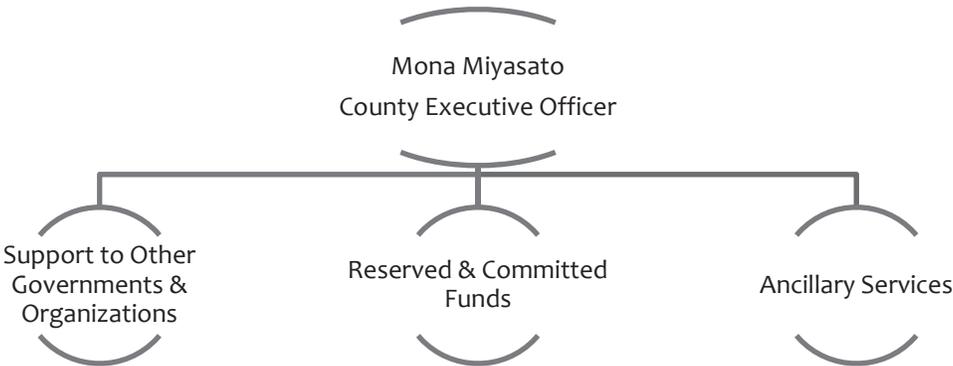


# General County Programs



**RECOMMENDED BUDGET & STAFFING SUMMARY & BUDGET PROGRAMS CHART**

|           |              |
|-----------|--------------|
| Operating | \$ 1,726,600 |
| Capital   | \$ 0         |
| FTEs      | -            |



# General County Programs

## **MISSION STATEMENT**

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Deliver County services in accordance with the Board of Supervisors' (Board) strategic goals, operational priorities, and budgeted resources.

## **DEPARTMENT DESCRIPTION**

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The General County Programs budget contains those programs and projects that are not directly associated with one specific department. Programs may move into or out of General County Programs from other departments as they become established and a more appropriate department structure is identified. These General County programs currently include:

- Support to Other Governments & Organizations including Local Agency Formation Commission (LAFCO).
- Reserved & Committed Funds consist of increases and decreases to committed fund balances (including increased funding for maintenance and Northern Branch Jail operations), Criminal Justice Facilities and Courthouse Construction debt service payments.
- Ancillary Services which consists of debt service payments for General Fund projects, multi-departmental Renew '22 initiatives, Board support, South Coast Task Force on Youth Safety support, and General Administration.

## **HIGHLIGHTS OF 2020-21 OBJECTIVES**

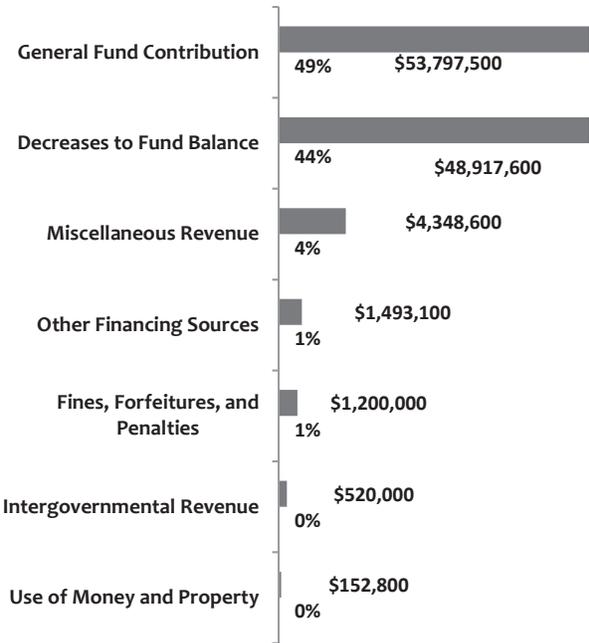
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- Fund the Northern Branch Jail Operations in accordance with the established funding plan (\$14.90 million in FY 2020-21).
- Provide increased ongoing funding for maintenance needs through the 18% Maintenance Funding Policy (\$7.22 million in FY 2020-21).
- Formalize the County's process improvement training program and provide training to at least 200 staff from all departments.
- Complete departmental reviews for Sheriff's Department, District Attorney, Fire Department, Behavior Wellness and Social Services.
- Continue funding the General Fund Strategic Reserve to meet Board adopted policy.

