



**BOARD OF SUPERVISORS
AGENDA LETTER**

Agenda Number:

Clerk of the Board of Supervisors
105 E. Anapamu Street, Suite 407
Santa Barbara, CA 93101
(805) 568-2240

Department Names: County Executive Office
(CEO)
Department No: 012
For Agenda Of: April 11, 12, 14, 2022
Placement: Departmental
Estimated Tme: 3 days
Continued Item:
If Yes, date from:
Vote Required: Majority

TO: Board of Supervisors

FROM: Department Directors Mona Miyasato, County Executive Officer

DocuSigned by:

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Contact Info: Nancy Anderson, Assistant CEO, Budget & Research

SUBJECT: Fiscal Year 2022-23 Preliminary Budget and Budget Development Workshops

Recommended Actions:

It is recommended that the Board of Supervisors:

- a) Receive and file information about the Fiscal Year 2022-23 preliminary budget;
- b) Provide direction, if any, regarding items to be addressed or included in the CEO’s Recommended Budget, scheduled for release in May and Board adoption scheduled for June 14 and 15, 2022;
- c) Approve new budget development policy to maintain a minimum reserve of \$3 million in the Disaster Recovery fund balance (Account 9846) in General County Programs to fund the repair of County infrastructure damaged during disasters when no other State or federal reimbursement or other available funding can be identified;
- d) Provide direction, if any, regarding Special Issues or other items; and
- e) Determine pursuant to CEQA Guidelines 15378(b)(4) that the above actions are not a project subject to CEQA review, because it is a government fiscal activity that does not involve any commitment to any specific project which may result in a potentially significant physical impact on the environment.

Summary:

Last year the County budget development process focused on recovery and resilience as pandemic restrictions were lessening, vaccinations were being made readily available and resources related to local economic improvements and significant federal and state stimulus funding were realized. Now, two years into the pandemic era, much has been learned, transformed and reinvented as our government, businesses and the community pivoted, and in many areas advanced, to serve the needs of the residents. The Fiscal Year (FY) 2022-23 preliminary budget and workshop presentations strive to:

- **Reset** how we do our work by optimizing new technologies and hybrid teams, learning new skills to increase our capacity and efficiency, and anchoring in Renew values and behaviors to guide our path forward in a post pandemic reality.
- **Reimagine** a more inclusive and equitable future that safeguards the health, safety and prosperity for everyone, while combatting climate change impacts and improving disaster resilience.
- **Reconnect** with our residents, community members, clients and customers, in both traditional and new ways necessitated by the pandemic; and maintain partnerships, collaborations and connections formed or strengthened in the last two years.

In December, staff presented the Budget Development Report with the five-year forecast. Projections at that time indicated minimal General Fund resources would be available for expansion of services and one-time expenditures resulting primarily from anticipated labor negotiated cost increases, general liability and workers compensation premiums, internal service charges, and the threat of significant litigation costs being incurred. Additionally, cannabis revenue was projected to decline as a result of the oversupply of wholesale cannabis product and resulting price compression. General Fund departments were informed that the budget development objective was to maintain current service levels to the extent possible, while funding cost increases, additional mandated costs and continuing to invest in priority projects and initiatives.

The County's preliminary operating budget is estimated at \$1.4 billion for FY 2022-23 and marks a fourth year in a row that service level reductions are not proposed by any County department. While the cost increases previously mentioned have posed a challenge by limiting resources, the Board's leadership in prioritizing key projects, careful planning, managing resources and preparing for the future has enabled the County budget to remain relatively stable. The preliminary budget incorporates the Board's policies on program-based budgeting, fiscal stability, identifying and mitigating fiscal risks and maintaining prudent reserves. Additionally, it recommends measures to strengthen our current financial stability and bolster our ability to weather what the future might bring.

