	1	1	ParaProfessional & Tech
- RB4001	Accountant I	\$1,904	\$1,999	\$2,099	\$2,205	\$2,314				ParaProfessional & Tech
RO3011	Accounting Technician I	\$1,637	\$1,718	\$1,804	\$1,894	\$1,990	1	1	1	Office & Office Technical
RO2060	Executive Secretary	\$1,894	\$1,990	\$2,090	\$2,194	\$2,303	1	1	1	Office & Office Technical
- RB6512	Management Analyst II	\$2,666	\$2,799	\$2,940	\$3,087	\$3,242	1	1	1	ParaProfessional & Tech
- RB6511	Management Analyst I	\$1,980	\$2,079	\$2,183	\$2,293	\$2,407	1	1	1	ParaProfessional & Tech
RO6115	Office Assistant Specialist	\$1,450	\$1,522	\$1,598	\$1,678	\$1,761	1	1	1	Office & Office Technical
RO2000	Office Secretary	\$1,530	\$1,606	\$1,686	\$1,770	\$1,858	1	1	1	Office & Office Technical
RP2003	Probation Officer III	\$2,384	\$2,503	\$2,628	\$2,759	\$2,897	8	11 *	11 *	Probation Officers
- RP2002	Probation Officer II	\$2,163	\$2,270	\$2,384	\$2,503	\$2,628	12	12	12	Probation Officers
- RP2001	Probation Officer I	\$1,886	\$1,980	\$2,080	\$2,184	\$2,293	7	7	7	Probation Officers
RP2004	Probation Unit Supervisor	\$2,801	\$2,940	\$3,088	\$3,243	\$3,405	2	2	2	Probation Officers
- RO6110	Senior Office Assistant	\$1,381	\$1,450	\$1,522	\$1,598	\$1,678	3	3	3	Office & Office Technical
- RO6105	Office Assistant	\$1,314	\$1,381	\$1,450	\$1,522	\$1,598				Office & Office Technical
RC2000	Stock Clerk I	\$1,246	\$1,308	\$1,374	\$1,442	\$1,514		1 *	1 *	Trades Labor & Institutional
		ALLOCATED TOTAL					42	46 *	46 *	
		Temporary (FTE)					1.5	2.3 *	2.3 *	
		POSITION TOTAL					43.5	48.3 *	48.3 *	
Budget Unit 2022745000 Probation - Administration										
HP1400	County Probation Officer	\$5,654	\$5,937	\$6,234	\$6,546	\$6,873	1	1	1	Executive
EL2400	Assistant County Probation Officer	\$4,653	\$4,885	\$5,129	\$5,386	\$5,654	1	1	1	Senior Management
RP2005	Deputy Chief Probation Officer	\$4,262	\$4,476	\$4,699	\$4,934	\$5,180	1	1	1	Middle Management
RM0227	Principal Business Analyst	\$3,322	\$3,489	\$3,663	\$3,847	\$4,039	1	1	1	Middle Management
RM0226	Management Analyst III	\$3,322	\$3,489	\$3,663	\$3,847	\$4,039	1	1	1	Middle Management
RB4002	Accountant II	\$2,238	\$2,349	\$2,466	\$2,590	\$2,719	1	1	1	ParaProfessional & Tech
RO3012	Accounting Technician II	\$1,894	\$1,990	\$2,090	\$2,194	\$2,303	2	2	2	Office & Office Technical
RO3011	Accounting Technician I	\$1,637	\$1,718	\$1,804	\$1,894	\$1,990	1	1	1	Office & Office Technical
RO6120	Department Payroll Specialist	\$1,450	\$1,522	\$1,598	\$1,678	\$1,761	2	2	2	Office & Office Technical
RO6115	Office Assistant Specialist	\$1,450	\$1,522	\$1,598	\$1,678	\$1,761	1	1	1	Office & Office Technical
RP2004	Probation Unit Supervisor	\$2,801	\$2,940	\$3,088	\$3,243	\$3,405	1	1	1	Probation Officers
RP2003	Probation Officer III	\$2,384	\$2,503	\$2,628	\$2,759	\$2,897	1	1	1	Probation Officers

FISCAL YEAR 2019-2020

Budget Unit 2022800000 Juvenile Detention										
RP2005	Deputy Chief Probation Officer	\$4,262	\$4,476	\$4,699	\$4,934	\$5,180	1	1	1	Middle Management
RM1050	Asst Deputy Chief Probation Officer	\$3,372	\$3,541	\$3,718	\$3,904	\$4,100	2	2	2	Middle Management
- RP2506	Juvenile Detention Officer	\$1,904	\$1,999	\$2,099	\$2,205	\$2,314	36	36	36	Safety Invstgtv & Custdl
- RP2505	Juvenile Detention Officer Assistant	\$1,710	\$1,796	\$1,886	\$1,980	\$2,079	28	28	28	Safety Invstgtv & Custdl
RP2510	Juvenile Detention Unit Supervisor	\$2,120	\$2,226	\$2,338	\$2,454	\$2,577	21	21	21	Safety Invstgtv & Custdl
RP2515	Juvenile Facility Supervisor	\$2,372	\$2,490	\$2,615	\$2,746	\$2,883	7	7	7	Safety Invstgtv & Custdl
RO5501	Mail Clerk	\$1,234	\$1,295	\$1,360	\$1,428	\$1,499	1	1	1	Office & Office Technical
RO6115	Office Assistant Specialist	\$1,450	\$1,522	\$1,598	\$1,678	\$1,761	1	1	1	Office & Office Technical
RO2000	Office Secretary	\$1,530	\$1,606	\$1,686	\$1,770	\$1,858	1	1	1	Office & Office Technical
RP2004	Probation Unit Supervisor	\$2,801	\$2,940	\$3,088	\$3,243	\$3,405	3	3	3	Probation Officers
RP2003	Probation Officer III	\$2,384	\$2,503	\$2,628	\$2,759	\$2,897	6	6	6	Probation Officers
- RP2002	Probation Officer II	\$2,163	\$2,270	\$2,384	\$2,503	\$2,628	7	7	7	Probation Officers

FISCAL YEAR 2019-2020

Budget Unit 2024100000 Flood Channel Maintenance

RM0335	Channel Maint Superintendent	\$3,196	\$3,356	\$3,524	\$3,700	\$3,885	1	1	1	Middle Management
RC1000	Public Works Maintenance Manager	\$2,552	\$2,680	\$2,814	\$2,955	\$3,103	1	1	1	Middle Management
RC1005	Equipment Operator Foreman	\$2,173	\$2,282	\$2,395	\$2,515	\$2,641	1	1	1	Trades Labor & Institutional
RC0651	Equipment Operator I	\$1,813	\$1,904	\$1,999	\$2,099	\$2,205	9	9	9	Trades Labor & Institutional
RC0652	Equipment Operator II	\$1,999	\$2,099	\$2,205	\$2,314	\$2,430	4	4	4	Trades Labor & Institutional

COUNTY OF SAN JOAQUIN

POSITION BUDGET DETAIL

FISCAL YEAR 2019-2020

JOB CODE	POSITION TITLE	----- BIWEEKLY SALARY AS OF JUNE 30, 2020 -----					ALLOCATED JUNE 2019	REQUESTED 2019-2020	RECOMMENDED 2019-2020	REPRESENTATION UNIT
		STEP 1	STEP 2	STEP 3	STEP 4	STEP 5				
- RC0501	Highway Maintenance Worker	\$1,661	\$1,744	\$1,830	\$1,922	\$2,019	4	4	4	4 Trades Labor & Institutnl
- RC0500	Maintenance Worker	\$1,470	\$1,544	\$1,622	\$1,702	\$1,787	4	4	4	4 Trades Labor & Institutnl
RO6700	Office Technician/Coordinator	\$1,530	\$1,606	\$1,686	\$1,770	\$1,858	1	1	1	1 Office & Office Technical
RC0572	Pest Abatement Operator II	\$1,678	\$1,761	\$1,849	\$1,942	\$2,039	1	1	1	1 Trades Labor & Institutnl
RE0101	Senior Engineering Aide	\$1,858	\$1,951	\$2,049	\$2,152	\$2,259	1	1	1	1 ParaProfessional & Tech
RC0420	Welder	\$2,029	\$2,130	\$2,238	\$2,349	\$2,466	1	1	1	1 Trades Labor & Institutnl
ALLOCATED TOTAL							28	28	28	
Temporary (FTE)							2.1	1.9 *	1.9 *	
POSITION TOTAL							30.1	29.9 *	29.9 *	

Budget Unit 2024700000 Agricultural Commissioner

HA1100	Agricultural Commissioner/Sealer	\$4,304	\$4,518	\$4,745	\$4,982	\$5,230	1	1	1	1 Executive
EA2200	Asst Agricultural Commissioner/Sealer	\$3,540	\$3,718	\$3,903	\$4,098	\$4,304	1	1	1	1 Senior Management
RM0120	Deputy Agricultural Commissioner	\$3,043	\$3,196	\$3,356	\$3,524	\$3,700	4	4	4	4 Middle Management
RM0110	Deputy Sealer of Weights & Measures	\$3,043	\$3,196	\$3,356	\$3,524	\$3,700	1	1	1	1 Middle Management
RO3012	Accounting Technician II	\$1,894	\$1,990	\$2,090	\$2,194	\$2,303	1	1	1	1 Office & Office Technical
RO3011	Accounting Technician I	\$1,637	\$1,718	\$1,804	\$1,894	\$1,990	1	1	1	1 Office & Office Technical
RO2050	Administrative Secretary	\$1,637	\$1,718	\$1,804	\$1,894	\$1,990	1	1	1	1 Office & Office Technical
RA0160	Agric&Standards Technician	\$1,457	\$1,530	\$1,606	\$1,686	\$1,770	1	1	1	1 Trades Labor & Institutnl
- RA0177	Ag Bio/StandrdsInspector III	\$2,238	\$2,349	\$2,466	\$2,590	\$2,719	7	7	7	7 Professional
- RA0176	Ag Bio/StandrdsInspector II	\$2,173	\$2,282	\$2,395	\$2,515	\$2,641	4	4	4	4 Professional
- RA0175	Ag Bio/StandrdsInspector I	\$1,787	\$1,876	\$1,970	\$2,070	\$2,173	7	7	7	7 Professional
- RA0177	Agricultural Biologist I	\$2,238	\$2,349	\$2,466	\$2,590	\$2,719	1	1	1	1 Professional
- RA0177	Senior Agricultural Biologist	\$2,238	\$2,349	\$2,466	\$2,590	\$2,719	5	5	5	5 Professional
RO6700	Office Technician/Coordinator	\$1,530	\$1,606	\$1,686	\$1,770	\$1,858	1	1	1	1 Office & Office Technical
- RO6110	Senior Office Assistant	\$1,381	\$1,450	\$1,522	\$1,598	\$1,678	3	3	3	3 Office & Office Technical
- RO6105	Office Assistant	\$1,314	\$1,381	\$1,450	\$1,522	\$1,598	2	2	2	2 Office & Office Technical
ALLOCATED TOTAL							41	41	41	
Temporary (FTE)							13.1	12.4 *	12.4 *	
POSITION TOTAL							54.1	53.4 *	53.4 *	

Budget Unit 2025600000 Community Development Services

HE1100	Director of Community Development	\$5,850	\$6,142	\$6,450	\$6,773	\$7,111	1	1	1	1 Executive
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COUNTY OF SAN JOAQUIN

POSITION BUDGET DETAIL

FISCAL YEAR 2019-2020

JOB CODE	POSITION TITLE	----- BIWEEKLY SALARY AS OF JUNE 30, 2020 -----					ALLOCATED JUNE 2019	REQUESTED 2019-2020	RECOMMENDED 2019-2020	REPRESENTATION UNIT
		STEP 1	STEP 2	STEP 3	STEP 4	STEP 5				
EE1105	Asst Director of Comm Development	\$4,585	\$4,814	\$5,054	\$5,306	\$5,572	1	1	1	Senior Management
EC2150	Deputy Director Building Inspection	\$4,079	\$4,283	\$4,497	\$4,722	\$4,958	1	1	1	Senior Management
RE0305	Community Development Cntr Mgr	\$3,593	\$3,773	\$3,962	\$4,160	\$4,368	1	1	1	Middle Management
RI1011	Dept Information Systems Manager	\$4,000	\$4,200	\$4,410	\$4,631	\$4,862	1	1	1	Middle Management
RI4006	Geographic Info Systems Pgm Mgr	\$4,180	\$4,389	\$4,608	\$4,838	\$5,081	1	1	1	Middle Management
RE2003	Principal Planner	\$4,120	\$4,326	\$4,542	\$4,769	\$5,007	1	2 *	2 *	Middle Management
RE2004	Senior Planner	\$3,339	\$3,506	\$3,681	\$3,865	\$4,059	3	3	3	Middle Management
RO3012	Accounting Technician II	\$1,894	\$1,990	\$2,090	\$2,194	\$2,303	1	1	1	Office & Office Technical
RB6002	Administrative Assistant II	\$2,314	\$2,430	\$2,552	\$2,679	\$2,813	1	1	1	ParaProfessional & Tech
- RE2002	Associate Planner	\$2,552	\$2,679	\$2,813	\$2,954	\$3,102	2	2	2	Professional
- RE2001	Assistant Planner	\$2,099	\$2,205	\$2,314	\$2,430	\$2,552	3	3	3	Professional
- RC0102	Building Inspector II	\$2,478	\$2,602	\$2,732	\$2,869	\$3,013	4	4	4	ParaProfessional & Tech
- RC0101	Building Inspector I	\$2,361	\$2,478	\$2,602	\$2,732	\$2,869	2	2	2	ParaProfessional & Tech
- RE4002	Code Enforcement Officer II	\$2,326	\$2,442	\$2,564	\$2,692	\$2,826	2	2	2	Safety Invstgtv & Custdl
- RE4001	Code Enforcement Officer I	\$2,215	\$2,326	\$2,442	\$2,564	\$2,692	1	1	1	Safety Invstgtv & Custdl
RI1102	Dept Info Systems Analyst II	\$2,968	\$3,117	\$3,273	\$3,437	\$3,609	1	1	1	Professional
RE0301	Development Services Senior Tech	\$1,999	\$2,099	\$2,205	\$2,314	\$2,430	1	1	1	ParaProfessional & Tech
RE0300	Development Services Technician	\$1,813	\$1,904	\$1,999	\$2,099	\$2,205	4	4	4	ParaProfessional & Tech
RP6030	Fire Services Coordinator	\$2,746	\$2,883	\$3,027	\$3,179	\$3,338	1	1	1	ParaProfessional & Tech
- RI4102	Geographic Info Systems Specialist II	\$2,183	\$2,293	\$2,407	\$2,527	\$2,654	1	1	1	ParaProfessional & Tech
- RI4101	Geographic Info Systems Specialist I	\$1,980	\$2,079	\$2,183	\$2,293	\$2,407				ParaProfessional & Tech
RO6115	Office Assistant Specialist	\$1,450	\$1,522	\$1,598	\$1,678	\$1,761	2	3 *	3 *	Office & Office Technical
- RE1101	Plan Check Engineer II	\$2,841	\$2,983	\$3,133	\$3,290	\$3,454				Professional
- RE1100	Plan Check Engineer I	\$2,384	\$2,503	\$2,628	\$2,759	\$2,898	2	2	2	Professional
RI4203	Principal Geographic Info Sys Analyst	\$3,558	\$3,735	\$3,922	\$4,118	\$4,325	1	1	1	Professional
RC0103	Senior Building Inspector	\$2,732	\$2,869	\$3,013	\$3,164	\$3,322	3	3	3	Supervisors Unit
RE4003	Senior Code Enforcement Officer	\$2,478	\$2,602	\$2,732	\$2,869	\$3,013	1	1	1	Safety Invstgtv & Custdl
- RI4202	Senior Geographic Info Sys Analyst	\$3,117	\$3,273	\$3,437	\$3,609	\$3,790	1	1	1	Professional
- RI4201	Assoc Geographic Info Sys Analyst	\$2,539	\$2,666	\$2,799	\$2,940	\$3,087				Professional
- RO6110	Senior Office Assistant	\$1,381	\$1,450	\$1,522	\$1,598	\$1,678	3	3	3	Office & Office Technical
- RO6105	Office Assistant	\$1,314	\$1,381	\$1,450	\$1,522	\$1,598	2	2	2	Office & Office Technical
RE1102	Senior Plan Check Engineer	\$3,042	\$3,195	\$3,355	\$3,523	\$3,699	1	1	1	Supervisors Unit
ALLOCATED TOTAL							50	52 *	52 *	

COUNTY OF SAN JOAQUIN

POSITION BUDGET DETAIL

FISCAL YEAR 2019-2020

JOB CODE	POSITION TITLE	----- BIWEEKLY SALARY AS OF JUNE 30, 2020 -----					ALLOCATED JUNE 2019	REQUESTED 2019-2020	RECOMMENDED 2019-2020	REPRESENTATION UNIT
		STEP 1	STEP 2	STEP 3	STEP 4	STEP 5				
					Temporary (FTE)		2	1.2 *	1.2 *	
					POSITION TOTAL		52	53.2 *	53.2 *	
Budget Unit 2025700000 Sheriff - Public Administrator										
RM0245	Chief Deputy Public Administrator	\$2,983	\$3,133	\$3,290	\$3,455	\$3,628	1	1	1	Middle Management
RO3011	Accounting Technician I	\$1,637	\$1,718	\$1,804	\$1,894	\$1,990	1	1	1	Office & Office Technical
- RM0241	Deputy Public Administrator II	\$2,130	\$2,238	\$2,349	\$2,466	\$2,590	2	2	2	ParaProfessional & Tech
- RM0240	Deputy Public Administrator I	\$1,922	\$2,019	\$2,120	\$2,226	\$2,338				ParaProfessional & Tech
					ALLOCATED TOTAL		4	4	4	
					POSITION TOTAL		4	4	4	
Budget Unit 2025900000 Recorder - County Clerk										
RM0910	Recorder-County Clerk Ops Manager	\$2,667	\$2,801	\$2,940	\$3,088	\$3,243	1	1	1	Middle Management
RO4450	Recorder-County Clerk Ops Supervisor	\$2,019	\$2,120	\$2,226	\$2,338	\$2,454	1	1	1	Supervisors Unit
RO3012	Accounting Technician II	\$1,894	\$1,990	\$2,090	\$2,194	\$2,303	1	1	1	Office & Office Technical
RO4401	Sr Recordable Documents Examiner	\$1,778	\$1,867	\$1,961	\$2,059	\$2,162	1	1	1	Supervisors Unit
RO4400	Recordable Documents Examiner	\$1,630	\$1,710	\$1,796	\$1,886	\$1,980	4	4	4	Office & Office Technical
RO1000	Office Supervisor	\$1,530	\$1,606	\$1,686	\$1,770	\$1,858	1	1	1	Supervisors Unit
RO4405	Recordable Documents Indexer	\$1,381	\$1,450	\$1,522	\$1,598	\$1,678	5	5	5	Office & Office Technical
- RO6110	Senior Office Assistant	\$1,381	\$1,450	\$1,522	\$1,598	\$1,678	8	8	8	Office & Office Technical
- RO6105	Office Assistant	\$1,314	\$1,381	\$1,450	\$1,522	\$1,598	2	2	2	Office & Office Technical
					ALLOCATED TOTAL		24	24	24	
					Temporary (FTE)		0.3	0.4 *	0.4 *	
					POSITION TOTAL		24.3	24.4 *	24.4 *	
Budget Unit 2026000000 Emergency Services										
EB1805	Deputy Dir of Gen Svcs-Emergency Op	\$3,306	\$3,471	\$3,645	\$3,827	\$4,019	1	1	1	Senior Management
RP0604	Senior Emergency Planner	\$2,454	\$2,577	\$2,706	\$2,841	\$2,983	1	1	1	ParaProfessional & Tech
RP0602	Emergency Planner	\$2,226	\$2,338	\$2,454	\$2,577	\$2,706	3	3	3	ParaProfessional & Tech
RO3011	Accounting Technician I	\$1,637	\$1,718	\$1,804	\$1,894	\$1,990	1	1	1	Office & Office Technical
- RO6110	Senior Office Assistant	\$1,381	\$1,450	\$1,522	\$1,598	\$1,678	1	1	1	Office & Office Technical
- RO6105	Office Assistant	\$1,314	\$1,381	\$1,450	\$1,522	\$1,598				Office & Office Technical
					ALLOCATED TOTAL		7	7	7	

COUNTY OF SAN JOAQUIN

POSITION BUDGET DETAIL

FISCAL YEAR 2019-2020

JOB CODE	POSITION TITLE	----- BIWEEKLY SALARY AS OF JUNE 30, 2020 -----					ALLOCATED JUNE 2019	REQUESTED 2019-2020	RECOMMENDED 2019-2020	REPRESENTATION UNIT
		STEP 1	STEP 2	STEP 3	STEP 4	STEP 5				
Budget Unit 3030101000 Public Works - Administration										
HC1100	Director of Public Works	\$6,084	\$6,388	\$6,708	\$7,043	\$7,395	1	1	1	Executive
EC2100	Chief Deputy Director-Public Works	\$5,129	\$5,386	\$5,654	\$5,937	\$6,234	1	1	1	Senior Management
EC2101	Deputy Director-Public Works	\$4,790	\$5,030	\$5,282	\$5,545	\$5,822	2	2	2	Senior Management
EC2102	Public Works Business Administrator	\$3,846	\$4,039	\$4,241	\$4,453	\$4,675	1	1	1	Senior Management
RB3010	Accounting Manager	\$3,118	\$3,274	\$3,438	\$3,610	\$3,791	1	1	1	Middle Management
RM0226	Management Analyst III	\$3,322	\$3,489	\$3,663	\$3,847	\$4,039	1	1	1	Middle Management
RB4003	Accountant III	\$2,527	\$2,654	\$2,786	\$2,926	\$3,072	1	1	1	ParaProfessional & Tech
- RB4002	Accountant II	\$2,238	\$2,349	\$2,466	\$2,590	\$2,719	1	1	1	ParaProfessional & Tech
- RB4001	Accountant I	\$1,904	\$1,999	\$2,099	\$2,205	\$2,314	1	1	1	ParaProfessional & Tech
RO3012	Accounting Technician II	\$1,894	\$1,990	\$2,090	\$2,194	\$2,303	1	1	1	Office & Office Technical
RO3011	Accounting Technician I	\$1,637	\$1,718	\$1,804	\$1,894	\$1,990	2	2	2	Office & Office Technical
RB6002	Administrative Assistant II	\$2,314	\$2,430	\$2,552	\$2,679	\$2,813	1	1	1	ParaProfessional & Tech
- RB6001	Administrative Assistant I	\$2,019	\$2,120	\$2,226	\$2,338	\$2,454	1	1	1	ParaProfessional & Tech
- RB6000	Junior Administrative Asst	\$1,830	\$1,922	\$2,019	\$2,120	\$2,226				ParaProfessional & Tech
RI4201	Assoc Geographic Info Sys Analyst	\$2,539	\$2,666	\$2,799	\$2,940	\$3,087	1	1	1	Professional
RI0202	Data Technician II	\$1,614	\$1,694	\$1,778	\$1,867	\$1,961	1	1	1	Office & Office Technical
RO6120	Department Payroll Specialist	\$1,450	\$1,522	\$1,598	\$1,678	\$1,761	1	1	1	Office & Office Technical
RO2060	Executive Secretary	\$1,894	\$1,990	\$2,090	\$2,194	\$2,303	1	1	1	Office & Office Technical
- RI4102	Geographic Info Systems Specialist II	\$2,183	\$2,293	\$2,407	\$2,527	\$2,654				ParaProfessional & Tech
- RI4101	Geographic Info Systems Specialist I	\$1,980	\$2,079	\$2,183	\$2,293	\$2,407	1	1	1	ParaProfessional & Tech
RO2000	Office Secretary	\$1,530	\$1,606	\$1,686	\$1,770	\$1,858	1	1	1	Office & Office Technical
RO1000	Office Supervisor	\$1,530	\$1,606	\$1,686	\$1,770	\$1,858	1	1	1	Supervisors Unit
RI4203	Principal Geographic Info Sys Analyst	\$3,558	\$3,735	\$3,922	\$4,118	\$4,325	1	1	1	Professional
RO1050	Public Works Records Supervisor	\$1,470	\$1,544	\$1,622	\$1,702	\$1,787	1	1	1	Office & Office Technical
- RO6110	Senior Office Assistant	\$1,381	\$1,450	\$1,522	\$1,598	\$1,678	4	4	4	Office & Office Technical
- RO6105	Office Assistant	\$1,314	\$1,381	\$1,450	\$1,522	\$1,598	1	1	1	Office & Office Technical
ALLOCATED TOTAL							29	29	29	
Temporary (FTE)							3.8	3.8	3.8	
POSITION TOTAL							32.8	32.8	32.8	