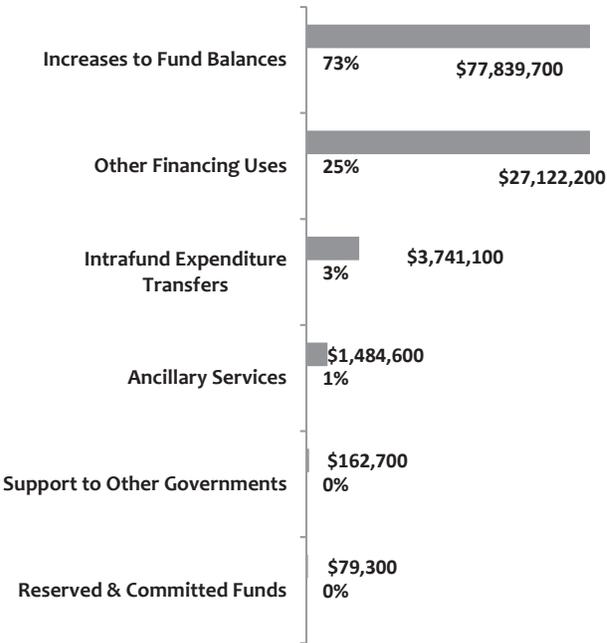
# General County Programs

## RECOMMENDED SOURCES & USES OF FUNDS

### Source of Funds - \$110,429,600



### Use of Funds - \$110,429,600



# General County Programs

## BUDGET OVERVIEW

| Staffing Detail By Budget Program           | 2018-19<br>Actual | 2019-20<br>Adopted | 2019-20<br>Estimated<br>Actual | 2020-21<br>Recommended | Change From<br>FY19-20 Ado<br>to FY20-21 Rec |
|---|-------------------|--------------------|--------------------------------|------------------------|--|
| Support to Other Governments & Orga         | 0.03              | -                  | -                              | -                      | -  |
| Reserved & Committed Funds                  | 0.01              | -                  | -                              | -                      | -  |
| Total                                       | 0.04              | -                  | -                              | -                      | -  |
| <b>Budget By Budget Program</b>             |                   |                    |                                |                        |  |
| Support to Other Governments & Orga         | \$ 161,162        | \$ 175,700         | \$ 606,800                     | \$ 162,700             | \$ (13,000)                                  |
| Reserved & Committed Funds                  | 16,275            | 254,600            | 263,200                        | 79,300                 | (175,300)                                    |
| Ancillary Services                          | 588,499           | 1,311,000          | 1,843,800                      | 1,484,600              | 173,600                                      |
| Total                                       | \$ 765,936        | \$ 1,741,300       | \$ 2,713,800                   | \$ 1,726,600           | \$ (14,700)                                  |
| <b>Budget By Categories of Expenditures</b> |                   |                    |                                |                        |  |
| Salaries and Employee Benefits              | \$ 95,209         | \$ 95,000          | \$ 120,800                     | \$ 140,000             | \$ 45,000                                    |
| Services and Supplies                       | 515,509           | 1,462,600          | 2,476,900                      | 1,415,900              | (46,700)                                     |
| Other Charges                               | 155,218           | 183,700            | 116,100                        | 170,700                | (13,000)                                     |
| Total Operating Expenditures                | 765,936           | 1,741,300          | 2,713,800                      | 1,726,600              | (14,700)                                     |
| Other Financing Uses                        | 4,646,738         | 18,752,600         | 38,275,200                     | 27,122,200             | 8,369,600                                    |
| Intrafund Expenditure Transfers (+)         | 683,584           | -                  | 2,021,000                      | 3,741,100              | 3,741,100                                    |
| Increases to Fund Balances                  | 73,880,714        | 57,306,300         | 72,254,100                     | 77,839,700             | 20,533,400                                   |
| Fund Balance Impact (+)                     | -                 | -                  | 171,600                        | -                      | -  |
| Total                                       | \$ 79,976,972     | \$ 77,800,200      | \$115,435,700                  | \$110,429,600          | \$ 32,629,400                                |
| <b>Budget By Categories of Revenues</b>     |                   |                    |                                |                        |  |
| Fines, Forfeitures, and Penalties           | \$ 1,365,021      | \$ 1,200,000       | \$ 1,600,000                   | \$ 1,200,000           | \$ -   |
| Use of Money and Property                   | 98,445            | 152,900            | 190,900                        | 152,800                | (100)  |
| Intergovernmental Revenue                   | 12,236,473        | 875,300            | 954,700                        | 520,000                | (355,300)                                    |
| Miscellaneous Revenue                       | 15,000            | 4,497,500          | 32,471,400                     | 4,348,600              | (148,900)                                    |
| Total Operating Revenues                    | 13,714,939        | 6,725,700          | 35,217,000                     | 6,221,400              | (504,300)                                    |
| Other Financing Sources                     | 1,350,229         | 1,632,800          | 1,433,000                      | 1,493,100              | (139,700)                                    |
| Intrafund Expenditure Transfers (-)         | 1,135,000         | -                  | 319,000                        | -                      | -  |
| Decreases to Fund Balances                  | 19,155,318        | 24,956,300         | 29,957,300                     | 48,917,600             | 23,961,300                                   |
| General Fund Contribution                   | 44,621,486        | 44,485,400         | 48,509,400                     | 53,797,500             | 9,312,100                                    |
| Total                                       | \$ 79,976,972     | \$ 77,800,200      | \$115,435,700                  | \$110,429,600          | \$ 32,629,400                                |