The County's General Fund contribution costs are increasing by \$15.3 million to cover forecasted salary and benefits, Board policies, and operational changes that are mandated, contractual, or necessary for fiscal stability and planning. Helping to offset cost increases is \$15.7 million of growth in discretionary General Fund revenue that includes property, sales and transient occupancy tax revenue (excludes cannabis revenue) as the economy continues to recover. Critical federal and State resources, including increased realignment funds, are also assisting with anticipated budget gaps and reserve uses to cover operational efforts, further stabilizing the fiscal outlook. All of these resources have been essential to mitigating increasing costs and critical department needs.

The County's stable fiscal outlook results from strong fiscal management and prudent budgetary practices forged by the Board to promote resiliency and ensure future stability. The preliminary budget is balanced through careful consideration of Board policies and commitments, service level impacts and long-term sustainability. Despite the County's achievements to minimize service level reductions and maintain fiscal stability, the County budget will continue to be challenged by rising labor, pension, and insurance premium costs, recruiting and retention of critical staff, economic inflation, legislative changes, and many deferred maintenance projects. It is imperative for the County to remain vigilant in continuing to strive for organizational excellence as we reconnect and focus beyond the Renew '22 initiatives and envision the future Countywide goals and objectives that align all department efforts.

The following is a summary of programmatic priorities and/or strategic investments included in the FY 2022-23 preliminary budget.

Budget Highlights

County Financial Stability

The Board has prioritized financial stability in policy to help mitigate future economic challenges. This budget recommends measures to strengthen our current financial stability and bolster our ability to weather what the future might bring, including, but not limited to, maintaining a strategic reserve at 8% of General Fund operating revenue according to policy, setting aside ongoing General Fund resources for future deficits identified in a five-year forecast, and the planned release of funds set aside in prior years for specific anticipated cost increases.

American Rescue Plan Act

A major funding source again in FY 2022-23 is the American Rescue Plan Act (ARPA). The President signed the legislation on March 11, 2021, that allocated \$86.7 million to Santa Barbara County and another \$82 million to the local cities. The County received the first \$43.3 million tranche in FY 2021-22. The second tranche is expected in FY 2022-23. The Board allocated \$26.9 million of the second tranche on October 19, 2021, and the remaining \$16.5 million will be considered during the workshop special issue discussion planned for April 14, 2022.

Homelessness and Housing

To-date the Board has approved allocation of more than \$22.3 million in American Rescue Plan Act funding towards homelessness efforts

through the Health and Human Services Recovery Plan, much of which is included in the FY 2022-23 budget. In addition, the Community Services Department will be allocating approximately \$30.6 million in additional state and federal funding to address and prevent homelessness in FY 2022-23. This includes funding for facilities, outreach and support services, rental assistance and an encampment strategy.

Human Resources

County employees endured unprecedented hardships and accomplished much during the pandemic, so providing them with the best service possible is more important than ever before. The budget includes efforts to promote workforce flexibility through a hybrid work model, employee wellness programs, and emphasis on building leadership capacity to recruit and retain high-performing employees.

Regional Parks and Libraries

The budget recognizes the post-pandemic renewed need and desire for outdoor activities by providing funding for improvements and maintenance at many of our regional parks, including planned recreational improvements at Cachuma Lake, repaving the Arroyo Burro Beach parking area, design of a multi-use trail at the Gaviota Marine Terminal, construction of a multi-use trail system south of Orcutt, and the opening of a new restaurant at Goleta Beach County Park. A draft Countywide Parks and Recreation Master Plan is also on track to be

completed, informed by outreach to community stakeholders. Additionally, funding for CPI growth has been included for libraries.

Climate Change Adaptation

As the County addresses climate change, a number of projects are anticipated for FY 2022-23. General Services projects include, increasing the number of electric vehicles in the County motor pool, continuing to implement energy efficiency upgrades throughout the County, increasing the percentage of county electricity from solar, and the Betteravia Solar and Battery project (90% complete) should be online by this summer. The Community Services Department will address climate change through use of “green” energy by increasing the number of customers enrolled in Central Coast Community Energy, increasing households participating in the Home Energy Savings energy efficiency retrofit program, completing energy audits and benchmarking assessments on local commercial or municipal facilities through the Energy Assurance Services program, and securing new funding sources that support implementation of the County’s Climate Action Plan (CAP) and emission reduction measures that are currently unfunded.