COUNTY OF SAN JOAQUIN

POSITION BUDGET DETAIL

FISCAL YEAR 2019-2020

JOB CODE	POSITION TITLE	----- BIWEEKLY SALARY AS OF JUNE 30, 2020 -----					ALLOCATED JUNE 2019	REQUESTED 2019-2020	RECOMMENDED 2019-2020	REPRESENTATION UNIT
		STEP 1	STEP 2	STEP 3	STEP 4	STEP 5				
Budget Unit 3030103000 Public Works - Engineering										
EC2165	Engineering Services Manager	\$4,178	\$4,387	\$4,606	\$4,837	\$5,078	3	3	3	Senior Management
RE1005	Engineer V	\$3,865	\$4,059	\$4,262	\$4,476	\$4,699	3	3	3	Middle Management
RE2004	Senior Planner	\$3,339	\$3,506	\$3,681	\$3,865	\$4,059	1	1	1	Middle Management
RM0226	Management Analyst III	\$3,322	\$3,489	\$3,663	\$3,847	\$4,039	1	1	1	Middle Management
- RB6002	Administrative Assistant II	\$2,314	\$2,430	\$2,552	\$2,679	\$2,813	1	1	1	ParaProfessional & Tech
- RB6001	Administrative Assistant I	\$2,019	\$2,120	\$2,226	\$2,338	\$2,454	3	3	3	ParaProfessional & Tech
- RB6000	Junior Administrative Assistant	\$1,830	\$1,922	\$2,019	\$2,120	\$2,226	1	1	1	ParaProfessional & Tech
- RE2002	Associate Planner	\$2,552	\$2,679	\$2,813	\$2,954	\$3,102	1	1	1	Professional
- RE2001	Assistant Planner	\$2,099	\$2,205	\$2,314	\$2,430	\$2,552				Professional
RE5001	Assistant Real Property Agent	\$2,142	\$2,248	\$2,361	\$2,478	\$2,602	1	1	1	ParaProfessional & Tech
RE5002	Associate Real Property Agent	\$2,478	\$2,602	\$2,732	\$2,869	\$3,013	1	1	1	ParaProfessional & Tech
- RE1004	Engineer IV	\$3,242	\$3,404	\$3,574	\$3,754	\$3,942	2	2	2	Professional
- RE1003	Engineer III	\$3,013	\$3,164	\$3,322	\$3,489	\$3,663	1	1	1	Professional
- RE1002	Engineer II	\$2,799	\$2,940	\$3,087	\$3,242	\$3,404	6	6	6	Professional
- RE1001	Engineer I	\$2,418	\$2,539	\$2,666	\$2,799	\$2,940	8	8	8	Professional
RE0113	Engineering Assistant III	\$2,746	\$2,883	\$3,027	\$3,179	\$3,338	2	2	2	ParaProfessional & Tech
RE0112	Engineering Assistant II	\$2,454	\$2,577	\$2,706	\$2,841	\$2,983	7	7	7	ParaProfessional & Tech
RE0111	Engineering Assistant I	\$2,070	\$2,173	\$2,282	\$2,395	\$2,515	10	10	10	ParaProfessional & Tech
RE3001	Licensed Land Surveyor	\$3,013	\$3,164	\$3,322	\$3,489	\$3,663	1	1	1	Professional
- RB6512	Management Analyst II	\$2,666	\$2,799	\$2,940	\$3,087	\$3,242	1	1	1	ParaProfessional & Tech
- RB6511	Management Analyst I	\$1,980	\$2,079	\$2,183	\$2,293	\$2,407	1	1	1	ParaProfessional & Tech
RO6115	Office Assistant Specialist	\$1,450	\$1,522	\$1,598	\$1,678	\$1,761	1	1	1	Office & Office Technical
- RE0101	Senior Engineering Aide	\$1,858	\$1,951	\$2,049	\$2,152	\$2,259	7	7	7	ParaProfessional & Tech
- RE0100	Engineering Aide	\$1,567	\$1,645	\$1,727	\$1,813	\$1,904	4	4	4	ParaProfessional & Tech
- RO6110	Senior Office Assistant	\$1,381	\$1,450	\$1,522	\$1,598	\$1,678	2	2	2	Office & Office Technical
- RO6105	Office Assistant	\$1,314	\$1,381	\$1,450	\$1,522	\$1,598				Office & Office Technical
ALLOCATED TOTAL							68	68	68	
Temporary (FTE)							2.2	2.2	2.2	
POSITION TOTAL							70.2	70.2	70.2	

Budget Unit 3030105000 Public Works - Road Maintenance

RM0330	Maintenance Superintendent	\$3,489	\$3,663	\$3,847	\$4,039	\$4,241	1	1	1	Middle Management
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COUNTY OF SAN JOAQUIN

POSITION BUDGET DETAIL

FISCAL YEAR 2019-2020

JOB CODE	POSITION TITLE	----- BIWEEKLY SALARY AS OF JUNE 30, 2020 -----					ALLOCATED JUNE 2019	REQUESTED 2019-2020	RECOMMENDED 2019-2020	REPRESENTATION UNIT
		STEP 1	STEP 2	STEP 3	STEP 4	STEP 5				
RC1000	Public Works Maintenance Manager	\$2,552	\$2,680	\$2,814	\$2,955	\$3,103	5	5	5	Middle Management
- RB4002	Accountant II	\$2,238	\$2,349	\$2,466	\$2,590	\$2,719	1	1	1	ParaProfessional & Tech
- RB4001	Accountant I	\$1,904	\$1,999	\$2,099	\$2,205	\$2,314				ParaProfessional & Tech
- RB6001	Administrative Assistant I	\$2,019	\$2,120	\$2,226	\$2,338	\$2,454	1	1	1	ParaProfessional & Tech
- RB6000	Junior Administrative Assistant	\$1,830	\$1,922	\$2,019	\$2,120	\$2,226				ParaProfessional & Tech
RC1006	Bridge Maintenance Foreman	\$2,259	\$2,372	\$2,490	\$2,615	\$2,746	1	1	1	Trades Labor & Institutnl
RC0502	Bridge Maintenance Worker	\$1,951	\$2,049	\$2,152	\$2,259	\$2,372	4	4	4	Trades Labor & Institutnl
RC1503	Bridge Tender	\$1,661	\$1,744	\$1,830	\$1,922	\$2,019	1	1	1	Trades Labor & Institutnl
RE0111	Engineering Assistant I	\$2,070	\$2,173	\$2,282	\$2,395	\$2,515	1	1	1	ParaProfessional & Tech
RC1005	Equipment Operator Foreman	\$2,173	\$2,282	\$2,395	\$2,515	\$2,641	4	4	4	Trades Labor & Institutnl
RC0652	Equipment Operator II	\$1,999	\$2,099	\$2,205	\$2,314	\$2,430	8	8	8	Trades Labor & Institutnl
RC0651	Equipment Operator I	\$1,813	\$1,904	\$1,999	\$2,099	\$2,205	19	21 *	21 *	Trades Labor & Institutnl
- RC0501	Highway Maintenance Worker	\$1,661	\$1,744	\$1,830	\$1,922	\$2,019	18	17 *	17 *	Trades Labor & Institutnl
- RC0500	Maintenance Worker	\$1,470	\$1,544	\$1,622	\$1,702	\$1,787	18	18	18	Trades Labor & Institutnl
RB6512	Management Analyst II	\$2,666	\$2,799	\$2,940	\$3,087	\$3,242	1	1	1	ParaProfessional & Tech
- RO6110	Senior Office Assistant	\$1,381	\$1,450	\$1,522	\$1,598	\$1,678				Office & Office Technical
- RO6105	Office Assistant	\$1,314	\$1,381	\$1,450	\$1,522	\$1,598	2	2	2	Office & Office Technical
RC2011	Storekeeper I	\$1,552	\$1,630	\$1,710	\$1,796	\$1,886	1	1	1	Trades Labor & Institutnl
RC1003	Traffic Foreman	\$2,173	\$2,282	\$2,395	\$2,515	\$2,641	1	1	1	Trades Labor & Institutnl
RC0510	Traffic Sign Fabricator	\$1,813	\$1,904	\$1,999	\$2,099	\$2,205	1	1	1	Trades Labor & Institutnl
RC0552	Traffic Striper Operator II	\$1,999	\$2,099	\$2,205	\$2,314	\$2,430	1	1	1	Trades Labor & Institutnl
RC0551	Traffic Striper Operator I	\$1,813	\$1,904	\$1,999	\$2,099	\$2,205	2	2	2	Trades Labor & Institutnl
RC0507	Tree Crew Supervisor	\$2,019	\$2,120	\$2,226	\$2,338	\$2,454	1	1	1	Trades Labor & Institutnl
RC0506	Tree Crew Worker	\$1,744	\$1,830	\$1,922	\$2,019	\$2,120	3	3	3	Trades Labor & Institutnl
		ALLOCATED TOTAL					95	96 *	96 *	
		Temporary (FTE)					5.2	5.2	5.2	
		POSITION TOTAL					100.2	101.2 *	101.2 *	

Budget Unit 3030108000 Public Works - Development Services

EC2165	Engineering Services Manager	\$4,178	\$4,387	\$4,606	\$4,837	\$5,078	1	1	1	Senior Management
- RE1004	Engineer IV	\$3,242	\$3,404	\$3,574	\$3,754	\$3,942				Professional
- RE1003	Engineer III	\$3,013	\$3,164	\$3,322	\$3,489	\$3,663				Professional
- RE1002	Engineer II	\$2,799	\$2,940	\$3,087	\$3,242	\$3,404				Professional

COUNTY OF SAN JOAQUIN

POSITION BUDGET DETAIL

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JOB CODE	POSITION TITLE	----- BIWEEKLY SALARY AS OF JUNE 30, 2020 -----					ALLOCATED JUNE 2019	REQUESTED 2019-2020	RECOMMENDED 2019-2020	REPRESENTATION UNIT
		STEP 1	STEP 2	STEP 3	STEP 4	STEP 5				
- RE1001	Engineer I	\$2,418	\$2,539	\$2,666	\$2,799	\$2,940	1	1	1	Professional
RE0112	Engineering Assistant II	\$2,454	\$2,577	\$2,706	\$2,841	\$2,983	1	1	1	ParaProfessional & Tech
RE0111	Engineering Assistant I	\$2,070	\$2,173	\$2,282	\$2,395	\$2,515	1	1	1	ParaProfessional & Tech
- RE0101	Senior Engineering Aide	\$1,858	\$1,951	\$2,049	\$2,152	\$2,259	1	1	1	ParaProfessional & Tech
- RE0100	Engineering Aide	\$1,567	\$1,645	\$1,727	\$1,813	\$1,904	5	5	5	ParaProfessional & Tech
		ALLOCATED TOTAL					5	5	5	
		POSITION TOTAL					5	5	5	
Budget Unit 3030900000 Community Infrastructure - Engineer Services										
RE1005	Engineer V	\$3,865	\$4,059	\$4,262	\$4,476	\$4,699	1	1	1	Middle Management
RB6601	Engineering Program Manager	\$3,356	\$3,524	\$3,700	\$3,885	\$4,080	1	1	1	Middle Management
RB6001	Administrative Assistant I	\$2,019	\$2,120	\$2,226	\$2,338	\$2,454	1	1	1	ParaProfessional & Tech
RE0113	Engineering Assistant III	\$2,746	\$2,883	\$3,027	\$3,179	\$3,338	1	1	1	ParaProfessional & Tech
- RB6512	Management Analyst II	\$2,666	\$2,799	\$2,940	\$3,087	\$3,242	3	3	3	ParaProfessional & Tech
- RB6511	Management Analyst I	\$1,980	\$2,079	\$2,183	\$2,293	\$2,407	7	7	7	ParaProfessional & Tech
		ALLOCATED TOTAL					7	7	7	
		Temporary (FTE)					0.2	0.2	0.2	
		POSITION TOTAL					7.2	7.2	7.2	
Budget Unit 4040300000 Mental Health Pharmacy										
RH4325	Pharmacy Manager	\$4,862	\$5,105	\$5,359	\$5,628	\$5,909	1	1	1	Middle Management
RH4350	Pharmacist - Clinical	\$4,497	\$4,722	\$4,958	\$5,206	\$5,466	1	1	1	Professional
RH4355	Pharmacist	\$4,283	\$4,497	\$4,722	\$4,958	\$5,206	1	1	1	Professional
RH4454	Pharmacy Tech III Supervisor	\$1,637	\$1,718	\$1,804	\$1,894	\$1,990	1	1	1	Supervisors Unit
- RH4453	Pharmacy Technician III	\$1,637	\$1,718	\$1,804	\$1,894	\$1,990	1	1	1	ParaProfessional & Tech
- RH4452	Pharmacy Technician II	\$1,522	\$1,598	\$1,678	\$1,761	\$1,849	5	5	5	ParaProfessional & Tech
- RH4451	Pharmacy Technician I	\$1,450	\$1,522	\$1,598	\$1,678	\$1,761				ParaProfessional & Tech
- RO6110	Senior Office Assistant	\$1,381	\$1,450	\$1,522	\$1,598	\$1,678	2	2	2	Office & Office Technical
- RO6105	Office Assistant	\$1,314	\$1,381	\$1,450	\$1,522	\$1,598	12	12	12	Office & Office Technical
		ALLOCATED TOTAL					12	12	12	
		Temporary (FTE)					4.1	3.8 *	3.8 *	
		POSITION TOTAL					16.1	15.8 *	15.8 *	

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JOB CODE	POSITION TITLE	----- BIWEEKLY SALARY AS OF JUNE 30, 2020 -----					ALLOCATED JUNE 2019	REQUESTED 2019-2020	RECOMMENDED 2019-2020	REPRESENTATION UNIT
		STEP 1	STEP 2	STEP 3	STEP 4	STEP 5				
Budget Unit 4040500000 Mental Health Services										
EH8003	Psychiatrist	\$10,352	< contract range >			\$12,182	17	17	17	Contractor HCS Physicians Re
ES2312	Deputy Director-BHS-Clinical	\$3,809	\$3,999	\$4,199	\$4,409	\$4,630	5	5	5	Senior Management
EH8001	Physician Manager	\$7,274	< contract range >			\$24,123	1	1	1	Physicians Management
RH1320	Nursing Dept Manager - Ambulatory	\$4,304	\$4,520	\$4,745	\$4,983	\$5,232	1	1	1	Middle Management
- RS2014	Chief Mental Health Clinician	\$3,558	\$3,736	\$3,924	\$4,120	\$4,326	20	20	20	Middle Management
- RS3044	Chief Clinical Social Worker	\$3,558	\$3,736	\$3,924	\$4,120	\$4,326				Middle Management
RH2505	Chief Psychiatric Technician	\$2,039	\$2,142	\$2,248	\$2,361	\$2,478	7	7	7	Supervisors Unit
- RS3042	Clinical Social Worker II	\$2,679	\$2,813	\$2,954	\$3,102	\$3,258	1	1	1	Professional
- RS3041	Clinical Social Worker I	\$2,407	\$2,527	\$2,654	\$2,786	\$2,926	1	1	1	Professional
- RS5002	Employment Training Specialist II	\$1,886	\$1,980	\$2,079	\$2,183	\$2,293				ParaProfessional & Tech
- RS5001	Employment Training Specialist I	\$1,710	\$1,796	\$1,886	\$1,980	\$2,079	1	1	1	ParaProfessional & Tech
- RB6512	Management Analyst II	\$2,666	\$2,799	\$2,940	\$3,087	\$3,242	2	2	2	ParaProfessional & Tech
- RB6511	Management Analyst I	\$1,980	\$2,079	\$2,183	\$2,293	\$2,407				ParaProfessional & Tech
- RH1505	Mental Health Charge Nrs - Inpatient	\$4,098	\$4,304	\$4,518	\$4,745	\$4,982				Registered Nurses
- RH1125	Staff Nurse V - Clinical -Ambul	\$3,903	\$4,098	\$4,304	\$4,518	\$4,745				Registered Nurses
- RH1105	Staff Nurse V - Clincl Nrs-Inpatient	\$4,098	\$4,304	\$4,518	\$4,745	\$4,982				Registered Nurses
- RH1106	Staff Nurse V - AsstNDptMg-Inpatient	\$4,098	\$4,304	\$4,518	\$4,745	\$4,982	1	1	1	Registered Nurses
- RH1104	Staff Nurse IV - Inpatient	\$3,866	\$4,059	\$4,262	\$4,475	\$4,698	5	5	5	Registered Nurses
- RH1124	Staff Nurse IV - Ambulatory	\$3,681	\$3,866	\$4,059	\$4,262	\$4,475	7	7	7	Registered Nurses
- RH1123	Staff Nurse III - Ambulatory	\$3,454	\$3,627	\$3,809	\$3,999	\$4,199	2	2	2	Registered Nurses
- RH1103	Staff Nurse III -Inpatient	\$3,627	\$3,809	\$3,999	\$4,199	\$4,409	1	1	1	Registered Nurses
- RH1102	Staff Nurse II - Inpatient	\$3,506	\$3,681	\$3,866	\$4,059	\$4,262				Registered Nurses
- RH1101	Staff Nurse I - Inpatient	\$3,290	\$3,454	\$3,627	\$3,809	\$3,999				Registered Nurses
RS2013	Mental Health Clinician III	\$3,027	\$3,179	\$3,338	\$3,506	\$3,681	28	28	28	Supervisors Unit
- RS2012	Mental Health Clinician II	\$2,679	\$2,813	\$2,954	\$3,102	\$3,258	27	27	27	Professional
- RS2011	Mental Health Clinician I	\$2,407	\$2,527	\$2,654	\$2,786	\$2,926	79	83 *	83 *	Professional
- RS2022	Mental Health Interpreter II	\$1,442	\$1,514	\$1,590	\$1,670	\$1,753	6	6	6	ParaProfessional & Tech
- RS2021	Mental Health Interpreter I	\$1,374	\$1,442	\$1,514	\$1,590	\$1,670		1 *	1 *	ParaProfessional & Tech
RS2035	Mental Health Court Liaison	\$2,349	\$2,466	\$2,590	\$2,719	\$2,854	1	1	1	ParaProfessional & Tech
- RS2051	Mental Health Outreach Worker	\$1,367	\$1,435	\$1,506	\$1,582	\$1,661	34	34	34	ParaProfessional & Tech
- RS2050	Mental Health Outreach Wkr Trainee	\$1,240	\$1,302	\$1,367	\$1,435	\$1,506	2	4 *	4 *	ParaProfessional & Tech
RS2003	Mental Health Specialist III	\$1,922	\$2,019	\$2,120	\$2,226	\$2,338	3	3	3	Supervisors Unit