FTE counts include regular staff only, and do not include extra help and contractors-on-payroll.

# General County Programs

## **CHANGES & OPERATIONAL IMPACT: 2019-20 ADOPTED TO 2020-21 RECOMMENDED**

### **Staffing**

- There are no FTE changes.

### **Expenditures**

- Net operating expenditure decrease of \$14,700 primarily due to:
  - -\$46,700 decrease to Services and Supplies.
  - -\$13,000 decrease to Other Charges.
  - +\$45,000 increase to Salaries & Employee Benefits.
- Net non-operating expenditure increase of \$32,644,100 primarily due to:
  - +\$20,533,400 increase in Increases to Fund Balance (see Fund Balance Component schedule on following page for more detail).
  - +\$3,741,100 increase in Intrafund Expenditure transfers primarily to backfill reduced Proposition 172 funding to departments.
  - -\$8,369,600 decrease in Other Financing Uses which is primarily due to elimination of the one-time operating transfer to the General Services Capital Fund that occurred in FY 2019-20.

These changes result in Recommended operating expenditures of \$1,726,600, non-operating expenditures of \$108,703,000, and total expenditures of \$110,429,600. Non-operating expenditures primarily include Increases to Fund Balances, Intrafund Expenditure Transfers, and Other Financing Uses.

### **Revenues**

- Net operating revenue decrease of \$504,300 primarily due to :
  - -\$355,300 decrease to Intergovernmental Revenue due to elimination of Prop 172 revenues.
  - -\$148,900 decrease to Miscellaneous Revenue primarily due to an anticipated reduction in TSAC revenue.
- Net non-operating revenue increase of \$33,133,700 primarily due to:
  - +\$23,961,300 increase in use of Fund Balance for projects (see Fund Balance Component schedule on following page for more detail).
  - +\$9,312,100 increase in General Fund Contribution.
  - -\$139,700 decrease in Other Financing Sources.

These changes result in Recommended operating revenues of \$6,221,400, non-operating revenues of \$104,208,200, and total revenues of \$110,429,600. Non-operating revenues primarily include Decreases to Fund Balances, General Fund Contribution, and Other Financing Sources.