Capital Improvements

Strategic investments in County facilities will help ensure we provide efficient and sustainable services to our residents and investors. With a number of County facilities aging or outdated, the budget recommends one-time investments to address immediate needs, such as the boiler and air conditioning of the conference room suite in the San Antonio Building, renovations at the Santa Maria Health Care Center, bidding and construction phases of the Regional Fire Communications Center (RFCC), renovation of the Cachuma Lake Fireside outdoor amphitheater to address aged infrastructure, and ADA access and replacement of Goleta Beach irrigation damaged in 2015-2017 storms and renovation of the western lawn area. The budget also includes \$1.3 million towards Countywide roof replacements, energy reduction, accessibility,

and security projects. Additionally, federal project funding of \$1.3 million is anticipated for seismic and accessibility upgrades to the Veterans Memorial Building on Cabrillo Boulevard and \$900,000 for the Lompoc Healthcare Center. Plans continue in preparation of issuing debt to fund major capital projects such as the Public Safety Radio System and the main jail renovations. A special issue presented at the workshops will provide more detail on capital projects.

Deferred Maintenance

The 18% funding plan continues to carve out funding for deferred maintenance, increasing by \$750,000 in FY 2022-23, to a total of \$11.6 million in ongoing General Fund, allocated among Public Works, General Services, and Community Services Departments. Further funding of \$4.1 million is provided for critical capital and maintenance projects, including countywide accessibility improvements, roof replacements, energy efficiency upgrades, and more. The Public Works Department also anticipates \$9 million in SB 1 funding for roads maintenance, for a total of \$15.998 million towards local road maintenance, which is the most funding since the 18% Funding policy was adopted in 2014.

Innovation & Technology

Strategic investments in County systems are necessary to ensure residents and other County customers receive a necessary and evolving level of service. The Board adopted a budget policy that prioritizes funding for critical information technology needs. A set-aside of \$2 million annually will assist with technology replacement that is prioritized through the Executive Information Technology Committee (EITC). This critical funding will support the migration of Information Technology Services from On-Premises to Internet Service Providers (Cloud), as well as cybersecurity projects, completion of the M365 SharePoint migration and training, completion of the next phase of the website replacement project by redesigning and replacing County intranet sites for standardization,

cybersecurity, and other projects that benefit several service departments. Additionally, the budget continues funding for the implementation of the County Enterprise Resource Planning (ERP) System.

Advancing Board Priorities

The Board and the public have had many discussions on the following subjects and the budget continues to support them:

Co-Response Teams: While grant funding is ending over the next two years, the County will continue to fund three teams in the unincorporated areas of the County through the Sheriff's Office and in coordination with Behavioral Wellness.

Assisted Outpatient Treatment Program (AOT): State and federal block grant funding is assisting to increase staffing for this program, also known as Laura's Law. The Behavioral Wellness Department plans to add three positions that will provide outreach and mental health services for these clients.

Long-Range Planning Projects: The Planning and Development Department plans to make progress on the Ag Enterprise and Farmstay ordinance amendments, Housing Element update, and Environmental Justice Element, among others.

Cannabis Permitting and Compliance: Cannabis revenue continues to fund permit review and compliance monitoring for approved projects for Planning and Development in addition to enforcement funding for the Sheriff's Office and Treasurer Tax Collector.