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JOB CODE	POSITION TITLE	----- BIWEEKLY SALARY AS OF JUNE 30, 2020 -----					ALLOCATED JUNE 2019	REQUESTED 2019-2020	RECOMMENDED 2019-2020	REPRESENTATION UNIT
		STEP 1	STEP 2	STEP 3	STEP 4	STEP 5				
RH1166	Nurse Practitioner II-Inpatient	\$4,585	\$4,814	\$5,054	\$5,306	\$5,572	2	2	2	Registered Nurses
- RH6004	Occup Therapist -Clinical Specialist	\$3,042	\$3,195	\$3,355	\$3,523	\$3,699				Professional
- RH6003	Occupational Therapist-Senior	\$2,841	\$2,983	\$3,133	\$3,290	\$3,454				Professional
- RH6002	Occupational Therapist	\$2,552	\$2,679	\$2,813	\$2,954	\$3,102				Professional
- RH6000	Occup Therapist Assistant	\$1,813	\$1,904	\$1,999	\$2,099	\$2,205	1	1	1	ParaProfessional & Tech
RO2000	Office Secretary	\$1,530	\$1,606	\$1,686	\$1,770	\$1,858	1	1	1	Office & Office Technical
RO1000	Office Supervisor	\$1,530	\$1,606	\$1,686	\$1,770	\$1,858	6	6	6	Supervisors Unit
RO6115	Office Assistant Specialist	\$1,450	\$1,522	\$1,598	\$1,678	\$1,761	9	9	9	Office & Office Technical
RO6700	Office Technician/Coordinator	\$1,530	\$1,606	\$1,686	\$1,770	\$1,858	1	1	1	Office & Office Technical
- RS3013	Protective Svcs Soc Worker III	\$2,326	\$2,442	\$2,564	\$2,692	\$2,826	2	2	2	ParaProfessional & Tech
- RS3012	Protective Svcs Soc Worker II	\$2,215	\$2,326	\$2,442	\$2,564	\$2,692				ParaProfessional & Tech
- RS3011	Protective Svcs Soc Worker I	\$2,059	\$2,162	\$2,270	\$2,384	\$2,503				ParaProfessional & Tech
RH6602	Rehabilitation Therapist II	\$2,039	\$2,142	\$2,248	\$2,361	\$2,478	1	1	1	ParaProfessional & Tech
RH6601	Rehabilitation Therapist I	\$1,904	\$1,999	\$2,099	\$2,205	\$2,314	1	1	1	ParaProfessional & Tech
- RO6110	Senior Office Assistant	\$1,381	\$1,450	\$1,522	\$1,598	\$1,678	40	40	40	Office & Office Technical
- RO6105	Office Assistant	\$1,314	\$1,381	\$1,450	\$1,522	\$1,598	14	16 *	16 *	Office & Office Technical
- RH2502	Senior Psychiatric Technician	\$1,876	\$1,970	\$2,070	\$2,173	\$2,282	22	23 *	23 *	ParaProfessional & Tech
- RH2501	Psychiatric Technician	\$1,727	\$1,813	\$1,904	\$1,999	\$2,099	27	28 *	28 *	ParaProfessional & Tech
- RS2002	Mental Health Specialist II	\$1,727	\$1,813	\$1,904	\$1,999	\$2,099	88	97 *	97 *	ParaProfessional & Tech
- RS2001	Mental Health Specialist I	\$1,645	\$1,727	\$1,813	\$1,904	\$1,999				ParaProfessional & Tech
- RH2002	Senior Licensed Vocational Nurse	\$1,830	\$1,922	\$2,019	\$2,120	\$2,226				ParaProfessional & Tech
- RH2001	Licensed Vocational Nurse	\$1,744	\$1,830	\$1,922	\$2,019	\$2,120				ParaProfessional & Tech
- RS1022	Substance Abuse Counselor II	\$1,753	\$1,840	\$1,932	\$2,029	\$2,130	8	8	8	ParaProfessional & Tech
- RS1021	Substance Abuse Counselor I	\$1,435	\$1,506	\$1,582	\$1,661	\$1,744				ParaProfessional & Tech
ALLOCATED TOTAL							475	495 *	495 *	
Temporary (FTE)							91.1	83.8 *	83.8 *	
POSITION TOTAL							566.1	578.8 *	578.8 *	
Budget Unit 4040600000 Substance Abuse Services										
- RS2012	Mental Health Clinician II	\$2,679	\$2,813	\$2,954	\$3,102	\$3,258				Professional
- RS2011	Mental Health Clinician I	\$2,407	\$2,527	\$2,654	\$2,786	\$2,926	3	3	3	Professional
RS1015	Substance Abuse Services Coordinator	\$2,693	\$2,827	\$2,969	\$3,118	\$3,274	1	1	1	Middle Management
RM1122	Substance Abuse Program Manager	\$2,443	\$2,565	\$2,693	\$2,827	\$2,969	5	5	5	Middle Management

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		STEP 1	STEP 2	STEP 3	STEP 4	STEP 5				
RB4003	Accountant III	\$2,527	\$2,654	\$2,786	\$2,926	\$3,072	1	*	*	ParaProfessional & Tech
- RB6512	Management Analyst II	\$2,666	\$2,799	\$2,940	\$3,087	\$3,242	1	1	1	ParaProfessional & Tech
- RB6511	Management Analyst I	\$1,980	\$2,079	\$2,183	\$2,293	\$2,407				ParaProfessional & Tech
- RS2002	Mental Health Specialist II	\$1,727	\$1,813	\$1,904	\$1,999	\$2,099	2	2	2	ParaProfessional & Tech
- RS2001	Mental Health Specialist I	\$1,645	\$1,727	\$1,813	\$1,904	\$1,999				ParaProfessional & Tech
- RS1022	Substance Abuse Counselor II	\$1,753	\$1,840	\$1,932	\$2,029	\$2,130	32	32	32	ParaProfessional & Tech
- RS1021	Substance Abuse Counselor I	\$1,435	\$1,506	\$1,582	\$1,661	\$1,744	22	22	22	ParaProfessional & Tech
- RS1025	Substance Abuse Prevention Spec II	\$1,840	\$1,932	\$2,029	\$2,130	\$2,238	2	2	2	ParaProfessional & Tech
- RS1024	Substance Abuse Prevention Spec I	\$1,606	\$1,686	\$1,770	\$1,858	\$1,951	1	1	1	ParaProfessional & Tech
RS1023	Substance Abuse Program Supervisor	\$1,876	\$1,970	\$2,070	\$2,173	\$2,282	7	7	7	Supervisors Unit
RO2000	Office Secretary	\$1,530	\$1,606	\$1,686	\$1,770	\$1,858	1	1	1	Office & Office Technical
RO1000	Office Supervisor	\$1,530	\$1,606	\$1,686	\$1,770	\$1,858	1	1	1	Supervisors Unit
- RS0302	Perinatal Child Care Worker	\$1,026	\$1,076	\$1,130	\$1,187	\$1,246	1	1	1	ParaProfessional & Tech
- RS0301	Perinatal Child Care Aide	\$962	\$1,010	\$1,061	\$1,114	\$1,170	3	3	3	ParaProfessional & Tech
- RO6110	Senior Office Assistant	\$1,381	\$1,450	\$1,522	\$1,598	\$1,678	7	7	7	Office & Office Technical
- RO6105	Office Assistant	\$1,314	\$1,381	\$1,450	\$1,522	\$1,598	3	3	3	Office & Office Technical
		ALLOCATED TOTAL					93	92 *	92 *	
		Temporary (FTE)					40.3	32.8 *	32.8 *	
		POSITION TOTAL					133.3	124.8 *	124.8 *	
Budget Unit 4040700000 Behavioral Health Admin										
HS2000	Chief Deputy Director-BHS	\$5,282	\$5,545	\$5,822	\$6,114	\$6,419	1	1	1	Executive
ES2300	Senior Deputy Director-BHS	\$4,885	\$5,129	\$5,386	\$5,654	\$5,937	1	1	1	Senior Management
ES2302	Behavioral Health Officer	\$7,466	\$7,840	\$8,232	\$8,644	\$9,077	1	1	1	Senior Management
ES2310	Deputy Director-BHS-Administrative	\$3,699	\$3,885	\$4,079	\$4,283	\$4,497	1	1	1	Senior Management
EM0250	Deputy Director-HCS Fiscal	\$3,942	\$4,138	\$4,346	\$4,562	\$4,790	1	1	1	Senior Management
RM0226	Management Analyst III	\$3,322	\$3,489	\$3,663	\$3,847	\$4,039	2	2	2	Middle Management
RH1300	Nursing Dept Manager - Inpatient	\$4,520	\$4,745	\$4,983	\$5,232	\$5,493	1	1	1	Middle Management
RB3010	Accounting Manager	\$3,118	\$3,274	\$3,438	\$3,610	\$3,791	1	1	1	Middle Management
RB4003	Accountant III	\$2,527	\$2,654	\$2,786	\$2,926	\$3,072	4	5 *	5 *	ParaProfessional & Tech
RO3012	Accounting Technician II	\$1,894	\$1,990	\$2,090	\$2,194	\$2,303	6	6	6	Office & Office Technical
RO3011	Accounting Technician I	\$1,637	\$1,718	\$1,804	\$1,894	\$1,990	7	7	7	Office & Office Technical
RB6001	Administrative Assistant I	\$2,019	\$2,120	\$2,226	\$2,338	\$2,454	1	1	1	ParaProfessional & Tech

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		STEP 1	STEP 2	STEP 3	STEP 4	STEP 5				
RB6002	Administrative Assistant II	\$2,314	\$2,430	\$2,552	\$2,679	\$2,813	1	1	1	ParaProfessional & Tech
RO2050	Administrative Secretary	\$1,637	\$1,718	\$1,804	\$1,894	\$1,990	1	1	1	Office & Office Technical
- RB6205	Business Analyst II	\$2,666	\$2,799	\$2,940	\$3,087	\$3,242				ParaProfessional & Tech
- RB6204	Business Analyst I	\$1,980	\$2,079	\$2,183	\$2,293	\$2,407		1 *	1 *	ParaProfessional & Tech
RB6211	Contracts Supervisor	\$2,926	\$3,072	\$3,226	\$3,388	\$3,558		1 *	1 *	Supervisors Unit
RC0404	Crafts Worker IV	\$2,226	\$2,338	\$2,454	\$2,577	\$2,706	1	1	1	Supervisors Unit
RC0403	Crafts Worker III	\$2,079	\$2,183	\$2,293	\$2,407	\$2,527	3	3	3	Trades Labor & Institutnl
- RC0402	Crafts Worker II	\$1,630	\$1,710	\$1,796	\$1,886	\$1,980	1	1	1	Trades Labor & Institutnl
- RC0401	Crafts Worker I	\$1,478	\$1,552	\$1,630	\$1,710	\$1,796				Trades Labor & Institutnl
RO6120	Department Payroll Specialist	\$1,450	\$1,522	\$1,598	\$1,678	\$1,761	2	2	2	Office & Office Technical
RB5500	Departmental Personnel Analyst	\$2,666	\$2,799	\$2,940	\$3,087	\$3,242	1	1	1	Confidential
RF0300	Housekeeping Service Worker	\$1,187	\$1,246	\$1,308	\$1,374	\$1,442	9	9	9	Trades Labor & Institutnl
RF0301	Lead Housekeeper	\$1,374	\$1,442	\$1,514	\$1,590	\$1,670	1	1	1	Supervisors Unit
- RB6512	Management Analyst II	\$2,666	\$2,799	\$2,940	\$3,087	\$3,242	3	3	3	ParaProfessional & Tech
- RB6511	Management Analyst I	\$1,980	\$2,079	\$2,183	\$2,293	\$2,407				ParaProfessional & Tech
- RH1505	Mental Health Charge Nrs - Inpatient	\$4,098	\$4,304	\$4,518	\$4,745	\$4,982	1	1	1	Registered Nurses
- RH1124	Staff Nurse IV - Ambulatory	\$3,681	\$3,866	\$4,059	\$4,262	\$4,475	1	1	1	Registered Nurses
- RH1123	Staff Nurse III - Ambulatory	\$3,454	\$3,627	\$3,809	\$3,999	\$4,199	3	3	3	Registered Nurses
- RH1122	Staff Nurse II - Ambulatory	\$3,338	\$3,506	\$3,681	\$3,866	\$4,059				Registered Nurses
- RH1121	Staff Nurse I - Ambulatory	\$3,133	\$3,290	\$3,454	\$3,627	\$3,809				Registered Nurses
RO4203	Medical Records Technician III	\$1,876	\$1,970	\$2,070	\$2,173	\$2,282	1	1	1	Supervisors Unit
RS2013	Mental Health Clinician III	\$3,027	\$3,179	\$3,338	\$3,506	\$3,681		1 *	1 *	Supervisors Unit
- RS2012	Mental Health Clinician II	\$2,679	\$2,813	\$2,954	\$3,102	\$3,258				Professional
- RS2011	Mental Health Clinician I	\$2,407	\$2,527	\$2,654	\$2,786	\$2,926	3	2 *	2 *	Professional
RB6515	MH Support Services Coordinator	\$2,692	\$2,826	\$2,968	\$3,117	\$3,273	1	1	1	ParaProfessional & Tech
RO6115	Office Assistant Specialist	\$1,450	\$1,522	\$1,598	\$1,678	\$1,761	5	5	5	Office & Office Technical
RC4001	Office Building Engineer	\$2,270	\$2,384	\$2,503	\$2,628	\$2,759	1	1	1	Trades Labor & Institutnl
RO2000	Office Secretary	\$1,530	\$1,606	\$1,686	\$1,770	\$1,858	1	1	1	Office & Office Technical
RO1000	Office Supervisor	\$1,530	\$1,606	\$1,686	\$1,770	\$1,858	1	1	1	Supervisors Unit
RO6700	Office Technician Coordinator	\$1,530	\$1,606	\$1,686	\$1,770	\$1,858	1	1	1	Office & Office Technical
- RO6110	Senior Office Assistant	\$1,381	\$1,450	\$1,522	\$1,598	\$1,678	11	11	11	Office & Office Technical
- RO6105	Office Assistant	\$1,314	\$1,381	\$1,450	\$1,522	\$1,598	2	2	2	Office & Office Technical
RC2001	Stock Clerk II	\$1,374	\$1,442	\$1,514	\$1,590	\$1,670	1	1	1	Trades Labor & Institutnl

COUNTY OF SAN JOAQUIN

POSITION BUDGET DETAIL

FISCAL YEAR 2019-2020

JOB CODE	POSITION TITLE	----- BIWEEKLY SALARY AS OF JUNE 30, 2020 -----					ALLOCATED JUNE 2019	REQUESTED 2019-2020	RECOMMENDED 2019-2020	REPRESENTATION UNIT
		STEP 1	STEP 2	STEP 3	STEP 4	STEP 5				
RC2011	Storekeeper I	\$1,552	\$1,630	\$1,710	\$1,796	\$1,886	1	1	1	Trades Labor & Institutional
RS1023	Substance Abuse Program Supervisor	\$1,876	\$1,970	\$2,070	\$2,173	\$2,282	1	1	1	Supervisors Unit
		ALLOCATED TOTAL					85	88 *	88 *	
		Temporary (FTE)					10.5	12.1 *	12.1 *	
		POSITION TOTAL					95.5	100.1 *	100.1 *	
Budget Unit 4040800000 Utility Districts										
RM0340	Utility District Superintendent	\$3,489	\$3,663	\$3,847	\$4,039	\$4,241	1	1	1	Middle Management
RM0360	Utility District Asst Superintendent	\$2,680	\$2,814	\$2,955	\$3,103	\$3,259	1	1	1	Middle Management
RB6001	Administrative Assistant I	\$2,019	\$2,120	\$2,226	\$2,338	\$2,454	1	1	1	ParaProfessional & Tech
RE0112	Engineering Assistant II	\$2,454	\$2,577	\$2,706	\$2,841	\$2,983	1	1	1	ParaProfessional & Tech
RC0651	Equipment Operator I	\$1,813	\$1,904	\$1,999	\$2,099	\$2,205	1	1	1	Trades Labor & Institutional
- RO6110	Senior Office Assistant	\$1,381	\$1,450	\$1,522	\$1,598	\$1,678	1	1	1	Office & Office Technical
- RO6105	Office Assistant	\$1,314	\$1,381	\$1,450	\$1,522	\$1,598				Office & Office Technical
RC0515	Utility Dist Laboratory Technician	\$1,980	\$2,079	\$2,183	\$2,293	\$2,407	1	1	1	Trades Labor & Institutional
RC0525	Utility Dist Maint Supervisor	\$2,142	\$2,248	\$2,361	\$2,478	\$2,602	2	2	2	Trades Labor & Institutional
- RC0522	Utility Dist Maint Worker II	\$1,886	\$1,980	\$2,079	\$2,183	\$2,293	6	6	6	Trades Labor & Institutional
- RC0521	Utility Dist Maint Worker I	\$1,770	\$1,858	\$1,951	\$2,049	\$2,152	6	6	6	Trades Labor & Institutional
- RC0520	Utility Dist Maint Worker Trainee	\$1,630	\$1,710	\$1,796	\$1,886	\$1,980	3	3	3	Trades Labor & Institutional
		ALLOCATED TOTAL					24	24	24	
		POSITION TOTAL					24	24	24	
Budget Unit 4041000000 Public Health										
EH2200	Chief Deputy Director-PH Services	\$5,030	\$5,282	\$5,545	\$5,822	\$6,114	1	1	1	Executive
ES2202	Public Health Officer	\$7,111	\$7,466	\$7,840	\$8,232	\$8,644	1	1	1	Senior Management
ES2203	Assistant Health Officer	\$6,142	\$6,450	\$6,773	\$7,111	\$7,466	1	1	1	Senior Management
- EH4090	Director of Public Health Lab Services	\$3,885	\$4,079	\$4,283	\$4,497	\$4,722	1	1	1	Senior Management
- EH4085	Asst Director of Pub Health Lab Svcs	\$3,627	\$3,809	\$3,999	\$4,199	\$4,409				Senior Management
ES2200	Sr Deputy Director-Public Health Svcs	\$4,158	\$4,366	\$4,585	\$4,814	\$5,054	2	2	2	Senior Management
RM0226	Management Analyst III	\$3,322	\$3,489	\$3,663	\$3,847	\$4,039	2	2	2	Middle Management
RS7105	Program Coordinator WIC	\$3,322	\$3,489	\$3,663	\$3,847	\$4,039	1	1	1	Middle Management
RM1182	Program Coordinator-AIDS	\$3,322	\$3,489	\$3,663	\$3,847	\$4,039	1	1	1	Middle Management

COUNTY OF SAN JOAQUIN

POSITION BUDGET DETAIL

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JOB CODE	POSITION TITLE	----- BIWEEKLY SALARY AS OF JUNE 30, 2020 -----					ALLOCATED JUNE 2019	REQUESTED 2019-2020	RECOMMENDED 2019-2020	REPRESENTATION UNIT
		STEP 1	STEP 2	STEP 3	STEP 4	STEP 5				
RM1181	Program Coordinator-PH Education	\$3,322	\$3,489	\$3,663	\$3,847	\$4,039	1	1	1	Middle Management
RM1180	Program Coordinator-Adolescent Prog	\$3,322	\$3,489	\$3,663	\$3,847	\$4,039	1	*	*	Middle Management
RM0620	Program Coordinator-Clinical Services	\$3,322	\$3,489	\$3,663	\$3,847	\$4,039	1	*	*	Middle Management
RH1820	Program Manager-PH Nursing	\$4,100	\$4,304	\$4,520	\$4,745	\$4,983	2	2	2	Middle Management
RB4002	Accountant II	\$2,238	\$2,349	\$2,466	\$2,590	\$2,719	1	1	1	ParaProfessional & Tech
RO3012	Accounting Technician II	\$1,894	\$1,990	\$2,090	\$2,194	\$2,303	1	1	1	Office & Office Technical
RO3011	Accounting Technician I	\$1,637	\$1,718	\$1,804	\$1,894	\$1,990	3	3	3	Office & Office Technical
- RB6002	Administrative Assistant II	\$2,314	\$2,430	\$2,552	\$2,679	\$2,813				ParaProfessional & Tech
- RB6001	Administrative Assistant I	\$2,019	\$2,120	\$2,226	\$2,338	\$2,454	1	1	1	ParaProfessional & Tech
- RB6000	Junior Administrative Assistant	\$1,830	\$1,922	\$2,019	\$2,120	\$2,226	1	1	1	ParaProfessional & Tech
RO2050	Administrative Secretary	\$1,637	\$1,718	\$1,804	\$1,894	\$1,990	1	1	1	Office & Office Technical
RS4222	AIDS Case Worker	\$1,506	\$1,582	\$1,661	\$1,744	\$1,830	1	1	1	ParaProfessional & Tech
RS4220	AIDS Services Liaison	\$2,215	\$2,326	\$2,442	\$2,564	\$2,692	1	1	1	Professional
RS4225	AIDS Surveillance Specialist	\$1,813	\$1,904	\$1,999	\$2,099	\$2,205	1	1	1	ParaProfessional & Tech
- RS0200	Case Manager	\$2,679	\$2,813	\$2,954	\$3,102	\$3,258	1	1	1	Professional
- RS3001	Senior Social Worker	\$1,932	\$2,029	\$2,130	\$2,238	\$2,349	3	3	3	ParaProfessional & Tech
- RS3000	Social Worker	\$1,670	\$1,753	\$1,840	\$1,932	\$2,029	2	2	2	ParaProfessional & Tech
- RS4110	Communicable Disease Investigator	\$1,813	\$1,904	\$1,999	\$2,099	\$2,205	8	8	8	ParaProfessional & Tech
- RS4302	Community Health Outreach Worker	\$1,367	\$1,435	\$1,506	\$1,582	\$1,661	12	12	12	ParaProfessional & Tech
- RS4301	Community Health Outreach Wkr Trn	\$1,240	\$1,302	\$1,367	\$1,435	\$1,506				ParaProfessional & Tech
- RH3200	Outpatient Clinic Assistant	\$1,302	\$1,367	\$1,435	\$1,506	\$1,582	6	4 *	4 *	ParaProfessional & Tech
RP0602	Emergency Planner	\$2,226	\$2,338	\$2,454	\$2,577	\$2,706	1	1	1	ParaProfessional & Tech
RB6900	Epidemiologist	\$2,898	\$3,042	\$3,195	\$3,355	\$3,523	4	4	4	Professional
RS9215	Lactation Specialist	\$1,598	\$1,678	\$1,761	\$1,849	\$1,942	1	1	1	ParaProfessional & Tech
- RB6512	Management Analyst II	\$2,666	\$2,799	\$2,940	\$3,087	\$3,242	2	2	2	ParaProfessional & Tech
- RB6511	Management Analyst I	\$1,980	\$2,079	\$2,183	\$2,293	\$2,407				ParaProfessional & Tech
RH1165	Nurse Practitioner I - Ambulatory	\$4,409	\$4,630	\$4,861	\$5,104	\$5,358	1	*	*	Registered Nurses
RO6700	Office Technician/Coordinator	\$1,530	\$1,606	\$1,686	\$1,770	\$1,858	2	1 *	1 *	Office & Office Technical
RO1000	Office Supervisor	\$1,530	\$1,606	\$1,686	\$1,770	\$1,858	2	2	2	Supervisors Unit
- RS4101	Public Health Educator	\$2,430	\$2,552	\$2,679	\$2,813	\$2,954	8	8	8	Professional
- RS4002	Public Health Education Associate II	\$2,059	\$2,162	\$2,270	\$2,384	\$2,503				Professional
- RS4001	Public Health Education Associate I	\$1,822	\$1,913	\$2,009	\$2,110	\$2,215	1	1	1	Professional
- RS4012	Public Health Education Assistant II	\$1,686	\$1,770	\$1,858	\$1,951	\$2,049				ParaProfessional & Tech