# General County Programs

## FUND BALANCE COMPONENT DETAIL

| General Fund Key Discretionary Fund Balance Components Detail |                                |                                     |                                     |                                   |
|---|--------------------------------|-------------------------------------|-------------------------------------|-----------------------------------|
| Fund Balance Component  | 6/30/2020<br>Estimated Balance | 2020-21<br>Recommended<br>Increases | 2020-21<br>Recommended<br>Decreases | 6/30/2021<br>Projected<br>Balance |
| Behavioral Wellness   | \$ 4,823,800                   | \$ 1,000,000                        | \$ (2,444,600)                      | \$ 3,379,200                      |
| Cannabis Tax Revenue  | \$ 5,093,500                   | \$ 10,620,000                       | \$ (15,305,900)                     | \$ 407,600                        |
| 18% Deferred Maintenance                                      | \$ -                           | \$ 8,124,500                        | \$ (8,124,500)                      | \$ -                              |
| Capital   | \$ 1,350,000                   | \$ 26,625,000                       | \$ (26,975,000)                     | \$ -                              |
| Technology Replacement  | \$ 2,319,000                   | \$ 2,000,000                        | \$ (1,500,000)                      | \$ 2,819,000                      |
| Roads - Baseline  | \$ -                           | \$ 500,000                          | \$ (500,000)                        | \$ -                              |
| Strategic Reserve   | \$ 34,381,100                  | \$ 3,140,100                        | \$ (3,800,000)                      | \$ 33,721,200                     |
| Litigation  | \$ 9,725,700                   | \$ -                                | \$ (8,433,800)                      | \$ 1,292,000                      |
| Disaster Recovery   | \$ 19,442,900                  | \$ -                                | \$ (19,325,000)                     | \$ 117,900                        |
| Program Stabilization   | \$ 4,750,000                   | \$ 1,250,000                        | \$ (6,000,000)                      | \$ -                              |
| Facilities Maintenance -<br>Baseline                          | \$ 1,506,000                   | \$ 2,800,000                        | \$ (4,306,000)                      | \$ -                              |
| Assessment Appeals  | \$ 668,900                     | \$ -                                | \$ (668,900)                        | \$ -                              |
| Hazardous Tree Mitigation                                     | \$ -                           | \$ 500,000                          | \$ (500,000)                        | \$ -                              |
| New Jail Operations   | \$ 11,442,000                  | \$ 14,976,000                       | \$ (20,385,100)                     | \$ 5,732,900                      |
| Emerging Issues (one-time<br>funding)                         | \$ 2,898,100                   | \$ 2,366,800                        | \$ (5,086,800)                      | \$ 156,100                        |
| Contingencies   | \$ 2,954,300                   | \$ 2,064,600                        | \$ -                                | \$ 5,018,900                      |
| <b>Total</b>  | <b>\$ 101,055,400</b>          | <b>\$ 74,945,000</b>                | <b>\$ (123,355,600)</b>             | <b>\$ 52,644,800</b>              |

# General County Programs

## **SUPPORT TO OTHER GOVERNMENTS & ORGANIZATIONS BUDGET PROGRAM**

Support to Other Governments & Organizations including Local Agency Formation Commission (LAFCO).

### Staffing

| Staffing Detail By Budget Program | 2018-19<br>Actual | 2019-20<br>Adopted | 2019-20<br>Estimated<br>Actual | 2020-21<br>Recommended | Change From<br>FY19-20 Ado<br>to FY20-21 Rec |
|-----------------------------------|-------------------|--------------------|--------------------------------|------------------------|--|
| DEPT BUS SPEC                     | 0.03              | -                  | -                              | -                      | -  |
| Total                             | 0.03              | -                  | -                              | -                      | -  |

FTE counts include regular staff only, and do not include extra help and contractors-on-payroll.