Criminal Justice Initiatives

Criminal justice partners continue to make progress on initiatives to improve communication, processes, and data availability. Some of these improvements are being accomplished through internal efficiencies, and reallocation and optimization of existing resources, while other initiatives require funding,

including many that are funded through State and Community Correction Partnership (CCP) resources. Collaborative initiatives continuing in FY 2022-23 include establishing multi-disciplinary teams (MDTs) to provide early interventions and enhanced legal, social, and mental health services based on individual needs and circumstances; a shared alternative sentencing pilot that combines expertise and oversight from Probation and Sheriff to allow certain, well-suited offenders to serve their sentences via community or State programs; and optimization of the use of diversion programs and other off-ramps from the criminal justice system when appropriate. The budget includes funding towards improving discovery through a digital evidence management system (DEMS) or other technology solution; continuation and expansion of pretrial services that provide informed release efforts; enhancement of an internally developed data dashboard for public-facing data related to the criminal justice system; and a set-aside of \$1.25 million for criminal justice data and discovery efforts in the General Fund.

Diversity, Equity & Inclusion Initiatives

The County is making a concerted effort to ensure that diversity, equity and inclusion (DEI) considerations are engrained in the organization. In FY 2022-23, departments will be developing, refining or deploying DEI plans, providing training to employees and creating action plans based on survey results recently collected. The budget includes \$200,000 ongoing and \$960,000 one-time funds for training and program efforts. A portion of the one-time Equity funds will be available to support a DEI position in the Human Resources Department to coordinate County department efforts. Additionally, \$855,000 of ARPA is proposed to fund interns, language access material and a Health and Human Services Plan DEI Coordinator that will provide Countywide DEI leadership with a focus on the underserved, marginalized and hard-to-reach communities, including Latinx, indigenous, geographically isolated, agricultural/migrant

workers, those with access and functional needs, low income, homeless and senior populations.

Beyond Renew '22

While several of the Renew '22 Countywide big picture goals are coming to fruition by June 2022, department specific goals continue to pursue efficiencies and improvements in the way we do business, be responsive and resilient and rethink what the public needs and expects of the County. In FY 2022-23, staff will be discussing a reset of

countywide strategic initiatives, and the alignment of department goals, objectives and performance measures that support the initiatives, as a result of changes in the Government Finance Officers Association (GFOA) budget award criteria that is effective for FY 2023-24. The CEO will be coordinating discussions with department leadership and the Board related to information on this in the coming months.

These priorities and investments are included and highlighted as they speak directly to the County's ongoing efforts to achieve the Countywide vision and address the goals and objectives of Renew '22 and the budget development policies adopted by the Board of Supervisors. Details regarding changes to the budget, staffing and Discretionary General Funding can be found in the Preliminary Budget Summary (Attachment A) and workshop binder material.

Purpose of the Budget Workshops

This letter and attached workshop documents are provided to present the Board of Supervisors with a preliminary budget for FY 2022-23. The County Budget Act requires the County to approve a budget before June 30 (Government Code section 29064). Budget Workshops are scheduled for April 11, 12, and 14.

At the workshops, department directors will provide presentations on their budgets, significant issues impacting their operations, accomplishments, goals for the upcoming fiscal year, budget expansion requests, and updates on their Renew '22 initiatives. The County Executive Office, in conjunction with the Auditor-Controller's Office, has completed the review of submitted department budgets and revenue estimates, which remain subject to change until the tax roll is completed and the State budget is adopted.

The workshops also provide an opportunity for the Board to receive information and provide direction to staff, as appropriate, on particular policy issues that affect department budgets. This year, the workshops include three special issue reports:

1. Maintenance and Capital Projects (Tuesday, following Public Works' presentation)
2. Digital Transformation Update (Thursday, following General County Programs presentation)
3. American Rescue Plan Act (ARPA) Funding Update (Thursday, following Digital Transformation Update Special Issue)

The materials provided at the workshops are not intended to be inclusive of the entire Recommended Budget, which will be finalized with all financial schedules and department detail pages and released in May. Budget hearings are scheduled to be held on June 14 and 15, 2022. At those hearings, staff will present the Recommended Budget for the Board's consideration, amendment, and adoption.