COUNTY OF SAN JOAQUIN

POSITION BUDGET DETAIL

FISCAL YEAR 2019-2020

JOB CODE	POSITION TITLE	----- BIWEEKLY SALARY AS OF JUNE 30, 2020 -----					ALLOCATED JUNE 2019	REQUESTED 2019-2020	RECOMMENDED 2019-2020	REPRESENTATION UNIT
		STEP 1	STEP 2	STEP 3	STEP 4	STEP 5				
- RS4011	Public Health Education Assistant I	\$1,530	\$1,606	\$1,686	\$1,770	\$1,858	6	6	6	ParaProfessional & Tech
RP0610	Public Health Emergency Prep Coord	\$2,787	\$2,927	\$3,073	\$3,227	\$3,389	1	1	1	Middle Management
- RH4961	Public Health Lab Tech II	\$1,401	\$1,470	\$1,544	\$1,622	\$1,702	1	1	1	ParaProfessional & Tech
- RH4960	Public Health Lab Tech I	\$1,334	\$1,401	\$1,470	\$1,544	\$1,622	1	1	1	ParaProfessional & Tech
- RH4212	Public Health Microbiologist II	\$2,577	\$2,706	\$2,841	\$2,983	\$3,133	5	5	5	Professional
- RH4211	Public Health Microbiologist I	\$2,454	\$2,577	\$2,706	\$2,841	\$2,983	1	1	1	Professional
- RH4200	Public Health Microbiologist Trainee	\$2,110	\$2,215	\$2,326	\$2,442	\$2,564				Professional
- RH8501	Public Health Nutritionist	\$2,099	\$2,205	\$2,314	\$2,430	\$2,552	1	1	1	Professional
- RH8500	Public Health Nutritionist Trainee	\$1,894	\$1,990	\$2,090	\$2,194	\$2,303				Professional
- RO6110	Senior Office Assistant	\$1,381	\$1,450	\$1,522	\$1,598	\$1,678	17	16 *	16 *	Office & Office Technical
- RO6105	Office Assistant	\$1,314	\$1,381	\$1,450	\$1,522	\$1,598	2	2	2	Office & Office Technical
RH4203	Senior Public Health Microbiologist	\$2,706	\$2,841	\$2,983	\$3,133	\$3,290	2	2	2	Professional
- RH1813	Senior Public Health Nurse	\$3,960	\$4,158	\$4,366	\$4,585	\$4,814	5	5	5	Registered Nurses
- RH1812	Public Health Nurse II	\$3,771	\$3,960	\$4,158	\$4,366	\$4,585	13	13	13	Registered Nurses
- RH1811	Public Health Nurse I	\$3,681	\$3,866	\$4,059	\$4,262	\$4,475	3	3	3	Registered Nurses
- RH1800	Registered Nurse	\$3,454	\$3,627	\$3,809	\$3,999	\$4,199	8	8	8	Registered Nurses
- RH2002	Senior Licensed Vocational Nurse	\$1,830	\$1,922	\$2,019	\$2,120	\$2,226				ParaProfessional & Tech
- RH1124	Staff Nurse IV - Ambulatory	\$3,681	\$3,866	\$4,059	\$4,262	\$4,475				Registered Nurses
- RH1123	Staff Nurse III - Ambulatory	\$3,454	\$3,627	\$3,809	\$3,999	\$4,199	1	*	*	Registered Nurses
RH8502	Senior Public Health Nutritionist	\$2,259	\$2,372	\$2,490	\$2,615	\$2,746	3	3	3	Professional
RC2001	Stock Clerk II	\$1,374	\$1,442	\$1,514	\$1,590	\$1,670	1	1	1	Trades Labor & Institutional
RB6905	Supervising Epidemiologist	\$3,102	\$3,258	\$3,421	\$3,592	\$3,771	1	1	1	Supervisors Unit
RS4105	Sup Public Health Educator	\$2,813	\$2,954	\$3,102	\$3,258	\$3,421	2	2	2	Supervisors Unit
RH4205	Sup Public Health Microbiologist	\$2,926	\$3,072	\$3,226	\$3,388	\$3,558	1	1	1	Supervisors Unit
RH1815	Sup Public Health Nurse	\$4,158	\$4,366	\$4,585	\$4,814	\$5,054	3	2 *	2 *	Registered Nurses
- RO4182	WIC Nutrition Assistant II	\$1,381	\$1,450	\$1,522	\$1,598	\$1,678	13	13	13	Office & Office Technical
- RO4181	WIC Nutrition Assistant I	\$1,314	\$1,381	\$1,450	\$1,522	\$1,598				Office & Office Technical
ALLOCATED TOTAL							171	162 *	162 *	
Temporary (FTE)							13.5	8.1 *	8.1 *	
POSITION TOTAL							184.5	170.1 *	170.1 *	

Budget Unit 4041200000 Conservator Services

EB3300	Public Guardian/Conservator	\$3,866	\$4,059	\$4,262	\$4,475	\$4,698	1	1	1	Senior Management
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COUNTY OF SAN JOAQUIN

POSITION BUDGET DETAIL

FISCAL YEAR 2019-2020

JOB CODE	POSITION TITLE	----- BIWEEKLY SALARY AS OF JUNE 30, 2020 -----					ALLOCATED JUNE 2019	REQUESTED 2019-2020	RECOMMENDED 2019-2020	REPRESENTATION UNIT
		STEP 1	STEP 2	STEP 3	STEP 4	STEP 5				
RS2033	Chief Deputy Public Guardian	\$3,290	\$3,455	\$3,628	\$3,809	\$4,000	1	1	1	Middle Management
RB4003	Accountant III	\$2,527	\$2,654	\$2,786	\$2,926	\$3,072	1	1	1	ParaProfessional & Tech
- RO3012	Accounting Technician II	\$1,894	\$1,990	\$2,090	\$2,194	\$2,303	3	3	3	Office & Office Technical
- RO3011	Accounting Technician I	\$1,637	\$1,718	\$1,804	\$1,894	\$1,990	5	5	5	Office & Office Technical
RS2034	Supervising Deputy Public Guardian	\$2,282	\$2,395	\$2,515	\$2,641	\$2,773	1	1	1	Supervisors Unit
- RS2032	Deputy Public Guardian II	\$2,130	\$2,238	\$2,349	\$2,466	\$2,590	7	7	7	ParaProfessional & Tech
- RS2031	Deputy Public Guardian I	\$1,932	\$2,029	\$2,130	\$2,238	\$2,349	1	1	1	ParaProfessional & Tech
RB6000	Junior Administrative Asst	\$1,830	\$1,922	\$2,019	\$2,120	\$2,226	1	1	1	ParaProfessional & Tech
RC2011	Storekeeper I	\$1,552	\$1,630	\$1,710	\$1,796	\$1,886	1	1	1	Trades Labor & Institutnl
RO6115	Office Assistant Specialist	\$1,450	\$1,522	\$1,598	\$1,678	\$1,761	4	4	4	Office & Office Technical
- RO6110	Senior Office Assistant	\$1,381	\$1,450	\$1,522	\$1,598	\$1,678	2	2	2	Office & Office Technical
- RO6105	Office Assistant	\$1,314	\$1,381	\$1,450	\$1,522	\$1,598	1	1	1	Office & Office Technical
EB7300	Office Occupations Clerk	\$1,175	\$1,234	\$1,295	\$1,360	\$1,428	1	1	1	Office & Office Technical
		ALLOCATED TOTAL					30	30	30	
		Temporary (FTE)					1.5	1.5	1.5	
		POSITION TOTAL					31.5	31.5	31.5	
Budget Unit 4041800000 Emergency Medical Services										
EH2120	Emergency Medical Services Administatc	\$4,079	\$4,283	\$4,497	\$4,722	\$4,958	1	1	1	Senior Management
RO3011	Accounting Technician I	\$1,637	\$1,718	\$1,804	\$1,894	\$1,990	1	1	1	Office & Office Technical
RH0222	Emergency Medical Services Analyst	\$2,666	\$2,799	\$2,940	\$3,087	\$3,242	2	2	2	ParaProfessional & Tech
RH0223	Emergency Medical Services Specialist	\$2,454	\$2,577	\$2,706	\$2,841	\$2,983	1	2 *	2 *	ParaProfessional & Tech
RH0224	EMS Trauma Coordinator	\$4,098	\$4,304	\$4,518	\$4,745	\$4,982	2	2	2	Registered Nurses
RO6700	Office Technician/Coordinator	\$1,530	\$1,606	\$1,686	\$1,770	\$1,858	1	1	1	Office & Office Technical
RH0160	Pre-Hospital Care Coordinator	\$2,679	\$2,813	\$2,954	\$3,102	\$3,258	1	1	1	ParaProfessional & Tech
RH0221	Regional Disaster Med Help Specialist	\$2,454	\$2,577	\$2,706	\$2,841	\$2,983	2	1 *	1 *	ParaProfessional & Tech
		ALLOCATED TOTAL					11	11	11	
		Temporary (FTE)					0	0.4 *	0.4 *	
		POSITION TOTAL					11	11.4 *	11.4 *	
Budget Unit 4042000000 Environmental Health										
HA1200	Director of Environmental Health	\$4,220	\$4,431	\$4,653	\$4,885	\$5,129	1	1	1	Executive
EA2300	Asst Director of Environmental Health	\$3,645	\$3,827	\$4,019	\$4,220	\$4,431	1	1	1	Senior Management

COUNTY OF SAN JOAQUIN

POSITION BUDGET DETAIL

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JOB CODE	POSITION TITLE	----- BIWEEKLY SALARY AS OF JUNE 30, 2020 -----					ALLOCATED JUNE 2019	REQUESTED 2019-2020	RECOMMENDED 2019-2020	REPRESENTATION UNIT
		STEP 1	STEP 2	STEP 3	STEP 4	STEP 5				
RM0610	Environmental Health-Program Coord	\$3,179	\$3,339	\$3,506	\$3,681	\$3,865	5	6 *	6 *	Middle Management
RB4002	Accountant II	\$2,238	\$2,349	\$2,466	\$2,590	\$2,719	1	1	1	ParaProfessional & Tech
RO3011	Accounting Technician I	\$1,637	\$1,718	\$1,804	\$1,894	\$1,990	3	3	3	Office & Office Technical
RO2050	Administrative Secretary	\$1,637	\$1,718	\$1,804	\$1,894	\$1,990	1	1	1	Office & Office Technical
RP6012	Hazardous Material Specialist II	\$2,110	\$2,215	\$2,326	\$2,442	\$2,564	3	2 *	2 *	Safety Invstgtv & Custdl
- RA0604	Lead Sr Reg Environ Health Specialist	\$2,706	\$2,841	\$2,983	\$3,133	\$3,290	9	9	9	Professional
- RA0603	Sr Reg Environmental Health Specialist	\$2,577	\$2,706	\$2,841	\$2,983	\$3,133	6	6	6	Professional
- RA0602	Reg Environmental Health Specialist	\$2,454	\$2,577	\$2,706	\$2,841	\$2,983	5	5	5	Professional
- RA0600	Environmental Health Specialist	\$2,142	\$2,248	\$2,361	\$2,478	\$2,602	8	8	8	Professional
- RA0601	Environmental Health Spec Trainee	\$1,858	\$1,951	\$2,049	\$2,152	\$2,259	12	13 *	13 *	Professional
- RA0501	Senior Registered Dairy Inspector	\$2,577	\$2,706	\$2,841	\$2,983	\$3,133	2	2	2	Professional
- RA0500	Registered Dairy Inspector	\$2,454	\$2,577	\$2,706	\$2,841	\$2,983				Professional
RB6512	Management Analyst II	\$2,666	\$2,799	\$2,940	\$3,087	\$3,242	1	1	1	ParaProfessional & Tech
RO6115	Office Assistant Specialist	\$1,450	\$1,522	\$1,598	\$1,678	\$1,761	1	1	1	Office & Office Technical
- RO6110	Senior Office Assistant	\$1,381	\$1,450	\$1,522	\$1,598	\$1,678	6	6	6	Office & Office Technical
- RO6105	Office Assistant	\$1,314	\$1,381	\$1,450	\$1,522	\$1,598	2	2	2	Office & Office Technical
		ALLOCATED TOTAL					67	68 *	68 *	
		Temporary (FTE)					1.5	3 *	3 *	
		POSITION TOTAL					68.5	71 *	71 *	
Budget Unit 4045415000 California Childrens Services										
ES2203	Assistant Health Officer	\$6,142	\$6,450	\$6,773	\$7,111	\$7,466	1	1	1	Senior Management
RM0810	Childrens Medical Services Manager	\$4,586	\$4,816	\$5,056	\$5,309	\$5,574	1	1	1	Middle Management
RH6510	Therapy Services Manager	\$3,645	\$3,827	\$4,019	\$4,220	\$4,431	1	1	1	Middle Management
RO3012	Accounting Technician II	\$1,894	\$1,990	\$2,090	\$2,194	\$2,303	1	1	1	Office & Office Technical
RS0200	Case Manager	\$2,679	\$2,813	\$2,954	\$3,102	\$3,258	1	1	1	Professional
RO1000	Office Supervisor	\$1,530	\$1,606	\$1,686	\$1,770	\$1,858	1	1	1	Supervisors Unit
- RH6205	Physical Therapist IV - Asst Dept Mgr	\$3,242	\$3,404	\$3,574	\$3,754	\$3,942	1	1	1	Supervisors Unit
- RH6005	Occup Therapist IV - Asst Dept Mgr	\$3,042	\$3,195	\$3,355	\$3,523	\$3,699	1	1	1	Supervisors Unit
- RH6203	Physical Therapist - Senior	\$2,998	\$3,148	\$3,306	\$3,471	\$3,645	3	3	3	Professional
- RH6003	Occupational Therapist - Senior	\$2,841	\$2,983	\$3,133	\$3,290	\$3,454	1	1	1	Professional
- RH6200	Physical Therapist Assistant	\$1,970	\$2,070	\$2,173	\$2,282	\$2,395	2	2	2	ParaProfessional & Tech
- RH6300	Therapist Aide	\$1,289	\$1,354	\$1,422	\$1,492	\$1,567	3	3	3	ParaProfessional & Tech

COUNTY OF SAN JOAQUIN

POSITION BUDGET DETAIL

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		STEP 1	STEP 2	STEP 3	STEP 4	STEP 5				
- RH6202	Physical Therapist	\$2,719	\$2,854	\$2,998	\$3,148	\$3,306				Professional
- RH6002	Occupational Therapist	\$2,552	\$2,679	\$2,813	\$2,954	\$3,102				Professional
- RH6000	Occupational Therapist Assistant	\$1,813	\$1,904	\$1,999	\$2,099	\$2,205				ParaProfessional & Tech
- RO6110	Senior Office Assistant	\$1,381	\$1,450	\$1,522	\$1,598	\$1,678	15	15	15	Office & Office Technical
- RO6105	Office Assistant	\$1,314	\$1,381	\$1,450	\$1,522	\$1,598	2	2	2	Office & Office Technical
- RH1813	Senior Public Health Nurse	\$3,960	\$4,158	\$4,366	\$4,585	\$4,814	2	2	2	Registered Nurses
- RH1812	Public Health Nurse II	\$3,771	\$3,960	\$4,158	\$4,366	\$4,585	6	6	6	Registered Nurses
- RH1811	Public Health Nurse I	\$3,681	\$3,866	\$4,059	\$4,262	\$4,475				Registered Nurses
- RH1800	Registered Nurse	\$3,454	\$3,627	\$3,809	\$3,999	\$4,199				Registered Nurses
- RH1123	Staff Nurse III - Ambulatory	\$3,454	\$3,627	\$3,809	\$3,999	\$4,199	4	4	4	Registered Nurses
		ALLOCATED TOTAL					46	46	46	
		Temporary (FTE)					2.3	1.9 *	1.9 *	
		POSITION TOTAL					48.3	47.9 *	47.9 *	
Budget Unit 4049100000 Children - Families Program										
ES1500	Children & Families Program Coord	\$4,039	\$4,241	\$4,453	\$4,675	\$4,910	1	1	1	Senior Management
RB4003	Accountant III	\$2,527	\$2,654	\$2,786	\$2,926	\$3,072	1	1	1	ParaProfessional & Tech
RB4002	Accountant II	\$2,238	\$2,349	\$2,466	\$2,590	\$2,719	1	1	1	ParaProfessional & Tech
RB6210	Contracts Analyst	\$2,732	\$2,869	\$3,013	\$3,164	\$3,322	7	7	7	ParaProfessional & Tech
RO6700	Office Technician/Coordinator	\$1,530	\$1,606	\$1,686	\$1,770	\$1,858	1	1	1	Office & Office Technical
		ALLOCATED TOTAL					11	11	11	
		POSITION TOTAL					11	11	11	
Budget Unit 4049500000 Health Care Services Administration										
HH1100	Director Health Care Services	\$7,288	\$7,653	\$8,035	\$8,438	\$8,860	1	1	1	Executive
HH1105	Asst Director- Health Care Services	\$5,710	\$5,996	\$6,295	\$6,610	\$6,941	1	1	1	Executive
EI2100	Chief Information Officer-HCS	\$4,325	\$4,541	\$4,768	\$5,006	\$5,256	1	1	1	Senior Management
RI1011	Dept Information Systems Manager	\$4,000	\$4,200	\$4,410	\$4,631	\$4,862	1	1	1	Middle Management
RM0226	Management Analyst III	\$3,322	\$3,489	\$3,663	\$3,847	\$4,039	1	1	1	Middle Management
RO2050	Administrative Secretary	\$1,637	\$1,718	\$1,804	\$1,894	\$1,990	1	1	1	Office & Office Technical
RI1204	Dept Applications Analyst IV	\$3,699	\$3,885	\$4,079	\$4,283	\$4,497	1	1	1	Professional
RI1203	Dept Applications Analyst III	\$3,388	\$3,558	\$3,735	\$3,922	\$4,118	1	1	1	Professional
- RI1202	Dept Applications Analyst II	\$2,968	\$3,117	\$3,273	\$3,437	\$3,609	4	4	4	Professional

COUNTY OF SAN JOAQUIN

POSITION BUDGET DETAIL

FISCAL YEAR 2019-2020

JOB CODE	POSITION TITLE	----- BIWEEKLY SALARY AS OF JUNE 30, 2020 -----					ALLOCATED JUNE 2019	REQUESTED 2019-2020	RECOMMENDED 2019-2020	REPRESENTATION UNIT
		STEP 1	STEP 2	STEP 3	STEP 4	STEP 5				
- RI1201	Dept Applications Analyst I	\$2,418	\$2,539	\$2,666	\$2,799	\$2,940				Professional
RI1104	Dept Info Systems Analyst IV	\$3,699	\$3,885	\$4,079	\$4,283	\$4,497	1	1	1	Professional
RI1103	Dept Info Systems Analyst III	\$3,388	\$3,558	\$3,735	\$3,922	\$4,118	2	2	2	Professional
- RI1102	Dept Info Systems Analyst II	\$2,968	\$3,117	\$3,273	\$3,437	\$3,609	5	5	5	Professional
- RI1101	Dept Info Systems Analyst I	\$2,418	\$2,539	\$2,666	\$2,799	\$2,940				Professional
RI1303	Dept Info Systems Specialist III	\$2,349	\$2,466	\$2,590	\$2,719	\$2,854	1	1	1	ParaProfessional & Tech
- RI1302	Dept Info Systems Specialist II	\$2,079	\$2,183	\$2,293	\$2,407	\$2,527	1	1	1	ParaProfessional & Tech
- RI1301	Dept Info Systems Specialist I	\$1,886	\$1,980	\$2,079	\$2,183	\$2,293				ParaProfessional & Tech
- RI1402	Dept Info Systems Tech II	\$1,796	\$1,886	\$1,980	\$2,079	\$2,183	1	1	1	ParaProfessional & Tech
- RI1401	Dept Info Systems Tech I	\$1,630	\$1,710	\$1,796	\$1,886	\$1,980				ParaProfessional & Tech
- RB6512	Management Analyst II	\$2,666	\$2,799	\$2,940	\$3,087	\$3,242	1	1	1	ParaProfessional & Tech
- RB6511	Management Analyst I	\$1,980	\$2,079	\$2,183	\$2,293	\$2,407				ParaProfessional & Tech
RI0110	Office Systems Specialist	\$1,645	\$1,727	\$1,813	\$1,904	\$1,999	1	1	1	ParaProfessional & Tech
- RO6110	Senior Office Assistant	\$1,381	\$1,450	\$1,522	\$1,598	\$1,678				Office & Office Technical
- RO6105	Office Assistant	\$1,314	\$1,381	\$1,450	\$1,522	\$1,598	1	1	1	Office & Office Technical
		ALLOCATED TOTAL					26	26	26	
		POSITION TOTAL					26	26	26	
Budget Unit 5050101000 HSA - Administration										
HS1150	Director of Human Services	\$6,326	\$6,643	\$6,975	\$7,324	\$7,690	1	1	1	Executive
ES1155	Assistant Director of Human Services	\$4,958	\$5,206	\$5,466	\$5,738	\$6,026	1	1	1	Senior Management
EB2100	Deputy Director of Human Services	\$4,178	\$4,387	\$4,606	\$4,837	\$5,078	5	5	5	Senior Management
- RI2084	Child Protective Services Counsel IV	\$4,982	\$5,230	\$5,492	\$5,766	\$6,054	2	2	2	Confidential
- RI2083	Child Protective Services Counsel III	\$4,304	\$4,518	\$4,745	\$4,982	\$5,230	2	2	2	Confidential
- RI2082	Child Protective Services Counsel II	\$3,437	\$3,609	\$3,790	\$3,979	\$4,178				Confidential
- RI2081	Child Protective Services Counsel I	\$2,826	\$2,968	\$3,117	\$3,273	\$3,437				Confidential
RB3010	Accounting Manager	\$3,118	\$3,274	\$3,438	\$3,610	\$3,791	1	1	1	Middle Management
RM0800	Child Welfare Division Chief	\$3,865	\$4,059	\$4,262	\$4,476	\$4,699	4	4	4	Middle Management
RI1011	Dept Information Systems Manager	\$4,000	\$4,200	\$4,410	\$4,631	\$4,862	1	1	1	Middle Management
RM0224	Management Services Administrator	\$3,558	\$3,736	\$3,924	\$4,120	\$4,326	1	1	1	Middle Management
RM0226	Management Analyst III	\$3,322	\$3,489	\$3,663	\$3,847	\$4,039	2	2	2	Middle Management
RM1153	Program Manager	\$3,259	\$3,422	\$3,593	\$3,773	\$3,962	12	12	12	Middle Management
- RB4002	Accountant II	\$2,238	\$2,349	\$2,466	\$2,590	\$2,719	2	3 *	3 *	ParaProfessional & Tech