### Revenue & Expenditures

| Budget By Categories of Expenditures    | 2018-19<br>Actual | 2019-20<br>Adopted | 2019-20<br>Estimated<br>Actual | 2020-21<br>Recommended | Change From<br>FY19-20 Ado<br>to FY20-21 Rec |
|---|-------------------|--------------------|--------------------------------|------------------------|--|
| Salaries and Employee Benefits          | \$ 5,944          | \$ -               | \$ -                           | \$ -                   | \$ -   |
| Services and Supplies                   | -                 | -                  | 494,000                        | -                      | -  |
| Other Charges                           | 155,218           | 175,700            | 112,800                        | 162,700                | (13,000)                                     |
| Total Operating Expenditures            | 161,162           | 175,700            | 606,800                        | 162,700                | (13,000)                                     |
| Increases to Fund Balances              | 1,063,777         | -                  | -                              | -                      | -  |
| Total Expenditures                      | \$ 1,224,940      | \$ 175,700         | \$ 606,800                     | \$ 162,700             | \$ (13,000)                                  |
| <b>Budget By Categories of Revenues</b> |                   |                    |                                |                        |  |
| Intergovernmental Revenue               | 63,777            | -                  | 430,200                        | -                      | -  |
| Total Operating Revenues                | 63,777            | -                  | 430,200                        | -                      | -  |
| Other Financing Sources                 | 1,000,000         | -                  | -                              | -                      | -  |
| Decreases to Fund Balances              | -                 | -                  | 63,800                         | -                      | -  |
| General Fund Contribution               | 169,400           | 175,700            | 175,700                        | 162,700                | (13,000)                                     |
| Total Revenues                          | \$ 1,233,177      | \$ 175,700         | \$ 669,700                     | \$ 162,700             | \$ (13,000)                                  |

### 2019-20 Anticipated Accomplishments

Provided ongoing support to LAFCO.

### 2020-21 Objectives

Provide ongoing support to LAFCO.

# General County Programs

## RESERVED & COMMITTED FUNDS BUDGET PROGRAM

Reserved & Committed Funds consist of increases and decreases to committed fund balances (including increased funding for maintenance and Northern Branch Jail operations), Criminal Justice Facilities and Courthouse Construction debt service payments.

### Revenue & Expenditures

| Budget By Categories of Expenditures    | 2018-19<br>Actual    | 2019-20<br>Adopted   | 2019-20<br>Estimated<br>Actual | 2020-21<br>Recommended | Change From<br>FY19-20 Ado<br>to FY20-21 Rec |
|---|----------------------|----------------------|--------------------------------|------------------------|--|
| Salaries and Employee Benefits          | \$ 2,078             | \$ -                 | \$ -                           | \$ -                   | \$ -   |
| Services and Supplies                   | 14,197               | 254,600              | 263,200                        | 79,300                 | (175,300)                                    |
| Total Operating Expenditures            | 16,275               | 254,600              | 263,200                        | 79,300                 | (175,300)                                    |
| Other Financing Uses                    | 3,472,599            | 17,334,500           | 36,857,100                     | 25,569,600             | 8,235,100                                    |
| Intrafund Expenditure Transfers (+)     | 683,584              | -                    | 2,021,000                      | 3,741,100              | 3,741,100                                    |
| Increases to Fund Balances              | 72,068,305           | 57,297,900           | 72,114,800                     | 77,831,300             | 20,533,400                                   |
| Total Expenditures                      | <u>\$ 76,240,763</u> | <u>\$ 74,887,000</u> | <u>\$ 111,256,100</u>          | <u>\$ 107,221,300</u>  | <u>\$ 32,334,300</u>                         |
| <b>Budget By Categories of Revenues</b> |                      |                      |                                |                        |  |
| Fines, Forfeitures, and Penalties       | 1,365,021            | 1,200,000            | 1,600,000                      | 1,200,000              | -  |
| Use of Money and Property               | 69,325               | 150,100              | 180,900                        | 150,000                | (100)  |
| Intergovernmental Revenue               | 11,779,403           | 485,300              | 130,000                        | 130,000                | (355,300)                                    |
| Miscellaneous Revenue                   | -                    | 4,486,300            | 32,471,400                     | 4,348,600              | (137,700)                                    |
| Total Operating Revenues                | 13,213,750           | 6,321,700            | 34,382,300                     | 5,828,600              | (493,100)                                    |
| Other Financing Sources                 | 350,229              | 1,632,800            | 1,433,000                      | 1,493,100              | (139,700)                                    |
| Intrafund Expenditure Transfers (-)     | 1,135,000            | -                    | 319,000                        | -                      | -  |
| Decreases to Fund Balances              | 18,966,623           | 24,752,700           | 29,059,200                     | 48,904,000             | 24,151,300                                   |
| General Fund Contribution               | 42,559,286           | 42,179,800           | 46,203,800                     | 50,995,600             | 8,815,800                                    |
| Total Revenues                          | <u>\$ 76,224,887</u> | <u>\$ 74,887,000</u> | <u>\$ 111,397,300</u>          | <u>\$ 107,221,300</u>  | <u>\$ 32,334,300</u>                         |