COUNTY OF SAN JOAQUIN

POSITION BUDGET DETAIL

FISCAL YEAR 2019-2020

JOB CODE	POSITION TITLE	----- BIWEEKLY SALARY AS OF JUNE 30, 2020 -----					ALLOCATED JUNE 2019	REQUESTED 2019-2020	RECOMMENDED 2019-2020	REPRESENTATION UNIT
		STEP 1	STEP 2	STEP 3	STEP 4	STEP 5				
- RB4001	Accountant I	\$1,904	\$1,999	\$2,099	\$2,205	\$2,314	1	1	1	ParaProfessional & Tech
RO3012	Accounting Technician II	\$1,894	\$1,990	\$2,090	\$2,194	\$2,303	3	3	3	Office & Office Technical
RO3011	Accounting Technician I	\$1,637	\$1,718	\$1,804	\$1,894	\$1,990	13	13	13	Office & Office Technical
RO2050	Administrative Secretary	\$1,637	\$1,718	\$1,804	\$1,894	\$1,990	2	2	2	Office & Office Technical
RS0110	Benefits Systems Specialist	\$2,079	\$2,183	\$2,293	\$2,407	\$2,527	2	2	2	ParaProfessional & Tech
RS0111	Benefits Systems Supervisor	\$2,226	\$2,338	\$2,454	\$2,577	\$2,706	1	1	1	Supervisors Unit
- RO4602	Collections Clerk II	\$1,645	\$1,727	\$1,813	\$1,904	\$1,999	1	1	1	Office & Office Technical
- RO4601	Collections Clerk I	\$1,408	\$1,478	\$1,552	\$1,630	\$1,710	2	3 *	3 *	Office & Office Technical
RB6211	Contracts Supervisor	\$2,926	\$3,072	\$3,226	\$3,388	\$3,558	1	1	1	Supervisors Unit
RB6210	Contracts Analyst	\$2,732	\$2,869	\$3,013	\$3,164	\$3,322	4	4	4	ParaProfessional & Tech
- RC0402	Crafts Worker II	\$1,630	\$1,710	\$1,796	\$1,886	\$1,980	1	1	1	Trades Labor & Institutnl
- RC0401	Crafts Worker I	\$1,478	\$1,552	\$1,630	\$1,710	\$1,796				Trades Labor & Institutnl
R1203	Dept Applications Analyst III	\$3,388	\$3,558	\$3,735	\$3,922	\$4,118	1	1	1	Professional
- R1102	Dept Info Systems Analyst II	\$2,968	\$3,117	\$3,273	\$3,437	\$3,609	1	1	1	Professional
- R1101	Dept Info Systems Analyst I	\$2,418	\$2,539	\$2,666	\$2,799	\$2,940				Professional
R1303	Dept Info Systems Specialist III	\$2,349	\$2,466	\$2,590	\$2,719	\$2,854	2	2	2	ParaProfessional & Tech
- R1302	Dept Info Systems Specialist II	\$2,079	\$2,183	\$2,293	\$2,407	\$2,527	5	5	5	ParaProfessional & Tech
- R1301	Dept Info Systems Specialist I	\$1,886	\$1,980	\$2,079	\$2,183	\$2,293				ParaProfessional & Tech
RO6120	Department Payroll Specialist	\$1,450	\$1,522	\$1,598	\$1,678	\$1,761	2	2	2	Office & Office Technical
RB5500	Departmental Personnel Analyst	\$2,666	\$2,799	\$2,940	\$3,087	\$3,242	1	1	1	Confidential
RS0105	Eligibility Supervisor	\$2,120	\$2,226	\$2,338	\$2,454	\$2,577	61	61	61	Supervisors Unit
RS0103	Eligibility Worker III	\$1,778	\$1,867	\$1,961	\$2,059	\$2,162	25	26 *	26 *	ParaProfessional & Tech
- RS0102	Eligibility Worker II	\$1,670	\$1,753	\$1,840	\$1,932	\$2,029	376	376	376	ParaProfessional & Tech
- RS0101	Eligibility Worker I	\$1,414	\$1,485	\$1,559	\$1,637	\$1,718	55	55	55	ParaProfessional & Tech
RS5003	Employment Training Supervisor	\$2,259	\$2,372	\$2,490	\$2,615	\$2,746	5	5	5	Supervisors Unit
- RS5002	Employment Training Specialist II	\$1,886	\$1,980	\$2,079	\$2,183	\$2,293	34	34	34	ParaProfessional & Tech
- RS5001	Employment Training Specialist I	\$1,710	\$1,796	\$1,886	\$1,980	\$2,079				ParaProfessional & Tech
RO2060	Executive Secretary	\$1,894	\$1,990	\$2,090	\$2,194	\$2,303	1	1	1	Office & Office Technical
- RS0122	HSA Program Supervisor II	\$2,926	\$3,072	\$3,226	\$3,388	\$3,558	5	5	5	Supervisors Unit
- RS0121	HSA Program Supervisor I	\$2,349	\$2,466	\$2,590	\$2,719	\$2,854				Supervisors Unit
- RB6202	HSA Staff Analyst II	\$2,732	\$2,869	\$3,013	\$3,164	\$3,322	24	24	24	ParaProfessional & Tech
- RB6201	HSA Staff Analyst I	\$2,407	\$2,527	\$2,654	\$2,786	\$2,926	4	4	4	ParaProfessional & Tech
RC1502	Lead Transportation Worker	\$1,537	\$1,614	\$1,694	\$1,778	\$1,867	1	1	1	Safety Invstgtv & Custdl

COUNTY OF SAN JOAQUIN

POSITION BUDGET DETAIL

FISCAL YEAR 2019-2020

JOB CODE	POSITION TITLE	----- BIWEEKLY SALARY AS OF JUNE 30, 2020 -----					ALLOCATED JUNE 2019	REQUESTED 2019-2020	RECOMMENDED 2019-2020	REPRESENTATION UNIT
		STEP 1	STEP 2	STEP 3	STEP 4	STEP 5				
RL0301	Legal Technician I	\$1,499	\$1,574	\$1,653	\$1,735	\$1,822	2	2	2	Office & Office Technical
RL0302	Legal Technician II	\$1,582	\$1,661	\$1,744	\$1,830	\$1,922	1	1	1	Office & Office Technical
- RB6512	Management Analyst II	\$2,666	\$2,799	\$2,940	\$3,087	\$3,242	2	2	2	ParaProfessional & Tech
- RB6511	Management Analyst I	\$1,980	\$2,079	\$2,183	\$2,293	\$2,407				ParaProfessional & Tech
RO6115	Office Assistant Specialist	\$1,450	\$1,522	\$1,598	\$1,678	\$1,761	11	11	11	Office & Office Technical
RO2000	Office Secretary	\$1,530	\$1,606	\$1,686	\$1,770	\$1,858	2	2	2	Office & Office Technical
RO1000	Office Supervisor	\$1,530	\$1,606	\$1,686	\$1,770	\$1,858	8	8	8	Supervisors Unit
RO1500	Senior Administrative Supervisor	\$1,778	\$1,867	\$1,961	\$2,059	\$2,162	3	3	3	Supervisors Unit
- RO6110	Senior Office Assistant	\$1,381	\$1,450	\$1,522	\$1,598	\$1,678	142	142	142	Office & Office Technical
- RO6105	Office Assistant	\$1,314	\$1,381	\$1,450	\$1,522	\$1,598	17	17	17	Office & Office Technical
RO7302	Senior Support Services Technician	\$1,522	\$1,598	\$1,678	\$1,761	\$1,849	1	1	1	Office & Office Technical
RS1075	Shelter Social Worker	\$2,142	\$2,248	\$2,361	\$2,478	\$2,602	2	2	2	Safety Invstgtv & Custdl
RS3415	Social Worker Supervisor II	\$2,615	\$2,746	\$2,883	\$3,027	\$3,179	32	33 *	33 *	Supervisors Unit
RS3410	Social Worker Supervisor I	\$2,442	\$2,564	\$2,692	\$2,826	\$2,968	8	8	8	Supervisors Unit
- RS3404	Social Worker IV	\$2,326	\$2,442	\$2,564	\$2,692	\$2,826	2	2	2	ParaProfessional & Tech
- RS3403	Social Worker III	\$2,194	\$2,303	\$2,418	\$2,539	\$2,666				ParaProfessional & Tech
- RS3402	Social Worker II	\$1,932	\$2,029	\$2,130	\$2,238	\$2,349	28	28	28	ParaProfessional & Tech
- RS3401	Social Worker I	\$1,670	\$1,753	\$1,840	\$1,932	\$2,029	8	8	8	ParaProfessional & Tech
- RS3405	Social Worker V	\$2,442	\$2,564	\$2,692	\$2,826	\$2,968	68	77 *	77 *	Professional
- RS3404	Social Worker IV	\$2,326	\$2,442	\$2,564	\$2,692	\$2,826	91	91	91	ParaProfessional & Tech
- RS3403	Social Worker III	\$2,194	\$2,303	\$2,418	\$2,539	\$2,666	9	9	9	ParaProfessional & Tech
- RS3402	Social Worker II	\$1,932	\$2,029	\$2,130	\$2,238	\$2,349	9	9	9	ParaProfessional & Tech
- RS3401	Social Worker I	\$1,670	\$1,753	\$1,840	\$1,932	\$2,029	21	21	21	ParaProfessional & Tech
RC2001	Stock Clerk II	\$1,374	\$1,442	\$1,514	\$1,590	\$1,670	4	4	4	Trades Labor & Institutnl
RC2012	Storekeeper II	\$1,753	\$1,840	\$1,932	\$2,029	\$2,130	1	1	1	Supervisors Unit
RC2011	Storekeeper I	\$1,552	\$1,630	\$1,710	\$1,796	\$1,886	1	1	1	Trades Labor & Institutnl
- RO7301	Support Services Technician II	\$1,314	\$1,381	\$1,450	\$1,522	\$1,598	1	1	1	Office & Office Technical
- RO7300	Support Services Technician I	\$1,234	\$1,295	\$1,360	\$1,428	\$1,499				Office & Office Technical
RS0140	Teaching & Demonstrating Homemkr	\$1,205	\$1,265	\$1,328	\$1,394	\$1,464	2	2	2	Office & Office Technical
RC1501	Transportation Worker	\$1,464	\$1,537	\$1,614	\$1,694	\$1,778	4	4	4	Safety Invstgtv & Custdl
- RL3041	Welfare Fraud Specialist II	\$2,577	\$2,706	\$2,841	\$2,983	\$3,133	3	4 *	4 *	Safety Invstgtv & Custdl
- RL3040	Welfare Fraud Specialist I	\$2,142	\$2,248	\$2,361	\$2,478	\$2,602		1,165 *	1,165 *	Safety Invstgtv & Custdl
ALLOCATED TOTAL							1,151	1,165	1,165	*

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COUNTY OF SAN JOAQUIN

POSITION BUDGET DETAIL

FISCAL YEAR 2019-2020

JOB CODE	POSITION TITLE	----- BIWEEKLY SALARY AS OF JUNE 30, 2020 -----					ALLOCATED JUNE 2019	REQUESTED 2019-2020	RECOMMENDED 2019-2020	REPRESENTATION UNIT
		STEP 1	STEP 2	STEP 3	STEP 4	STEP 5				
RS7020	Community Social Services Director	\$1,980	\$2,079	\$2,183	\$2,293	\$2,407	8	8	8	Supervisors Unit
RS7015	Community Social Services Asst	\$1,514	\$1,590	\$1,670	\$1,753	\$1,840	9	9	9	ParaProfessional & Tech
- RS5002	Employment Training Specialist II	\$1,886	\$1,980	\$2,079	\$2,183	\$2,293	1	1	1	ParaProfessional & Tech
- RS5001	Employment Training Specialist I	\$1,710	\$1,796	\$1,886	\$1,980	\$2,079				ParaProfessional & Tech
RE1400	Energy Program Specialist	\$1,514	\$1,590	\$1,670	\$1,753	\$1,840	4	4	4	ParaProfessional & Tech
RS7070	HSA Program Coordinator	\$1,980	\$2,079	\$2,183	\$2,293	\$2,407	2	2	2	ParaProfessional & Tech
- RB6202	HSA Staff Analyst II	\$2,732	\$2,869	\$3,013	\$3,164	\$3,322	1	1	1	ParaProfessional & Tech
- RB6201	HSA Staff Analyst I	\$2,407	\$2,527	\$2,654	\$2,786	\$2,926				ParaProfessional & Tech
- RB6512	Management Analyst II	\$2,666	\$2,799	\$2,940	\$3,087	\$3,242	1	1	1	ParaProfessional & Tech
- RB6511	Management Analyst I	\$1,980	\$2,079	\$2,183	\$2,293	\$2,407				ParaProfessional & Tech
R01000	Office Supervisor	\$1,530	\$1,606	\$1,686	\$1,770	\$1,858		1 *	1 *	Supervisors Unit
RO6700	Office Technician/Coordinator	\$1,530	\$1,606	\$1,686	\$1,770	\$1,858	1	*	*	Office & Office Technical
RS7090	Senior Info & Assistance Specialist	\$1,514	\$1,590	\$1,670	\$1,753	\$1,840	3	3	3	ParaProfessional & Tech
- RO6110	Senior Office Assistant	\$1,381	\$1,450	\$1,522	\$1,598	\$1,678	3	3	3	Office & Office Technical
- RO6105	Office Assistant	\$1,314	\$1,381	\$1,450	\$1,522	\$1,598	3	3	3	Office & Office Technical
RC0302	Senior Weatherization Specialist	\$1,796	\$1,886	\$1,980	\$2,079	\$2,183	3	3	3	Trades Labor & Institutional
RS3415	Social Worker Supervisor II	\$2,615	\$2,746	\$2,883	\$3,027	\$3,179	1	1	1	Supervisors Unit
- RS3402	Social Worker II	\$1,932	\$2,029	\$2,130	\$2,238	\$2,349	4	4	4	ParaProfessional & Tech
- RS3401	Social Worker I	\$1,670	\$1,753	\$1,840	\$1,932	\$2,029				ParaProfessional & Tech
RC2011	Storekeeper I	\$1,552	\$1,630	\$1,710	\$1,796	\$1,886	1	1	1	Trades Labor & Institutional
RC0300	Weatherization Program Supervisor	\$2,079	\$2,183	\$2,293	\$2,407	\$2,527	1	1	1	Supervisors Unit
ALLOCATED TOTAL							58	58	58	
Temporary (FTE)							15.3	14.6 *	14.6 *	
POSITION TOTAL							73.3	72.6 *	72.6 *	
Budget Unit 5055103000 Employment - Economic Development										
HS1250	Director Employment & Economic Dev	\$4,346	\$4,562	\$4,790	\$5,030	\$5,282	1	1	1	Executive
ES2260	Deputy Dir-Employment & Training	\$3,627	\$3,809	\$3,999	\$4,199	\$4,409	1	1	1	Senior Management
RB3010	Accounting Manager	\$3,118	\$3,274	\$3,438	\$3,610	\$3,791	1	1	1	Middle Management
ES2255	EEDD Economic Development Director	\$3,454	\$3,627	\$3,809	\$3,999	\$4,199	1	1	1	Senior Management
RM1173	EEDD Admin. Services Manager	\$3,274	\$3,438	\$3,610	\$3,791	\$3,981	1	1	1	Middle Management
RM1171	EEDD Division Manager	\$3,043	\$3,196	\$3,356	\$3,524	\$3,700	2	2	2	Middle Management
RB4003	Accountant III	\$2,527	\$2,654	\$2,786	\$2,926	\$3,072	1	1	1	ParaProfessional & Tech

COUNTY OF SAN JOAQUIN

POSITION BUDGET DETAIL

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JOB CODE	POSITION TITLE	----- BIWEEKLY SALARY AS OF JUNE 30, 2020 -----					ALLOCATED JUNE 2019	REQUESTED 2019-2020	RECOMMENDED 2019-2020	REPRESENTATION UNIT
		STEP 1	STEP 2	STEP 3	STEP 4	STEP 5				
- RB4002	Accountant II	\$2,238	\$2,349	\$2,466	\$2,590	\$2,719	2	2	2	ParaProfessional & Tech
- RB4001	Accountant I	\$1,904	\$1,999	\$2,099	\$2,205	\$2,314				ParaProfessional & Tech
RO3012	Accounting Technician II	\$1,894	\$1,990	\$2,090	\$2,194	\$2,303	1	1	1	Office & Office Technical
RO3011	Accounting Technician I	\$1,637	\$1,718	\$1,804	\$1,894	\$1,990	3	3	3	Office & Office Technical
RB0600	Business Loan Officer	\$2,407	\$2,527	\$2,654	\$2,786	\$2,926		1 *	1 *	ParaProfessional & Tech
RI1104	Dept Info Systems Analyst IV	\$3,699	\$3,885	\$4,079	\$4,283	\$4,497	1	1	1	Professional
RI1103	Dept Info Systems Analyst III	\$3,388	\$3,558	\$3,735	\$3,922	\$4,118	1	1	1	Professional
- RI1102	Dept Info Systems Analyst II	\$2,968	\$3,117	\$3,273	\$3,437	\$3,609	1	1	1	Professional
- RI1101	Dept Info Systems Analyst I	\$2,418	\$2,539	\$2,666	\$2,799	\$2,940	1	1	1	Professional
RB6303	EEDD Analyst III	\$2,654	\$2,786	\$2,926	\$3,072	\$3,226	2	2	2	ParaProfessional & Tech
- RB6302	EEDD Analyst II	\$2,314	\$2,430	\$2,552	\$2,679	\$2,813	1	1	1	ParaProfessional & Tech
- RB6301	EEDD Analyst I	\$2,099	\$2,205	\$2,314	\$2,430	\$2,552	2	2	2	ParaProfessional & Tech
- RS5512	EEDD Employment Services Spec II	\$1,886	\$1,980	\$2,079	\$2,183	\$2,293	4	4	4	ParaProfessional & Tech
- RS5511	EEDD Employment Services Spec I	\$1,710	\$1,796	\$1,886	\$1,980	\$2,079				ParaProfessional & Tech
RC2015	EEDD Facilities Coordinator	\$1,840	\$1,932	\$2,029	\$2,130	\$2,238	1	1	1	Supervisors Unit
- RS5502	EEDD Intake & Referral Specialist II	\$1,450	\$1,522	\$1,598	\$1,678	\$1,761	4	4	4	Office & Office Technical
- RS5501	EEDD Intake & Referral Specialist I	\$1,314	\$1,381	\$1,450	\$1,522	\$1,598	1	1	1	Office & Office Technical
RS5003	Employment Training Supervisor	\$2,259	\$2,372	\$2,490	\$2,615	\$2,746	5	5	5	Supervisors Unit
- RS5002	Employment Training Specialist II	\$1,886	\$1,980	\$2,079	\$2,183	\$2,293	16	16	16	ParaProfessional & Tech
- RS5001	Employment Training Specialist I	\$1,710	\$1,796	\$1,886	\$1,980	\$2,079	6	6	6	ParaProfessional & Tech
RO2060	Executive Secretary	\$1,894	\$1,990	\$2,090	\$2,194	\$2,303	1	1	1	Office & Office Technical
RO2000	Office Secretary	\$1,530	\$1,606	\$1,686	\$1,770	\$1,858	1	1	1	Office & Office Technical
RO1500	Senior Administrative Supervisor	\$1,778	\$1,867	\$1,961	\$2,059	\$2,162	1	1	1	Supervisors Unit
- RO6110	Senior Office Assistant	\$1,381	\$1,450	\$1,522	\$1,598	\$1,678	3	3	3	Office & Office Technical
- RO6105	Office Assistant	\$1,314	\$1,381	\$1,450	\$1,522	\$1,598	3	3	3	Office & Office Technical
RC2001	Stock Clerk II	\$1,374	\$1,442	\$1,514	\$1,590	\$1,670	1	1	1	Trades Labor & Institutnl
ALLOCATED TOTAL							70	71 *	71 *	
Temporary (FTE)							3.6	7.4 *	7.4 *	
POSITION TOTAL							73.6	78.4 *	78.4 *	

Budget Unit 5055246000 Neighborhood Preservation

EE2110	Deputy Director-Programs and Admin	\$4,079	\$4,283	\$4,497	\$4,722	\$4,958	1	1	1	Senior Management
RM0226	Management Analyst III	\$3,322	\$3,489	\$3,663	\$3,847	\$4,039	1	1	1	Middle Management

COUNTY OF SAN JOAQUIN

POSITION BUDGET DETAIL

FISCAL YEAR 2019-2020

JOB CODE	POSITION TITLE	----- BIWEEKLY SALARY AS OF JUNE 30, 2020 -----					ALLOCATED JUNE 2019	REQUESTED 2019-2020	RECOMMENDED 2019-2020	REPRESENTATION UNIT
		STEP 1	STEP 2	STEP 3	STEP 4	STEP 5				
- RB4002	Accountant II	\$2,238	\$2,349	\$2,466	\$2,590	\$2,719	1	1	1	ParaProfessional & Tech
- RB4001	Accountant I	\$1,904	\$1,999	\$2,099	\$2,205	\$2,314				ParaProfessional & Tech
RO3011	Accounting Technician I	\$1,637	\$1,718	\$1,804	\$1,894	\$1,990	1	1	1	Office & Office Technical
RO6115	Office Assistant Specialist	\$1,450	\$1,522	\$1,598	\$1,678	\$1,761	1	1	1	Office & Office Technical
- RB6512	Management Analyst II	\$2,666	\$2,799	\$2,940	\$3,087	\$3,242	1	1	1	ParaProfessional & Tech
- RB6511	Management Analyst I	\$1,980	\$2,079	\$2,183	\$2,293	\$2,407				ParaProfessional & Tech
RC0203	Senior Housing Rehab Specialist	\$2,732	\$2,869	\$3,013	\$3,164	\$3,322	1	1	1	Trades Labor & Institutnl
		ALLOCATED TOTAL					7	7	7	
		POSITION TOTAL					7	7	7	

Budget Unit 5055600000 Veterans Service Office

EB2156	Deputy Director Veterans Services	\$2,786	\$2,926	\$3,072	\$3,226	\$3,388	1	1	1	Senior Management
- RO6110	Senior Office Assistant	\$1,381	\$1,450	\$1,522	\$1,598	\$1,678	1	1	1	Office & Office Technical
- RO6105	Office Assistant	\$1,314	\$1,381	\$1,450	\$1,522	\$1,598				Office & Office Technical
- RB0802	Veterans Service Rep II	\$1,744	\$1,830	\$1,922	\$2,019	\$2,120	2	2	2	ParaProfessional & Tech
- RB0801	Veterans Service Rep I	\$1,478	\$1,552	\$1,630	\$1,710	\$1,796				ParaProfessional & Tech
		ALLOCATED TOTAL					4	4	4	
		Temporary (FTE)					2	2	2	
		POSITION TOTAL					6	6	6	

Budget Unit 6061500000 Cooperative Extension

RA0101	Agricultural Field & Lab Technician II	\$1,499	\$1,574	\$1,653	\$1,735	\$1,822	1	1	1	Trades Labor & Institutnl
RB6000	Junior Administrative Assistant	\$1,830	\$1,922	\$2,019	\$2,120	\$2,226	1	1	1	ParaProfessional & Tech
- RO6110	Senior Office Assistant	\$1,381	\$1,450	\$1,522	\$1,598	\$1,678	2	2	2	Office & Office Technical
- RO6105	Office Assistant	\$1,314	\$1,381	\$1,450	\$1,522	\$1,598				Office & Office Technical
		ALLOCATED TOTAL					4	4	4	
		POSITION TOTAL					4	4	4	

Budget Unit 7070300000 Parks - Recreation

EC2202	Parks Administrator	\$3,558	\$3,735	\$3,922	\$4,118	\$4,325	1	1	1	Senior Management
RC0803	Park Maintenance Supervisor	\$2,060	\$2,163	\$2,270	\$2,384	\$2,503	1	1	1	Middle Management
RA0702	Zoo & Interpretive Services Manager	\$2,814	\$2,955	\$3,103	\$3,259	\$3,422	1	1	1	Middle Management
RO3011	Accounting Technician I	\$1,637	\$1,718	\$1,804	\$1,894	\$1,990	1	1	1	Office & Office Technical

COUNTY OF SAN JOAQUIN

POSITION BUDGET DETAIL

FISCAL YEAR 2019-2020

JOB CODE	POSITION TITLE	----- BIWEEKLY SALARY AS OF JUNE 30, 2020 -----					ALLOCATED JUNE 2019	REQUESTED 2019-2020	RECOMMENDED 2019-2020	REPRESENTATION UNIT
		STEP 1	STEP 2	STEP 3	STEP 4	STEP 5				
RA0705	Animal Care Specialist	\$1,537	\$1,614	\$1,694	\$1,778	\$1,867	5	5	5	ParaProfessional & Tech
RP0730	Labor Crew Leader	\$1,622	\$1,702	\$1,787	\$1,876	\$1,970	1	1	1	Trades Labor & Institutnl
RC3003	Park Equipment Mechanic	\$1,670	\$1,753	\$1,840	\$1,932	\$2,029	1	1	1	Trades Labor & Institutnl
RC0805	Park Fee Coordinator	\$1,478	\$1,552	\$1,630	\$1,710	\$1,796	1	1	1	Trades Labor & Institutnl
RC0800	Park Worker	\$1,537	\$1,614	\$1,694	\$1,778	\$1,867	17	17	17	Trades Labor & Institutnl
RM0100	Parks Marketing & Promotion Spec	\$2,019	\$2,120	\$2,226	\$2,338	\$2,454	1	1	1	Professional
RA0710	Senior Animal Care Specialist	\$1,614	\$1,694	\$1,778	\$1,867	\$1,961	1	1	1	ParaProfessional & Tech
- RO6110	Senior Office Assistant	\$1,381	\$1,450	\$1,522	\$1,598	\$1,678	2	2	2	Office & Office Technical
- RO6105	Office Assistant	\$1,314	\$1,381	\$1,450	\$1,522	\$1,598				Office & Office Technical
RC0801	Senior Park Worker	\$1,778	\$1,867	\$1,961	\$2,059	\$2,162	2	2	2	Supervisors Unit
RM0140	Zoo Curator	\$1,830	\$1,922	\$2,019	\$2,120	\$2,226	1	1	1	Supervisors Unit
		ALLOCATED TOTAL					36	36	36	
		Temporary (FTE)					9.5	9.1 *	9.1 *	
		POSITION TOTAL					45.5	45.1 *	45.1 *	

Budget Unit 8190000000 Fleet Services

RC1016	Fleet Manager	\$3,593	\$3,773	\$3,962	\$4,160	\$4,368	1	1	1	Middle Management
RM0226	Management Analyst III	\$3,322	\$3,489	\$3,663	\$3,847	\$4,039	1	1	1	Middle Management
RO3011	Accounting Technician I	\$1,637	\$1,718	\$1,804	\$1,894	\$1,990	3	3	3	Office & Office Technical
RC1001	Automotive Maintenance Foreman	\$2,130	\$2,238	\$2,349	\$2,466	\$2,590	2	2	2	Supervisors Unit
RC3000	Automotive Mechanic	\$1,894	\$1,990	\$2,090	\$2,194	\$2,303	8	8	8	Trades Labor & Institutnl
RC1002	Equipment Maintenance Foreman	\$2,173	\$2,282	\$2,395	\$2,515	\$2,641	1	1	1	Supervisors Unit
RC0603	Equipment Service Worker III	\$1,661	\$1,744	\$1,830	\$1,922	\$2,019	2	2	2	Trades Labor & Institutnl
RC0602	Equipment Service Worker II	\$1,544	\$1,622	\$1,702	\$1,787	\$1,876	3	3	3	Trades Labor & Institutnl
RC0601	Equipment Service Worker I	\$1,401	\$1,470	\$1,544	\$1,622	\$1,702	4	4	4	Trades Labor & Institutnl
RC2024	Fleet Parts Specialist	\$1,630	\$1,710	\$1,796	\$1,886	\$1,980	3	3	3	Trades Labor & Institutnl
RC1551	Garage Attendant	\$1,270	\$1,334	\$1,401	\$1,470	\$1,544	1 *	1 *	1 *	Trades Labor & Institutnl
RC3001	Heavy Equipment Mechanic	\$2,029	\$2,130	\$2,238	\$2,349	\$2,466	7	7	7	Trades Labor & Institutnl
RB6512	Management Analyst II	\$2,666	\$2,799	\$2,940	\$3,087	\$3,242	1	1	1	ParaProfessional & Tech
RC1565	Motor Pool Specialist	\$1,450	\$1,522	\$1,598	\$1,678	\$1,761	1	1	1	Office & Office Technical
		ALLOCATED TOTAL					37	38 *	38 *	
		Temporary (FTE)					0.7	0 *	0 *	
		POSITION TOTAL					37.7	38 *	38 *	

COUNTY OF SAN JOAQUIN

POSITION BUDGET DETAIL

FISCAL YEAR 2019-2020

JOB CODE	POSITION TITLE	----- BIWEEKLY SALARY AS OF JUNE 30, 2020 -----					ALLOCATED JUNE 2019	REQUESTED 2019-2020	RECOMMENDED 2019-2020	REPRESENTATION UNIT
		STEP 1	STEP 2	STEP 3	STEP 4	STEP 5				
Budget Unit 8240000000 Information Systems-ISF										
HI1400	Information Systems Director	\$6,054	\$6,358	\$6,675	\$7,009	\$7,359	1	1	1	Executive
EI2400	Information Systems Asst Director	\$4,790	\$5,030	\$5,282	\$5,545	\$5,822	2	2	2	Senior Management
RI1010	Information Systems Manager	\$4,138	\$4,346	\$4,562	\$4,790	\$5,030	4	4	4	Confidential
RI1011	Dept Information Systems Manager	\$4,000	\$4,200	\$4,410	\$4,631	\$4,862	1	1	1	Middle Management
RB6002	Administrative Assistant II	\$2,314	\$2,430	\$2,552	\$2,679	\$2,813	1	1	1	ParaProfessional & Tech
RI1104	Dept Info Systems Analyst IV	\$3,699	\$3,885	\$4,079	\$4,283	\$4,497	1	1	1	Professional
RI1102	Dept Info Systems Analyst II	\$2,968	\$3,117	\$3,273	\$3,437	\$3,609	3	3	3	Professional
RI1302	Dept Info Systems Specialist II	\$2,079	\$2,183	\$2,293	\$2,407	\$2,527	2	2	2	ParaProfessional & Tech
RI1510	Info Systems Analyst V-Security Officer	\$4,019	\$4,220	\$4,431	\$4,653	\$4,885	1	1	1	Professional
RI1505	Information Systems Analyst V	\$4,019	\$4,220	\$4,431	\$4,653	\$4,885	2	2	2	Confidential
RI1005	Information Systems Analyst V	\$4,019	\$4,220	\$4,431	\$4,653	\$4,885	7	7	7	Professional
RI1004	Information Systems Analyst IV	\$3,699	\$3,885	\$4,079	\$4,283	\$4,497	16	17 *	17 *	Professional
RI1003	Information Systems Analyst III	\$3,388	\$3,558	\$3,735	\$3,922	\$4,118	21	20 *	20 *	Professional
RI1002	Information Systems Analyst II	\$2,968	\$3,117	\$3,273	\$3,437	\$3,609	12	10 *	10 *	Professional
RI1001	Information Systems Analyst I	\$2,418	\$2,539	\$2,666	\$2,799	\$2,940	7	6 *	6 *	Professional
RI1020	Info Systems Ops Shift Supervisor	\$2,602	\$2,732	\$2,869	\$3,013	\$3,164	1	1	1	Supervisors Unit
RI1323	Info Systems Specialist III	\$2,349	\$2,466	\$2,590	\$2,719	\$2,854	3	3	3	ParaProfessional & Tech
RI1322	Info Systems Specialist II	\$2,079	\$2,183	\$2,293	\$2,407	\$2,527	1	1	1	ParaProfessional & Tech
RI1321	Info Systems Specialist I	\$1,886	\$1,980	\$2,079	\$2,183	\$2,293				ParaProfessional & Tech
RO6110	Senior Office Assistant	\$1,381	\$1,450	\$1,522	\$1,598	\$1,678				Office & Office Technical
RO6105	Office Assistant	\$1,314	\$1,381	\$1,450	\$1,522	\$1,598	1	1	1	Office & Office Technical
ALLOCATED TOTAL							87	84 *	84 *	
POSITION TOTAL							87	84 *	84 *	

FISCAL YEAR 2019-2020

Budget Unit 921000540 Refuse Disposal Administration

COUNTY OF SAN JOAQUIN

POSITION BUDGET DETAIL

FISCAL YEAR 2019-2020

JOB CODE	POSITION TITLE	----- BIWEEKLY SALARY AS OF JUNE 30, 2020 -----					ALLOCATED JUNE 2019	REQUESTED 2019-2020	RECOMMENDED 2019-2020	REPRESENTATION UNIT
		STEP 1	STEP 2	STEP 3	STEP 4	STEP 5				
- RB6511	Management Analyst I	\$1,980	\$2,079	\$2,183	\$2,293	\$2,407	2	2	2	ParaProfessional & Tech
RO1000	Office Supervisor	\$1,530	\$1,606	\$1,686	\$1,770	\$1,858	3	3	3	Supervisors Unit
- RO6110	Senior Office Assistant	\$1,381	\$1,450	\$1,522	\$1,598	\$1,678				Office & Office Technical
- RO6105	Office Assistant	\$1,314	\$1,381	\$1,450	\$1,522	\$1,598	2	2	2	Office & Office Technical
RC0715	Senior Solid Waste Recovery Worker	\$1,552	\$1,630	\$1,710	\$1,796	\$1,886	9	12 *	12 *	Trades Labor & Institutnl
RC1581	Senior Transfer Truck Driver	\$2,130	\$2,238	\$2,349	\$2,466	\$2,590	1	1	1	Supervisors Unit
RC0720	Solid Waste Recovery Supervisor	\$2,173	\$2,282	\$2,395	\$2,515	\$2,641	5	5	5	Supervisors Unit
RC0710	Solid Waste Recovery Worker	\$1,222	\$1,283	\$1,347	\$1,414	\$1,485	13	16 *	16 *	Trades Labor & Institutnl
RC1580	Transfer Truck Driver	\$1,999	\$2,099	\$2,205	\$2,314	\$2,430	10	10	10	Trades Labor & Institutnl
						ALLOCATED TOTAL	80	90 *	90 *	
						Temporary (FTE)	8.5	7.7 *	7.7 *	
						POSITION TOTAL	88.5	97.7 *	97.7 *	

Budget Unit 9221100000 S J General Hospital

EH3101	Hospital Chief Executive Officer	-	-	-	-	\$14,967	1	1	1	Executive
EH3102	Hospital Chief Financial Officer	-	-	-	-	\$10,236	1	1	1	Executive
EH3103	Hospital Chief Nursing Officer	-	-	-	-	\$8,789	1	1	1	Executive
EH3105	Hospital Chief Operating Officer	-	-	-	-	\$8,789	1	1	1	Executive
- EH2106	Deputy Director II-SJGH	\$4,079	\$4,283	\$4,497	\$4,722	\$4,958	2	2	2	Senior Management
- EH2107	Deputy Director I-SJGH	\$3,699	\$3,885	\$4,079	\$4,283	\$4,497	2	2	2	Senior Management
EH2105	Deputy Director-SJGH Nursing	\$4,562	\$4,790	\$5,030	\$5,282	\$5,545	2	2	2	Senior Management
EH2150	Deputy Director-Trauma	\$4,562	\$4,790	\$5,030	\$5,282	\$5,545	1	1	1	Senior Management
EH2100	Deputy Finance Director-HCS	\$3,942	\$4,138	\$4,346	\$4,562	\$4,790	2	2	2	Senior Management
EH2115	Perioperative Services Director	\$4,562	\$4,790	\$5,030	\$5,282	\$5,545	1	1	1	Senior Management
EH2104	Senior Deputy Director-SJGH Clinical	\$4,366	\$4,585	\$4,814	\$5,054	\$5,306	1	1	1	Senior Management
EH8001	Physician Manager	\$7,274	< contract range >			\$24,123	6	6	6	Physicians Management
RB3010	Accounting Manager	\$3,118	\$3,274	\$3,438	\$3,610	\$3,791	1	1	1	Middle Management
RM0215	Assistant Mgr of Admitting	\$2,431	\$2,552	\$2,680	\$2,814	\$2,955	1	1	1	Middle Management
RM0204	Assistant Mgr of Patient Financial Svcs	\$3,013	\$3,164	\$3,322	\$3,489	\$3,663	1	1	1	Middle Management
RM0203	Clinic Services Coordinator	\$3,322	\$3,489	\$3,663	\$3,847	\$4,039	5	4 *	4 *	Middle Management
RH0175	Clinical Education Coordinator	\$4,059	\$4,262	\$4,476	\$4,699	\$4,934	1	1	1	Middle Management
RI1011	Dept Information Systems Manager	\$4,000	\$4,200	\$4,410	\$4,631	\$4,862	1	1	1	Middle Management
RH8005	Director of Clinical Dietetic	\$2,759	\$2,897	\$3,043	\$3,196	\$3,356	1	1	1	Middle Management

COUNTY OF SAN JOAQUIN

POSITION BUDGET DETAIL

FISCAL YEAR 2019-2020

JOB CODE	POSITION TITLE	----- BIWEEKLY SALARY AS OF JUNE 30, 2020 -----					ALLOCATED JUNE 2019	REQUESTED 2019-2020	RECOMMENDED 2019-2020	REPRESENTATION UNIT
		STEP 1	STEP 2	STEP 3	STEP 4	STEP 5				
RM0350	Facilities Manager-HCS	\$3,422	\$3,593	\$3,773	\$3,962	\$4,160	1	1	1	Middle Management
RH0131	Health Information Administrator	\$3,506	\$3,681	\$3,865	\$4,059	\$4,262	1	1	1	Middle Management
RC2070	Hospital Materials Manager	\$3,290	\$3,455	\$3,628	\$3,809	\$4,000	1	1	1	Middle Management
RH4330	Hospital Pharmacy Manager	\$5,600	\$5,881	\$6,175	\$6,483	\$6,807	1	1	1	Middle Management
RM0226	Management Analyst III	\$3,322	\$3,489	\$3,663	\$3,847	\$4,039	4	4	4	Middle Management
RH0320	Manager of Admissions & Utiliz Review	\$2,827	\$2,969	\$3,118	\$3,274	\$3,438	1	1	1	Middle Management
RH5200	Manager of Diagnostic Imaging	\$3,924	\$4,120	\$4,326	\$4,542	\$4,769	1	1	1	Middle Management
RF0204	Manager of Laundry Services	\$1,646	\$1,728	\$1,814	\$1,904	\$2,000	1	1	1	Middle Management
RM0205	Manager of Patient Financial Services	\$3,558	\$3,736	\$3,924	\$4,120	\$4,326	1	1	1	Middle Management
RH5360	Manager of Respiratory Care	\$3,148	\$3,306	\$3,471	\$3,645	\$3,827	1	1	1	Middle Management
RH0100	Medical Staff Coordinator	\$2,801	\$2,940	\$3,088	\$3,243	\$3,405	1	1	1	Middle Management
RH1320	Nursing Dept Manager - Ambulatory	\$4,304	\$4,520	\$4,745	\$4,983	\$5,232	1	1	1	Middle Management
RH1300	Nursing Dept Manager - Inpatient	\$4,520	\$4,745	\$4,983	\$5,232	\$5,493	10	10	10	Middle Management
RM0620	Program Coord - Clinical Services	\$3,322	\$3,489	\$3,663	\$3,847	\$4,039	1	1	1	Middle Management
RM0206	Residency Training Program Manager	\$2,773	\$2,912	\$3,057	\$3,211	\$3,372	1	1	1	Middle Management
RP0405	Security Manager	\$1,796	\$1,886	\$1,980	\$2,080	\$2,184	1	1	1	Middle Management
RH6510	Therapy Services Manager	\$3,645	\$3,827	\$4,019	\$4,220	\$4,431	1	1	1	Middle Management
RB4003	Accountant III	\$2,527	\$2,654	\$2,786	\$2,926	\$3,072	3	3	3	ParaProfessional & Tech
- RB4002	Accountant II	\$2,238	\$2,349	\$2,466	\$2,590	\$2,719				ParaProfessional & Tech
- RB4001	Accountant I	\$1,904	\$1,999	\$2,099	\$2,205	\$2,314	1	1	1	ParaProfessional & Tech
RO3012	Accounting Technician II	\$1,894	\$1,990	\$2,090	\$2,194	\$2,303	1	*	*	Office & Office Technical
RO3011	Accounting Technician I	\$1,637	\$1,718	\$1,804	\$1,894	\$1,990	1	1	1	Office & Office Technical
RB6002	Administrative Assistant II	\$2,314	\$2,430	\$2,552	\$2,679	\$2,813	1	1	1	ParaProfessional & Tech
RO2050	Administrative Secretary	\$1,637	\$1,718	\$1,804	\$1,894	\$1,990	1	1	1	Office & Office Technical
RH4080	Asst Clinical Lab Operations Manager	\$3,809	\$3,999	\$4,199	\$4,409	\$4,630	1	1	1	Supervisors Unit
RC1013	Asst Facilities Manager - HCS	\$2,490	\$2,615	\$2,746	\$2,883	\$3,027	1	1	1	Supervisors Unit
RF0302	Asst Manager Housekeeping Services	\$1,645	\$1,727	\$1,813	\$1,904	\$1,999	1	1	1	Supervisors Unit
RH0130	Asst Medical Records Administrator	\$2,384	\$2,503	\$2,628	\$2,759	\$2,898	1	1	1	Supervisors Unit
RH6490	Audiologist	\$3,042	\$3,195	\$3,355	\$3,523	\$3,699	1	1	1	Professional
RF0130	Baker	\$1,492	\$1,567	\$1,645	\$1,727	\$1,813	1	1	1	Trades Labor & Institutnl
- RH0753	Biomedical Equipment Technician III	\$2,314	\$2,430	\$2,552	\$2,679	\$2,813	1	1	1	Supervisors Unit
- RH0752	Biomedical Equipment Technician II	\$2,162	\$2,270	\$2,384	\$2,503	\$2,628	3	3	3	Trades Labor & Institutnl
- RH0751	Biomedical Equipment Technician I	\$1,961	\$2,059	\$2,162	\$2,270	\$2,384				Trades Labor & Institutnl

COUNTY OF SAN JOAQUIN

POSITION BUDGET DETAIL

FISCAL YEAR 2019-2020

JOB CODE	POSITION TITLE	----- BIWEEKLY SALARY AS OF JUNE 30, 2020 -----					ALLOCATED JUNE 2019	REQUESTED 2019-2020	RECOMMENDED 2019-2020	REPRESENTATION UNIT
		STEP 1	STEP 2	STEP 3	STEP 4	STEP 5				
- RB6205	Business Analyst II	\$2,666	\$2,799	\$2,940	\$3,087	\$3,242	6	8 *	8 *	ParaProfessional & Tech
- RB6204	Business Analyst I	\$1,980	\$2,079	\$2,183	\$2,293	\$2,407	1	1	1	ParaProfessional & Tech
RC4000	Central Plant Engineer	\$2,079	\$2,183	\$2,293	\$2,407	\$2,527	5	5	5	Trades Labor & Institutnl
RB6120	Charge Description Master Analyst	\$2,384	\$2,503	\$2,628	\$2,759	\$2,898	1	1	1	ParaProfessional & Tech
MH7453	Chief Resident Dept Family Prac - Ped	\$2,706	\$2,841	\$2,983	\$3,133	\$3,290	1	1	1	Professional
MH7456	Chief Resident Dept Surgery	-	-	-	-	\$3,258	1	1	1	Professional
MH7452	Chief Resident - Internal Medicine	\$2,706	\$2,841	\$2,983	\$3,133	\$3,290	1	1	1	Professional
- MH7420	Resident Physician 4th Year	-	-	-	-	\$3,027	4	4	4	Professional
- MH7424	Resident Physician 3rd Year	-	-	-	-	\$2,773	3	3	3	Professional
- MH7426	Resident Physician 2nd Year	-	-	-	-	\$2,515	15	15	15	Professional
- MH7428	Resident Physician 1st Year	-	-	-	-	\$2,226	18	18	18	Professional
- SH7615	Intern	-	-	-	-	\$1,970	24	24	24	Professional
- RH8002	Clinical Dietitian II	\$2,338	\$2,454	\$2,577	\$2,706	\$2,841	6	6	6	Professional
- RH8001	Clinical Dietitian I	\$2,173	\$2,282	\$2,395	\$2,515	\$2,641				Professional
RH4003	Clinical Laboratory Scientist III	\$3,558	\$3,735	\$3,922	\$4,118	\$4,325	6	6	6	Supervisors Unit
- RH4002	Clinical Laboratory Scientist II	\$3,133	\$3,290	\$3,454	\$3,627	\$3,809	17	17	17	Professional
- RH4001	Clinical Laboratory Scientist I	\$2,841	\$2,983	\$3,133	\$3,290	\$3,454				Professional
RH1150	Clinical Nurse Specialist - Inpatient	\$4,518	\$4,745	\$4,982	\$5,230	\$5,492	4	2 *	2 *	Registered Nurses
RS3043	Clinical Social Worker III	\$3,027	\$3,179	\$3,338	\$3,506	\$3,681	1	2 *	2 *	Supervisors Unit
- RS3042	Clinical Social Worker II	\$2,679	\$2,813	\$2,954	\$3,102	\$3,258	2	2	2	Professional
- RS3041	Clinical Social Worker I	\$2,407	\$2,527	\$2,654	\$2,786	\$2,926	2	3 *	3 *	Professional
RC0404	Crafts Worker IV	\$2,226	\$2,338	\$2,454	\$2,577	\$2,706	1	1	1	Supervisors Unit
RC0403	Crafts Worker III	\$2,079	\$2,183	\$2,293	\$2,407	\$2,527	10	10	10	Trades Labor & Institutnl
RO4130	Credentiaing Specialist	\$1,637	\$1,718	\$1,804	\$1,894	\$1,990	2	2	2	Office & Office Technical
RI1204	Department Applications Analyst IV	\$3,699	\$3,885	\$4,079	\$4,283	\$4,497	4	4	4	Professional
RI1202	Department Applications Analyst II	\$2,968	\$3,117	\$3,273	\$3,437	\$3,609	2	1 *	1 *	Professional
RI1104	Department Info Systems Analyst IV	\$3,699	\$3,885	\$4,079	\$4,283	\$4,497	2	3 *	3 *	Professional
- RI1103	Department Info Systems Analyst III	\$3,388	\$3,558	\$3,735	\$3,922	\$4,118	2	2	2	Professional
- RI1102	Department Info Systems Analyst II	\$2,968	\$3,117	\$3,273	\$3,437	\$3,609				Professional
- RI1101	Department Info Systems Analyst I	\$2,418	\$2,539	\$2,666	\$2,799	\$2,940				Professional
RI1102	Department Info Systems Analyst II	\$2,968	\$3,117	\$3,273	\$3,437	\$3,609		1 *	1 *	Professional
RI1303	Dept Info Systems Specialist III	\$2,349	\$2,466	\$2,590	\$2,719	\$2,854	2	2	2	ParaProfessional & Tech
- RI1302	Dept Info Systems Specialist II	\$2,079	\$2,183	\$2,293	\$2,407	\$2,527	3	3	3	ParaProfessional & Tech