### 2019-20 Anticipated Accomplishments

- Funded future operations of the Northern Branch Jail in the amount of \$12.7 million, a \$2.0 million increase from the previous year.
- Provided ongoing funding for maintenance needs through the 18% Maintenance Funding Policy (\$6.43 million in FY 2019-20)
- Established ongoing funding for Board priorities including facilities maintenance, roads projects, and contingencies

### 2020-21 Objectives

- Fund the Northern Branch Jail Operations in accordance with the established funding plan (\$14.90 million in FY 2020-21).
- Provide increased ongoing funding for maintenance needs through the 18% Maintenance Funding Policy (\$7.22 million in FY 2020-21).
- Continue funding the General Fund Strategic Reserve to meet Board adopted policy.

# General County Programs

## ANCILLARY SERVICES BUDGET PROGRAM

Ancillary Services which consists of debt service payments for General Fund projects, multi-departmental Renew '22 initiatives, Board support, South Coast Task Force on Youth Safety support, and General Administration.

### Revenue & Expenditures

| Budget By Categories of Expenditures    | 2018-19<br>Actual | 2019-20<br>Adopted | 2019-20<br>Estimated<br>Actual | 2020-21<br>Recommended | Change From<br>FY19-20 Ado<br>to FY20-21 Rec |
|---|-------------------|--------------------|--------------------------------|------------------------|--|
| Salaries and Employee Benefits          | \$ 87,187         | \$ 95,000          | \$ 120,800                     | \$ 140,000             | \$ 45,000                                    |
| Services and Supplies                   | 501,312           | 1,208,000          | 1,719,700                      | 1,336,600              | 128,600                                      |
| Other Charges                           | -                 | 8,000              | 3,300                          | 8,000                  | -  |
| Total Operating Expenditures            | 588,499           | 1,311,000          | 1,843,800                      | 1,484,600              | 173,600                                      |
| Other Financing Uses                    | 1,174,139         | 1,418,100          | 1,418,100                      | 1,552,600              | 134,500                                      |
| Increases to Fund Balances              | 748,632           | 8,400              | 139,300                        | 8,400                  | -  |
| Total Expenditures                      | \$ 2,511,270      | \$ 2,737,500       | \$ 3,401,200                   | \$ 3,045,600           | \$ 308,100                                   |
| <b>Budget By Categories of Revenues</b> |                   |                    |                                |                        |  |
| Use of Money and Property               | 29,120            | 2,800              | 10,000                         | 2,800                  | -  |
| Intergovernmental Revenue               | 393,292           | 390,000            | 394,500                        | 390,000                | -  |
| Miscellaneous Revenue                   | 15,000            | 11,200             | -                              | -                      | (11,200)                                     |
| Total Operating Revenues                | 437,412           | 404,000            | 404,500                        | 392,800                | (11,200)                                     |
| Decreases to Fund Balances              | 188,695           | 203,600            | 834,300                        | 13,600                 | (190,000)                                    |
| General Fund Contribution               | 1,892,800         | 2,129,900          | 2,129,900                      | 2,639,200              | 509,300                                      |
| Total Revenues                          | \$ 2,518,908      | \$ 2,737,500       | \$ 3,368,700                   | \$ 3,045,600           | \$ 308,100                                   |

### 2019-20 Anticipated Accomplishments

- Continued support of the South Coast Task Force on Youth Safety, Home for Good, and multi-departmental Renew '22 initiatives.
- Completed third-party departmental reviews for the CEO's Office, Human Resources and General Services. Reviews of Planning & Development and Public Defender nearing completion.
- Conducted pilot process improvement training for an initial cohort of 25 staff from seven County departments.

### 2020-21 Objectives

- Support the South Coast Task Force on Youth Safety, Home for Good, and multi-departmental Renew '22 initiatives.
- Formalize the County's process improvement training program and provide training to at least 200 staff from all departments
- Complete departmental reviews for Sheriff's Department, District Attorney, Fire Department, Behavior Wellness and Social Services.

# General County Programs