COUNTY OF SAN JOAQUIN

POSITION BUDGET DETAIL

FISCAL YEAR 2019-2020

JOB CODE	POSITION TITLE	----- BIWEEKLY SALARY AS OF JUNE 30, 2020 -----					ALLOCATED JUNE 2019	REQUESTED 2019-2020	RECOMMENDED 2019-2020	REPRESENTATION UNIT
		STEP 1	STEP 2	STEP 3	STEP 4	STEP 5				
- RI1301	Dept Info Systems Specialist I	\$1,886	\$1,980	\$2,079	\$2,183	\$2,293				ParaProfessional & Tech
RO6120	Department Payroll Specialist	\$1,450	\$1,522	\$1,598	\$1,678	\$1,761	2	2	2	Office & Office Technical
RB5500	Departmental Personnel Analyst	\$2,666	\$2,799	\$2,940	\$3,087	\$3,242	2	3 *	3 *	Confidential
RC1500	Delivery Driver	\$1,295	\$1,360	\$1,428	\$1,499	\$1,574	1	1	1	Trades Labor & Institutnl
RH2060	Dialysis Patient Care Technician	\$1,328	\$1,394	\$1,464	\$1,537	\$1,614	13	14 *	14 *	ParaProfessional & Tech
RH5010	Echocardiographic Technician	\$1,942	\$2,039	\$2,142	\$2,248	\$2,361	3	3	3	ParaProfessional & Tech
RC0410	Electrician	\$2,259	\$2,372	\$2,490	\$2,615	\$2,746	2	2	2	Trades Labor & Institutnl
RO2060	Executive Secretary	\$1,894	\$1,990	\$2,090	\$2,194	\$2,303	1	1	1	Office & Office Technical
RF0110	Food Service Assistant Director	\$1,645	\$1,727	\$1,813	\$1,904	\$1,999	1	1	1	Supervisors Unit
RF0105	Food Service Supervisor	\$1,492	\$1,567	\$1,645	\$1,727	\$1,813	3	3	3	Supervisors Unit
- RF0103	Food Service Worker III	\$1,283	\$1,347	\$1,414	\$1,485	\$1,559	4	4	4	Trades Labor & Institutnl
- RF0102	Food Service Worker II	\$1,170	\$1,228	\$1,289	\$1,354	\$1,422	8	8	8	Trades Labor & Institutnl
- RF0101	Food Service Worker I	\$1,087	\$1,142	\$1,198	\$1,258	\$1,321	9	9	9	Trades Labor & Institutnl
RH0705	Hospital Attendant	\$1,181	\$1,240	\$1,302	\$1,367	\$1,435	8	9 *	9 *	ParaProfessional & Tech
RH0201	Hospital Unit Clerk	\$1,295	\$1,360	\$1,428	\$1,499	\$1,574	28	25 *	25 *	Office & Office Technical
RF0300	Housekeeping Service Worker	\$1,187	\$1,246	\$1,308	\$1,374	\$1,442	42	42	42	Trades Labor & Institutnl
RH1235	Infection Control Coordinator	\$3,903	\$4,098	\$4,304	\$4,518	\$4,745	1	1	1	Registered Nurses
RH4903	Laboratory Assistant Supervisor	\$1,718	\$1,804	\$1,894	\$1,990	\$2,090	1	1	1	Supervisors Unit
RH4902	Laboratory Assistant II	\$1,485	\$1,559	\$1,637	\$1,718	\$1,804	8	8	8	ParaProfessional & Tech
RH4901	Laboratory Assistant I	\$1,334	\$1,401	\$1,470	\$1,544	\$1,622	9	9	9	ParaProfessional & Tech
RF0201	Laundry Worker	\$1,109	\$1,164	\$1,222	\$1,283	\$1,347	5	5	5	Trades Labor & Institutnl
RF0301	Lead Housekeeper	\$1,374	\$1,442	\$1,514	\$1,590	\$1,670	3	3	3	Supervisors Unit
RF0203	Lead Laundry Worker	\$1,401	\$1,470	\$1,544	\$1,622	\$1,702	1	1	1	Supervisors Unit
RH0301	Lead Patient Services Representative	\$1,670	\$1,753	\$1,840	\$1,932	\$2,029	2	2	2	ParaProfessional & Tech
- RB6512	Management Analyst II	\$2,666	\$2,799	\$2,940	\$3,087	\$3,242				ParaProfessional & Tech
- RB6511	Management Analyst I	\$1,980	\$2,079	\$2,183	\$2,293	\$2,407	1	1	1	ParaProfessional & Tech
RO4212	Medical Coder-Certified	\$2,226	\$2,338	\$2,454	\$2,577	\$2,706	12	12	12	ParaProfessional & Tech
RH0120	Medical Librarian	\$1,718	\$1,804	\$1,894	\$1,990	\$2,090	1	1	1	ParaProfessional & Tech
RO4202	Medical Records Technician II	\$1,670	\$1,753	\$1,840	\$1,932	\$2,029	4	4	4	Office & Office Technical
RH4930	Medical Technician	\$1,670	\$1,753	\$1,840	\$1,932	\$2,029	2	2	2	ParaProfessional & Tech
- RH5103	Nuclear Medicine Specialist III	\$3,133	\$3,290	\$3,454	\$3,627	\$3,809	1	1	1	ParaProfessional & Tech
- RH5102	Nuclear Medicine Specialist II	\$2,799	\$2,940	\$3,087	\$3,242	\$3,404				ParaProfessional & Tech
- RH5101	Nuclear Medicine Specialist I	\$2,478	\$2,602	\$2,732	\$2,869	\$3,013				ParaProfessional & Tech

COUNTY OF SAN JOAQUIN

POSITION BUDGET DETAIL

FISCAL YEAR 2019-2020

JOB CODE	POSITION TITLE	----- BIWEEKLY SALARY AS OF JUNE 30, 2020 -----					ALLOCATED JUNE 2019	REQUESTED 2019-2020	RECOMMENDED 2019-2020	REPRESENTATION UNIT
		STEP 1	STEP 2	STEP 3	STEP 4	STEP 5				
RH1170	Nurse Midwife	\$4,675	\$4,910	\$5,154	\$5,412	\$5,682	5	5	5	Registered Nurses
- RH3001	Nursing Assistant	\$1,258	\$1,321	\$1,387	\$1,457	\$1,530	40	40	40	ParaProfessional & Tech
- RH3000	Nursing Assistant Trainee	\$1,125	\$1,181	\$1,240	\$1,302	\$1,367				ParaProfessional & Tech
RO6115	Office Assistant Specialist	\$1,450	\$1,522	\$1,598	\$1,678	\$1,761	26	24 *	24 *	Office & Office Technical
RC4001	Office Building Engineer	\$2,270	\$2,384	\$2,503	\$2,628	\$2,759	1	1	1	Trades Labor & Institutnl
RO2000	Office Secretary	\$1,530	\$1,606	\$1,686	\$1,770	\$1,858	4	4	4	Office & Office Technical
RO1000	Office Supervisor	\$1,530	\$1,606	\$1,686	\$1,770	\$1,858	10	10	10	Supervisors Unit
RI0110	Office Systems Specialist	\$1,645	\$1,727	\$1,813	\$1,904	\$1,999	3	3	3	ParaProfessional & Tech
RO6700	Office Technician/Coordinator	\$1,530	\$1,606	\$1,686	\$1,770	\$1,858	8	8	8	Office & Office Technical
- RH6005	Occup Therapist IV-Asst Dept Mgr	\$3,042	\$3,195	\$3,355	\$3,523	\$3,699				Supervisors Unit
- RH6004	Occup Therapist-Clinical Specialist	\$3,042	\$3,195	\$3,355	\$3,523	\$3,699				Professional
- RH6003	Occupational Therapist-Senior	\$2,841	\$2,983	\$3,133	\$3,290	\$3,454	1	1	1	Professional
- RH6002	Occupational Therapist	\$2,552	\$2,679	\$2,813	\$2,954	\$3,102				Professional
- RH6000	Occupational Therapist Assistant	\$1,813	\$1,904	\$1,999	\$2,099	\$2,205	1	1	1	ParaProfessional & Tech
- RH3031	Operating Room Technician II	\$1,932	\$2,029	\$2,130	\$2,238	\$2,349	9	9	9	ParaProfessional & Tech
- RH3030	Operating Room Technician I	\$1,590	\$1,670	\$1,753	\$1,840	\$1,932	7	7	7	ParaProfessional & Tech
RH3040	Orthopedic Technician	\$1,552	\$1,630	\$1,710	\$1,796	\$1,886	1	1	1	ParaProfessional & Tech
RH3200	Outpatient Clinic Assistant	\$1,302	\$1,367	\$1,435	\$1,506	\$1,582	74	81 *	81 *	ParaProfessional & Tech
RC0800	Park Worker	\$1,537	\$1,614	\$1,694	\$1,778	\$1,867	3	3	3	Trades Labor & Institutnl
RO1010	Patient Financial Services Supervisor	\$1,761	\$1,849	\$1,942	\$2,039	\$2,142	3	3	3	Supervisors Unit
RH0200	Patient Registration Clerk	\$1,381	\$1,450	\$1,522	\$1,598	\$1,678	41	41	41	Office & Office Technical
RH0300	Patient Services Representative	\$1,552	\$1,630	\$1,710	\$1,796	\$1,886	11	11	11	ParaProfessional & Tech
RH4410	Pharmaceutical Inventory Technician	\$1,637	\$1,718	\$1,804	\$1,894	\$1,990	1	1	1	ParaProfessional & Tech
RH4331	Pharmacy Supervisor	\$4,585	\$4,814	\$5,054	\$5,306	\$5,572	2	2	2	Supervisors Unit
RH4350	Pharmacist - Clinical	\$4,497	\$4,722	\$4,958	\$5,206	\$5,466	2	2	2	Professional
- RH4355	Pharmacist	\$4,283	\$4,497	\$4,722	\$4,958	\$5,206	14	14	14	Professional
- RH4354	Pharmacist - Trainee	\$3,258	\$3,421	\$3,592	\$3,771	\$3,960				Professional
- RH4453	Pharmacy Technician III	\$1,637	\$1,718	\$1,804	\$1,894	\$1,990	2	2	2	ParaProfessional & Tech
- RH4452	Pharmacy Technician II	\$1,522	\$1,598	\$1,678	\$1,761	\$1,849	10	10	10	ParaProfessional & Tech
- RH4451	Pharmacy Technician I	\$1,450	\$1,522	\$1,598	\$1,678	\$1,761				ParaProfessional & Tech
- RH6205	Physical Therapist IV-AsstDeptMgr	\$3,242	\$3,404	\$3,574	\$3,754	\$3,942	1	1	1	Supervisors Unit
- RH6204	Physical Therapist-Clinical Specialist	\$3,242	\$3,404	\$3,574	\$3,754	\$3,942	2	2	2	Professional
- RH6203	Physical Therapist-Senior	\$2,998	\$3,148	\$3,306	\$3,471	\$3,645	2	2	2	Professional

COUNTY OF SAN JOAQUIN

POSITION BUDGET DETAIL

FISCAL YEAR 2019-2020

JOB CODE	POSITION TITLE	----- BIWEEKLY SALARY AS OF JUNE 30, 2020 -----					ALLOCATED JUNE 2019	REQUESTED 2019-2020	RECOMMENDED 2019-2020	REPRESENTATION UNIT
		STEP 1	STEP 2	STEP 3	STEP 4	STEP 5				
- RH6202	Physical Therapist	\$2,719	\$2,854	\$2,998	\$3,148	\$3,306				Professional
- RH6200	Physical Therapist Assistant	\$1,970	\$2,070	\$2,173	\$2,282	\$2,395	4	4	4	ParaProfessional & Tech
EH8002	Physician	\$6,902	< contract range >			\$21,538	72	75 *	75 *	Contractor HCS Physicians Re
RO4900	Purchasing Technician	\$1,686	\$1,770	\$1,858	\$1,951	\$2,049	3	3	3	Office & Office Technical
RH1240	Quality Improvement Coordinator	\$3,903	\$4,098	\$4,304	\$4,518	\$4,745	1	1	1	Registered Nurses
- RO1141	Residency Training Program Tech II	\$1,778	\$1,867	\$1,961	\$2,059	\$2,162	1	1	1	Office & Office Technical
- RO1140	Residency Training Program Tech I	\$1,637	\$1,718	\$1,804	\$1,894	\$1,990	2	2	2	Office & Office Technical
RH5005	Supervising Radiologic Technologist	\$2,940	\$3,087	\$3,242	\$3,404	\$3,574	2	2	2	Supervisors Unit
RH5185	Radiologic Tech Educational Coor	\$3,117	\$3,273	\$3,437	\$3,609	\$3,790	1	1	1	ParaProfessional & Tech
RH5180	Radiologic Technologist Instructor	\$2,799	\$2,940	\$3,087	\$3,242	\$3,404	1	1	1	ParaProfessional & Tech
- RH5003	Radiologic Tech III-Mammography	\$2,786	\$2,926	\$3,072	\$3,226	\$3,388	1	1	1	ParaProfessional & Tech
- RH5004	Radiologic Tech III-Special Procedures	\$2,786	\$2,926	\$3,072	\$3,226	\$3,388	3	3	3	ParaProfessional & Tech
- RH5002	Radiologic Technologist II	\$2,503	\$2,628	\$2,759	\$2,898	\$3,042	18	18	18	ParaProfessional & Tech
- RH5001	Radiologic Technologist I	\$2,384	\$2,503	\$2,628	\$2,759	\$2,898				ParaProfessional & Tech
RH2075	Renal Dialysis Procedures Technician	\$2,183	\$2,293	\$2,407	\$2,527	\$2,654	1	1	1	ParaProfessional & Tech
RH5352	Respiratory Care Practitioner Supervisor	\$2,679	\$2,813	\$2,954	\$3,102	\$3,258	3	3	3	Supervisors Unit
- RH5353	Respiratory Care Practitioner II	\$2,503	\$2,628	\$2,759	\$2,898	\$3,042	20	20	20	ParaProfessional & Tech
- RH5351	Respiratory Care Practitioner I	\$2,384	\$2,503	\$2,628	\$2,759	\$2,898				ParaProfessional & Tech
RO4603	Senior Collections Clerk	\$1,727	\$1,813	\$1,904	\$1,999	\$2,099	2	2	2	Office & Office Technical
- RO6110	Senior Office Assistant	\$1,381	\$1,450	\$1,522	\$1,598	\$1,678	54	55 *	55 *	Office & Office Technical
- RO6105	Office Assistant	\$1,314	\$1,381	\$1,450	\$1,522	\$1,598	18	19 *	19 *	Office & Office Technical
- RH1163	Senior Nurse Practitioner - Inpatient	\$4,982	\$5,230	\$5,492	\$5,766	\$6,054				Registered Nurses
- RH1167	Senior Nurse Practitioner - Ambulatory	\$4,745	\$4,982	\$5,230	\$5,492	\$5,766	2	2	2	Registered Nurses
- RH1166	Nurse Practitioner II - Ambulatory	\$4,585	\$4,814	\$5,054	\$5,306	\$5,572	2	2	2	Registered Nurses
- RH1165	Nurse Practitioner I - Ambulatory	\$4,409	\$4,630	\$4,861	\$5,104	\$5,358	5	6 *	6 *	Registered Nurses
- RH1162	Nurse Practitioner II - Inpatient	\$4,814	\$5,054	\$5,306	\$5,572	\$5,850	5	5	5	Registered Nurses
- RH1161	Nurse Practitioner I - Inpatient	\$4,630	\$4,861	\$5,104	\$5,358	\$5,626	1	1	1	Registered Nurses
RH3032	Senior Operating Room Technician	\$2,120	\$2,226	\$2,338	\$2,454	\$2,577	1	1	1	ParaProfessional & Tech
- RH1203	Senior Physician Assistant	\$3,663	\$3,846	\$4,039	\$4,241	\$4,453				Professional
- RH1202	Physician Assistant II	\$3,489	\$3,663	\$3,846	\$4,039	\$4,241				Professional
- RH1201	Physician Assistant I	\$3,322	\$3,489	\$3,663	\$3,846	\$4,039				Professional
RH2010	Special Care Clinic Supervisor	\$1,886	\$1,980	\$2,079	\$2,183	\$2,293	1	1	1	Supervisors Unit
- RH2152	Special Procedures Technician II	\$1,702	\$1,787	\$1,876	\$1,970	\$2,070	1	1	1	ParaProfessional & Tech

COUNTY OF SAN JOAQUIN

POSITION BUDGET DETAIL

FISCAL YEAR 2019-2020

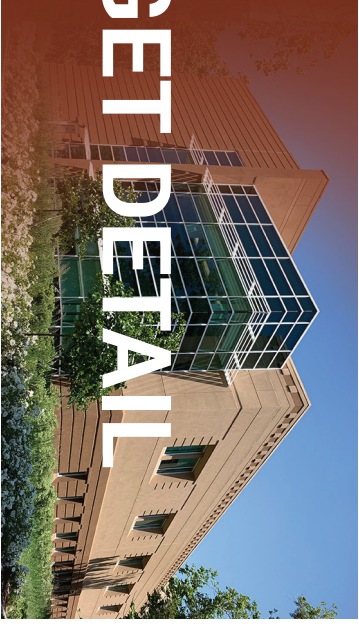
JOB CODE	POSITION TITLE	----- BIWEEKLY SALARY AS OF JUNE 30, 2020 -----					ALLOCATED JUNE 2019	REQUESTED 2019-2020	RECOMMENDED 2019-2020	REPRESENTATION UNIT
		STEP 1	STEP 2	STEP 3	STEP 4	STEP 5				
- RH2151	Special Procedures Technician I	\$1,622	\$1,702	\$1,787	\$1,876	\$1,970				ParaProfessional & Tech
RC5003	Special Systems Technician	\$2,326	\$2,442	\$2,564	\$2,692	\$2,826	2	2	2	Trades Labor & Institutnl
- RH6404	Speech Therapist IV-Clinical Specialist	\$3,042	\$3,195	\$3,355	\$3,523	\$3,699	2	2	2	Professional
- RH6405	Speech Therapist IV-Asst Dept Manager	\$3,042	\$3,195	\$3,355	\$3,523	\$3,699				Supervisors Unit
- RH6403	Speech Therapist III-Senior	\$2,813	\$2,954	\$3,102	\$3,258	\$3,421				Professional
- RH6402	Speech Therapist II-Staff	\$2,552	\$2,679	\$2,813	\$2,954	\$3,102		1 *	1 *	Professional
- RH6401	Speech Therapist I	\$2,349	\$2,466	\$2,590	\$2,719	\$2,854				Professional
- RH2002	Senior Licensed Vocational Nurse	\$1,830	\$1,922	\$2,019	\$2,120	\$2,226	1	1	1	ParaProfessional & Tech
- RH2001	Licensed Vocational Nurse	\$1,744	\$1,830	\$1,922	\$2,019	\$2,120	14	14	14	ParaProfessional & Tech
- RH1106	Staff Nurse V - AsstNDptMg-Inpatient	\$4,098	\$4,304	\$4,518	\$4,745	\$4,982	36	37 *	37 *	Registered Nurses
- RH1126	Staff Nurse V - AsstNDptMgr-Amb	\$3,903	\$4,098	\$4,304	\$4,518	\$4,745	2	2	2	Registered Nurses
- RH1125	Staff Nurse V - Clinical - Ambulatory	\$3,903	\$4,098	\$4,304	\$4,518	\$4,745				Registered Nurses
- RH1105	Staff Nurse V - Clinical Nrs - Inpatient	\$4,098	\$4,304	\$4,518	\$4,745	\$4,982	13	13	13	Registered Nurses
- RH1104	Staff Nurse IV - Inpatient	\$3,866	\$4,059	\$4,262	\$4,475	\$4,698	159	161 *	161 *	Registered Nurses
- RH1103	Staff Nurse III - Inpatient	\$3,627	\$3,809	\$3,999	\$4,199	\$4,409	170	176 *	176 *	Registered Nurses
- RH1102	Staff Nurse II - Inpatient	\$3,506	\$3,681	\$3,866	\$4,059	\$4,262	2	2	2	Registered Nurses
- RH1101	Staff Nurse I - Inpatient	\$3,290	\$3,454	\$3,627	\$3,809	\$3,999				Registered Nurses
- RH1124	Staff Nurse IV - Ambulatory	\$3,681	\$3,866	\$4,059	\$4,262	\$4,475	12	12	12	Registered Nurses
- RH1123	Staff Nurse III - Ambulatory	\$3,454	\$3,627	\$3,809	\$3,999	\$4,199	7	6 *	6 *	Registered Nurses
- RH1122	Staff Nurse II - Ambulatory	\$3,338	\$3,506	\$3,681	\$3,866	\$4,059				Registered Nurses
- RH1121	Staff Nurse I - Ambulatory	\$3,133	\$3,290	\$3,454	\$3,627	\$3,809				Registered Nurses
RH1813	Staff Nurse III - Ambulatory	\$3,960	\$4,158	\$4,366	\$4,585	\$4,814		1 *	1 *	Registered Nurses
RH0853	Sterile Processing Tech Supervisor	\$1,499	\$1,574	\$1,653	\$1,735	\$1,822	1	1	1	Supervisors Unit
- RH0852	Sterile Processing Technician II	\$1,394	\$1,464	\$1,537	\$1,614	\$1,694	6	6	6	Trades Labor & Institutnl
- RH0851	Sterile Processing Technician I	\$1,295	\$1,360	\$1,428	\$1,499	\$1,574	5	5	5	Trades Labor & Institutnl
RC2001	Stock Clerk II	\$1,374	\$1,442	\$1,514	\$1,590	\$1,670	2	2	2	Trades Labor & Institutnl
RC2012	Storekeeper II	\$1,753	\$1,840	\$1,932	\$2,029	\$2,130	1	1	1	Supervisors Unit
RC2011	Storekeeper I	\$1,552	\$1,630	\$1,710	\$1,796	\$1,886	3	4 *	4 *	Trades Labor & Institutnl
RH0820	Supply Distribution Technician	\$1,246	\$1,308	\$1,374	\$1,442	\$1,514	6	6	6	Trades Labor & Institutnl
RC5000	Telephone Operator	\$1,314	\$1,381	\$1,450	\$1,522	\$1,598	6	6	6	Office & Office Technical
- RH0240	Trauma Registrar II	\$1,753	\$1,840	\$1,932	\$2,029	\$2,130	1	1	1	Office & Office Technical
- RH0230	Trauma Registrar I	\$1,590	\$1,670	\$1,753	\$1,840	\$1,932	3	3	3	Office & Office Technical
- RH5154	Ultrasound Specialist IV	\$3,322	\$3,489	\$3,663	\$3,846	\$4,039	4	4	4	ParaProfessional & Tech

FISCAL YEAR 2019-2020

TOTAL ALLOCATED POSITIONS	6,481.0	6,622.0	6,622.0
TOTAL TEMPORARY (FTE)	769.6	813.8	813.8
GRAND TOTAL	7,250.6	7,435.8	7,435.8



PROPOSED BUDGET CAPITAL ASSETS BUDGET DETAIL



COUNTY OF SAN JOAQUIN
CAPITAL ASSETS BUDGET DETAIL
FISCAL YEAR 2019-2020

EQUIPMENT

DESCRIPTION		-----REQUESTED-----		---RECOMMENDED---	
		UNITS	AMOUNT	UNITS	AMOUNT
BUDGET UNIT - 1013000000 - REGISTRAR OF VOTERS					
3001	ELECTRONIC VOTING SYSTEM	1	\$2,160,411	1	\$2,160,411
3002	E-POLL BOOKS	1	489,355	1	489,355
	TOTAL		<u>\$2,649,766</u>		<u>\$2,649,766</u>
BUDGET UNIT - 2020200000 - DISTRICT ATTORNEY'S OFFICE					
1001	VEHICLES	1	\$30,000	1	\$30,000
	TOTAL		<u>\$30,000</u>		<u>\$30,000</u>
BUDGET UNIT - 2020300000 - DA-CHILD SUPPORT SERVICES					
1001	MODULAR WORKSTATIONS	20	\$176,880	20	\$176,880
	TOTAL		<u>\$176,880</u>		<u>\$176,880</u>
BUDGET UNIT - 2021602000 - SHERIFF - BOATING SAFETY					
1001	SONAR EQUIPMENT	3	\$21,000	3	\$21,000
	TOTAL		<u>\$21,000</u>		<u>\$21,000</u>
BUDGET UNIT - 2021609000 - CALIFORNIA METHAMPHETAMINE ENFORCEMENT TEAM					
1001	AIRPLANE TRANSPONDER	1	\$10,000	1	\$10,000
	TOTAL		<u>\$10,000</u>		<u>\$10,000</u>
BUDGET UNIT - 2021610000 - SHERIFF - AUTOMATED FINGERPRINT					
3001	AUTOMATION EQUIPMENT	1	\$1,000,000	1	\$1,000,000
	TOTAL		<u>\$1,000,000</u>		<u>\$1,000,000</u>
BUDGET UNIT - 2021615000 - SHERIFF - MOUNTAIN HOUSE					
1001	INTERVIEW ROOM	1	\$54,543	1	\$54,543
	TOTAL		<u>\$54,543</u>		<u>\$54,543</u>
BUDGET UNIT - 2021616000 - SHERIFF - PORT SECURITY GRANT					
1001	REGIONAL RESPONSE VESSEL	1	\$442,926	1	\$442,926
	TOTAL		<u>\$442,926</u>		<u>\$442,926</u>
BUDGET UNIT - 2021620000 - SHERIFF - PATROL					
1001	CANINES	3	\$37,500	3	\$37,500
1002	WORKSTATION	1	10,000	1	10,000
	TOTAL		<u>\$47,500</u>		<u>\$47,500</u>
BUDGET UNIT - 2021622000 - SHERIFF - COMMUNICATIONS					
1001	DISPATCH CONSOLES	5	\$135,000	5	\$135,000
	TOTAL		<u>\$135,000</u>		<u>\$135,000</u>
BUDGET UNIT - 2021626000 - SHERIFF - DETECTIVES					
1001	VISION X MICROSCOPE	1	\$25,083	1	\$25,083
1002	AIRPLANE CAMERA	1	725,011	1	725,011

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1003	VEHICLE	1	30,000	1	30,000
1004	VEHICLES	2	89,030	2	89,030
2001	PORTABLE RADIOS	2	12,600	2	12,600
2002	MOBILE RADIOS	2	16,000	2	16,000
TOTAL			<u>\$897,724</u>		<u>\$897,724</u>

BUDGET UNIT - 2021645000 - SHERIFF - ADMINISTRATION/SUPPORT SERVICES

1001	EVIDENCE ROOM DRYING CABINET 64"	2	\$24,220	2	\$24,220
1002	EVIDENCE ROOM DRYING CABINET 32"	1	7,811	1	7,811
TOTAL			<u>\$32,031</u>		<u>\$32,031</u>

BUDGET UNIT - 2021649000 - SHERIFF - INFORMATION SYSTEMS

3001	STORAGE FOR FLIR CAMERA SYSTEM	1	\$19,623	1	\$19,623
3002	CAMERA SYSTEM FOR EVIDENCE ROOM	1	34,760	1	34,760
3003	HARD DRIVE ARRAY FOR BACKUP SYS	1	16,352	1	16,352
TOTAL			<u>\$70,735</u>		<u>\$70,735</u>

BUDGET UNIT - 2021650000 - SHERIFF - LATHROP POLICE CONTRACT

1001	MOTORCYCLE RADAR	1	\$3,800	1	\$3,800
1002	MOTORCYCLE	1	30,000	1	30,000
2001	MOBILE RADIOS	2	16,000	2	16,000
2002	PORTABLE RADIOS	2	12,600	2	12,600
TOTAL			<u>\$62,400</u>		<u>\$62,400</u>

BUDGET UNIT - 2021655000 - SHERIFF - PATROL-SLESF-AB109

1001	LICENSE PLATE READER SYSTEM	1	\$22,089	1	\$22,089
1002	NEGOTIATIONS TACTICAL PHONE	1	13,899	1	13,899
1003	FORENSIC EXTRACTION DEVICE	1	9,903	1	9,903
1004	FUMING CHAMBER	1	13,727	1	13,727
2001	DUAL BAND RADIO	1	10,000	1	10,000
3001	DIGITAL LOGGING RECORDER	1	42,635	1	42,635
TOTAL			<u>\$112,253</u>		<u>\$112,253</u>

BUDGET UNIT - 2021657000 - SHERIFF - CUSTODY-SLESF-AB109

1001	WALK-THROUGH METAL DETECTORS	8	\$94,820	8	\$94,820
1002	BARIATRIC HOSPITAL BED	1	5,360	1	5,360
1003	TRASH COMPACTORS	2	61,196	2	61,196
3001	HONOR FARM CAMERA UPGRADE	1	8,753	1	8,753
TOTAL			<u>\$170,129</u>		<u>\$170,129</u>

BUDGET UNIT - 2021658000 - SHERIFF - COURT SERVICES

2001	DIGITAL LOGGER	1	\$5,450	1	\$5,450
TOTAL			<u>\$5,450</u>		<u>\$5,450</u>

BUDGET UNIT - 2022600000 - SHERIFF - CUSTODY

1001	PORTABLE ROOM DIVIDER	1	\$6,301	1	\$6,301
1002	WORKSTATION	1	11,327	1	11,327
1003	VEHICLES	2	92,000	2	92,000
2001	PORTABLE RADIOS	3	18,900	3	18,900
TOTAL			<u>\$128,528</u>		<u>\$128,528</u>

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BUDGET UNIT - 2022700000 - PROBATION - JUVENILE

1001	VEHICLE	1	\$36,000	1	\$36,000
TOTAL			\$36,000		\$36,000

BUDGET UNIT - 2022610000 - SHERIFF - LOC COMM CORR - AB109

2001	PORTABLE RADIOS	2	\$12,600	2	\$12,600
TOTAL			\$12,600		\$12,600

BUDGET UNIT - 2024700000 - AGRICULTURAL COMMISSIONER

1001	WEIGHT TRUCK CRANE	1	\$150,000	1	\$150,000
1002	ELECTRIC VEHICLE CHARGING STATION	1	35,000	1	35,000
1003	PARKING AREA FENCE EXTENSION	1	150,000	1	150,000
1004	WEIGHT TRUCK	1	200,000	1	200,000
1005	VEHICLES	2	56,000	2	56,000
TOTAL			\$591,000		\$591,000

BUDGET UNIT - 2025600000 - COMMUNITY DEVELOPMENT

1001	TERMINAL SERVER REPLACEMENT	3	\$45,000	3	\$45,000
TOTAL			\$45,000		\$45,000

BUDGET UNIT - 2026000150 - HOMELAND SECURITY GRANTS

2001	FORENSIC LAB GENOME SEQUENCER	1	\$115,177	1	\$115,177
2002	MEDNET COMMUNICATIONS SYS	1	597,765	1	597,765
2003	TWO-WAY RADIO TRUNKING SITE	1	415,168	1	415,168
TOTAL			\$1,128,110		\$1,128,110

BUDGET UNIT - 3030101000 - PUBLIC WORKS - ADMINISTRATION

1001	SECURITY CAMERA SYSTEM	1	\$80,000	1	\$80,000
TOTAL			\$80,000		\$80,000

BUDGET UNIT - 3030103000 - PUBLIC WORKS - ENGINEERING

1001	SURVEY EQUIPMENT	1	\$6,500	1	\$6,500
TOTAL			\$6,500		\$6,500

BUDGET UNIT - 3030105000 - PUBLIC WORKS - ROAD MAINTENANCE

1001	BOBTAIL TRUCK	1	\$125,000	1	\$125,000
1002	STRIPING TRUCK	1	375,000	1	375,000
1003	DEBRIS COLLECTION TRUCK	1	160,000	1	160,000
1004	BARRICADE TRUCK CONVERSION	1	75,000	1	75,000
1005	AUTOMATED FLAGGING EQUIPMENT	2	50,000	2	50,000
3001	MOBILE COMPUTING DEVICES	12	11,520	12	11,520
TOTAL			\$796,520		\$796,520

BUDGET UNIT - 4040500000 - MENTAL HEALTH SERVICES

1001	VOCERA DURESS ALARM	1	\$210,000	1	\$210,000
1002	HEAT PUMPS	1	20,000	1	20,000
1003	LED OUTDOOR LIGHTING	1	125,000	1	125,000
1004	PROTECTIVE WALL SHEETS	1	48,000	1	48,000
1005	BOILER	1	100,000	1	100,000
1006	REDESIGN CYS AND OP ADMIN	1	25,000	1	25,000

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1007	CUBICLE/FURNITURE - CYS AND IP	1	75,000	1	75,000
1008	24/7 ACCESS/CALL CENTER WORKSTAT	1	40,000	1	40,000
1009	VEHICLES	5	175,000	5	175,000
3001	COMPUTER EQUIPMENT	1	360,000	1	360,000
TOTAL			<u>\$1,178,000</u>		<u>\$1,178,000</u>

BUDGET UNIT - 4040700000 - BEHAVIORAL HEALTH ADMINISTRATION

1001	BACKFLOW VALVE REPLACEMENT	1	\$20,000	1	\$20,000
1002	PUMP AND MOTOR REPLACEMENT	1	30,000	1	30,000
1003	KEY CARD PATIO ACCESS	1	20,000	1	20,000
TOTAL			<u>\$70,000</u>		<u>\$70,000</u>

BUDGET UNIT - 4040800000 - UTILITY DISTRICTS

1001	MINI JET FLUSHER	1	\$5,000	1	\$5,000
1002	GROUND PENETRATING RADAR	1	50,000	1	50,000
1003	1 TON PICKUP	1	34,000	1	34,000
3001	REMOTE MONITORING EQUIPMENT	1	10,000	1	10,000
TOTAL			<u>\$99,000</u>		<u>\$99,000</u>

BUDGET UNIT - 4041000000 - PUBLIC HEALTH SERVICES

1001	MOLECULAR DIAGNOSTIC EQUIPMENT	1	\$23,000	1	\$23,000
1002	TAPE STATION UNIT	1	30,000	1	30,000
1003	SERVER RACK	1	23,000	1	23,000
1004	COMPUTER SERVERS	2	46,000	2	46,000
1005	UNINTERRUPTABLE POWER SOURCE	1	12,600	1	12,600
1006	COMPUTER SWITCHES	4	40,000	4	40,000
1007	TAPE DRIVE	1	15,000	1	15,000
1008	NETWORK EQUIPMENT	1	30,000	1	30,000
1009	DIGITAL INFRASTRUCTURE EQUIPMENT	1	30,000	1	30,000
TOTAL			<u>\$249,600</u>		<u>\$249,600</u>

BUDGET UNIT - 5050101000 - HUMAN SERVICES AGENCY

1001	HVAC	1	\$5,000,000	1	\$5,000,000
1002	FORKLIFT	1	75,000	1	75,000
1003	FURNITURE - INFO SYS RECONFIG	1	320,000	1	320,000
1004	FURNITURE - INTAKE RECONFIG	1	520,000	1	520,000
3001	COMPASS UPGRADE	1	30,000	1	30,000
3002	SQL 2017 UPGRADE	1	120,000	1	120,000
3003	VARONIS	1	120,000	1	120,000
3004	UPGRADE SRM SOFTWARE SYS	1	40,000	1	40,000
3005	BLADES	8	74,000	8	74,000
3006	NETWORK EQUIPMENT	1	30,000	1	30,000
3007	COMVAULT REPLACEMENT	1	220,000	1	220,000
3008	NETWORK SWITCH/CORE UPGRADE	1	624,105	1	624,105
3009	NETWORK SWITCH/CORE UPGRADE SOFTWARE	1	13,794	1	13,794
TOTAL			<u>\$7,186,899</u>		<u>\$7,186,899</u>

BUDGET UNIT - 8190000000 - FLEET SERVICES INTERNAL SERVICE FUND

1001	REPLACEMENT VEHICLES	61	\$2,518,995	61	\$2,518,995
1002	FUEL SYSTEM	1	150,000	1	150,000

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1003	LATHE	1	11,000	1	11,000
1004	SCAN TOOLS	2	15,000	2	15,000
1005	TIRE BALANCER	1	6,000	1	6,000
TOTAL			<u>\$2,700,995</u>		<u>\$2,700,995</u>

BUDGET UNIT - 9210000000 - SOLID WASTE ENTERPRISE FUND

1001	LED MONITORS-LOVELACE/N. COUNTY	2	\$40,000	2	\$40,000
1002	SKID STEER BOBCAT-LOVELACE AND N. COUNTY	2	180,000	2	180,000
1003	3800 GALLON WATER TRUCK-NORTH COUNTY	1	196,800	1	196,800
1004	F250 TRUCK FOR ENGINEERING	1	70,000	1	70,000
1005	AIR COMPRESSOR-HARNEY LANE LANDF	1	5,000	1	5,000
1006	BACKHOE-LOADER 4X4-NORTH COUNTY	1	120,000	1	120,000
1007	REFUSE TRANSFER TRAILERS-LOVELAC	2	180,000	2	180,000
1008	REMOTE COMM SYS-CORRAL HALLOW	1	15,000	1	15,000
1009	FORKLIFT DIESEL-LOVELACE	1	85,000	1	85,000
1010	FORKLIFT OFF ROAD 4x4-N COUNTY	1	100,000	1	100,000
1011	RECYCLING BINS -LOVELACE AND N. COUNTY	4	28,400	4	28,400
1012	PORTABLE WELDER-LOVELACE TRANSF	1	10,000	1	10,000
1013	HVAC UNIT-LOVELACE MAINT BLDG	1	15,000	1	15,000
1014	CUSHION TIRES FOR LOADER-LOVELACE	4	33,000	4	33,000
1015	ROBOTICS WITH EVEREST LAB	1	50,000	1	50,000
1016	OIL COLLECTION CENTER-MOKE FIRE	1	40,000	1	40,000
TOTAL			<u>\$1,168,200</u>		<u>\$1,168,200</u>

BUDGET UNIT - 9221100000 - SAN JOAQUIN GENERAL HOSPITAL ENTERPRISE FUND

1001	MEDICAL AND INFO TECH EQUIPMENT	1	\$1,873,271	1	\$1,873,271
1002	DISASTER RECOVERY DATA CENTER	1	1,139,500	1	1,139,500
1003	CLOUD COMPUTING BACKUP DATA MGT EQUIP	2	1,010,700	2	1,010,700
1004	CLINICAL DATA EXCHANGE SOFTWARE	4	972,400	4	972,400
1005	MASS SPECTROMETRY EQUIPMENT	1	245,400	1	245,400
1006	CERNER CLINICAL MODULES	1	215,500	1	215,500
1007	CAPITAL CONTINGENCY AMOUNT	1	1,500,001	1	1,500,001
TOTAL			<u>\$6,956,772</u>		<u>\$6,956,772</u>

EQUIPMENT - SUBTOTAL	<u>\$28,352,061</u>	<u>\$28,352,061</u>
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STRUCTURES & IMPROVEMENTS

DESCRIPTION		-----REQUESTED-----		---RECOMMENDED---	
		UNITS	AMOUNT	UNITS	AMOUNT
BUDGET UNIT - 1040148000 - PUBLIC IMPROVEMENT					
4001	CAPITAL PROJECTS	1	\$5,698,308	1	\$5,698,308
	<i>New Construction and Facility Planning</i>				
	TOTAL		\$5,698,308		\$5,698,308
BUDGET UNIT - 1040148300 - PUBLIC IMPROVEMENT - FAC MGMT					
4001	CAPITAL PROJECTS	1	\$7,456,254	1	\$7,456,254
	<i>Existing Facilities</i>				
	TOTAL		\$7,456,254		\$7,456,254

COUNTY OF SAN JOAQUIN

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BUDGET UNIT - 2022702300 - PROB-ADULT-SB678

4001	CAPITAL PROJECTS	1	\$603,254	1	\$603,254
	<i>Day Reporting Center Remodel - Canlis Building</i>				
	TOTAL		\$603,254		\$603,254

BUDGET UNIT - 3030105000 - PUBLIC WORKS - ROAD MAINTENANCE

4001	CAPITAL PROJECTS	1	\$225,000	1	\$225,000
	<i>Construction of Storage Building near Traffic Maintenance, Electronic Door Lock Replacement</i>				
	TOTAL		\$225,000		\$225,000

BUDGET UNIT - 4040500000 - MENTAL HEALTH SERVICES

4001	CAPITAL PROJECTS	1	\$4,824,959	1	\$4,824,959
	<i>Facility Maintenance and Renovation Projects</i>				
	TOTAL		\$4,824,959		\$4,824,959

BUDGET UNIT - 4040600000 - SUBSTANCE ABUSE SERVICES

4001	CAPITAL PROJECTS	1	\$74,000	1	\$74,000
	<i>Various Remodel Projects</i>				
	TOTAL		\$74,000		\$74,000

BUDGET UNIT - 5055246000 - NEIGHBORHOOD PRESERVATION

4001	CAPITAL PROJECTS	1	\$748,000	1	\$748,000
	<i>East Stockton Storm Drain Improvements, South Stockton Sidewalks, Facility Project Development</i>				
	TOTAL		\$748,000		\$748,000

BUDGET UNIT - 9210000000 - SOLID WASTE ENTERPRISE FUND

4001	SCALE/WEIGH SYS INFRA-N. COUNTY	1	\$250,000	1	\$250,000
4002	WEIGHT IN MOTION SYSTEMS-LOVELACE	1	75,000	1	75,000
4003	FENCING UPGRADE-FOOTHILL LANDFILL	1	150,000	1	150,000
4004	BACKUP GENERATOR-N. COUNTY SCALE HOUSE	1	50,000	1	50,000
4005	ROADWAY IMPROV-N COUNTY	1	405,000	1	405,000
4006	ORGANICS PROCESS IMPROV-N.COUNTY	1	200,000	1	200,000
4007	SOIL MONITOR/EXTRAC WELLS-FOOTHI	1	500,000	1	500,000
4008	CONSTRUCTION-AREA 2B FOOTHILL LANDFILL	1	1,563,526	1	1,563,526
4009	2ND OF 4 YR MITIGATION IMPACT FEE-FOOTHILL	1	512,500	1	512,500
4010	GAS FLARE-FOOTHILL LANDFILL	1	400,000	1	400,000
4011	GROUNDWATER WELLS-HARNEY LN LANDFILL	2	80,000	2	80,000
4012	GROUNDWATER WELLS-N COUNTY LANDF	2	80,000	2	80,000
4013	CARPET IMPROVEMENT-ADMIN OFFICE	1	25,000	1	25,000
4014	WINDOW IMPROVEMENT-ADMIN OFFICE	1	7,000	1	7,000
4015	LED LIGHTING UPGRADES-LOVELACE	1	100,000	1	100,000
	TOTAL		\$4,398,026		\$4,398,026

BUDGET UNIT - 9221100000 - SAN JOAQUIN GENERAL HOSPITAL ENTERPRISE FUND

4001	INPATIENT PHARMACY RELOCATION	1	\$1,499,867	1	\$1,499,867
4002	OBSERVATION UNIT IMPLEMENTATION	1	500,000	1	500,000
4003	MRI ARCHITECTURAL/ENGINEERING	1	300,000	1	300,000
4004	CARDIAC CATH LAB REPLACEMENT	1	200,000	1	200,000
4005	DOMESTIC WATER FILTRATION SYSTEM	1	200,000	1	200,000

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4006	BENTON HALL-BLDING IMPROVEMENTS	1	150,000	1	150,000
4007	TRAUMA BAY UPGRADE	1	750,000	1	750,000
4008	DIETARY/CAFETERIA BLDING REPLACE	1	150,000	1	150,000
	TOTAL		<u>\$3,749,867</u>		<u>\$3,749,867</u>
BUDGET UNIT - 9230901000 - AIRPORT ENTERPRISE FUND					
4001	SJCOG MEASURE K EXP PLAN	1	\$194,000	1	\$194,000
	TOTAL		<u>\$194,000</u>		<u>\$194,000</u>
BUDGET UNIT - 9231000000 - AIRPORT CAPITAL PROJECT					
4001	AIP-33 REHAB RUNWAY LIGHT SIGNAGE SYSTEM	1	\$79,269	1	\$79,269
4002	SPECIAL AUTH CAT II LANDING SYSTEM	1	1,072,194	1	1,072,194
4003	SCASDP PROJECT	1	1,015,000	1	1,015,000
	TOTAL		<u>\$2,166,463</u>		<u>\$2,166,463</u>
BUDGET UNIT - 9312000000 - CSA 31 SEWER ENTERPRISE FUND					
4001	CONTING/CAPITAL REPLAC/FAILURES	1	\$75,000	1	\$75,000
4002	REPLACE LIFT PUMP	1	30,000	1	30,000
	TOTAL		<u>\$105,000</u>		<u>\$105,000</u>
	STRUCTURES & IMPROVEMENTS - SUBTOTAL		<u>\$30,243,131</u>		<u>\$30,243,131</u>
	EQUIPMENT/STRUCTURES & IMPROVEMENTS GRAND TOTAL		<u>\$58,595,192</u>		<u>\$58,595,192</u>



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