Fiscal Impacts:

There are no fiscal impacts associated with holding the Budget Workshops. Addressing the information presented during the workshops will provide staff direction in finalizing the Fiscal Year 2022-23 Recommended Budget for adoption at the June budget hearings.

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Fiscal Year 2022-23 Budget Development Workshops

Attachments:

Attachment A: FY 2022-23 Preliminary Budget Summary

Attachment B: FY 2022-23 Budget Workshop Binder

Authored by:

CEO Budget & Research Division

cc:

Assistant CEOs

Department Directors

CEO Fiscal and Policy Analysts

COUNTY OF SANTA BARBARA FY 2022-23 PRELIMINARY BUDGET SUMMARY

The preliminary budget reflects the budget at this stage in the development process. Changes will continue to be made after the workshops, including incorporation of Board input, before the Recommended Budget is released in May. The preliminary budget for FY 2022-23 includes \$1.40 billion in operating revenues, an increase of \$50 million over the prior year, driven largely by a \$15 million increase in State 2011 Realignment and Mental Health Services Act (MHSA) funding to the Department of Behavioral Wellness, and local property tax collection increases of \$10 million. Additionally, charges for services increased by \$16.7 million, including an almost \$6 million increase to the Fire District's State contract revenues and \$3 million in increased revenue for the Tajiguas landfill as fees continue to increase to cover the debt service on the new facilities. Compared to last year, one-time federal resources will decrease in FY 2022-23, notwithstanding funding received through the American Rescue Plan Act.

Operating expenditures are increasing by \$50 million, and include both ongoing and one-time costs, with ongoing costs largely supported by ongoing revenues. One of the largest increases is in the Department of Behavioral Wellness, which is utilizing the \$15 million increase in State revenues mentioned above in part to fund 34.8 new FTE positions. The Department of Social Services is also adding 27 FTE to maximize State and federal revenues to administer new grants and programs in the Economic Assistance, Protective Services, and Workforce Development Board Programs. The FY 2022-23 preliminary budget includes full time equivalent (FTE) staffing of 4,442, an increase of about 93 over the prior year, with most of the staff growth coming in the two departments mentioned above.

Budget at a Glance

	FY 2021-22 Adopted	FY 2022-23 Preliminary
Operating Revenues	\$1.35 Billion	\$1.40 Billion
Operating Expenditures	\$1.32 Billion	\$1.37 Billion
Non-Operating Expenditures	\$0.03 Billion	\$0.03 Billion
Staffing (FTEs)	4,349	4,442

State and Federal Budget Impacts

The Governor's Budget was released in January with anticipated changes that will be incorporated into his final May Revise. The Legislative Analyst's Office (LAO) issued [The 2022-23 Budget: Overview of the Governor's Budget \(ca.gov\)](#) on January 13, 2022, that indicates the Governor had a \$29 billion General Fund surplus to allocate in the 2022-23 budget process. The Governor proposes spending about 60 percent of discretionary resources, or \$17.3 billion, on a one-time or temporary basis for a variety of programmatic expansions. The Governor also proposes using \$6.2 billion to end, a year early, temporary limits for businesses to use net operating losses to offset tax payments and \$2 billion for ongoing spending increases. These ongoing proposals would increase to \$5.2 billion by 2025-26.

The Governor's budget also allocates over \$2 billion in discretionary General Fund for more than 20 new, one-time workforce training proposals, \$2.1 billion for a Climate Resilience package and \$4.9 billion to support various transportation projects. Additionally, the budget includes proposals to address health care access and affordability and a homelessness package focusing on near-term needs (\$2 billion over two years). County departments are expected to benefit from the proposed Budget, in particular health and human services departments. Programs such as CalWORKS, CalFresh, In-Home Supportive Services (IHSS) and Behavioral Health Bridge Housing are receiving enhanced funding.

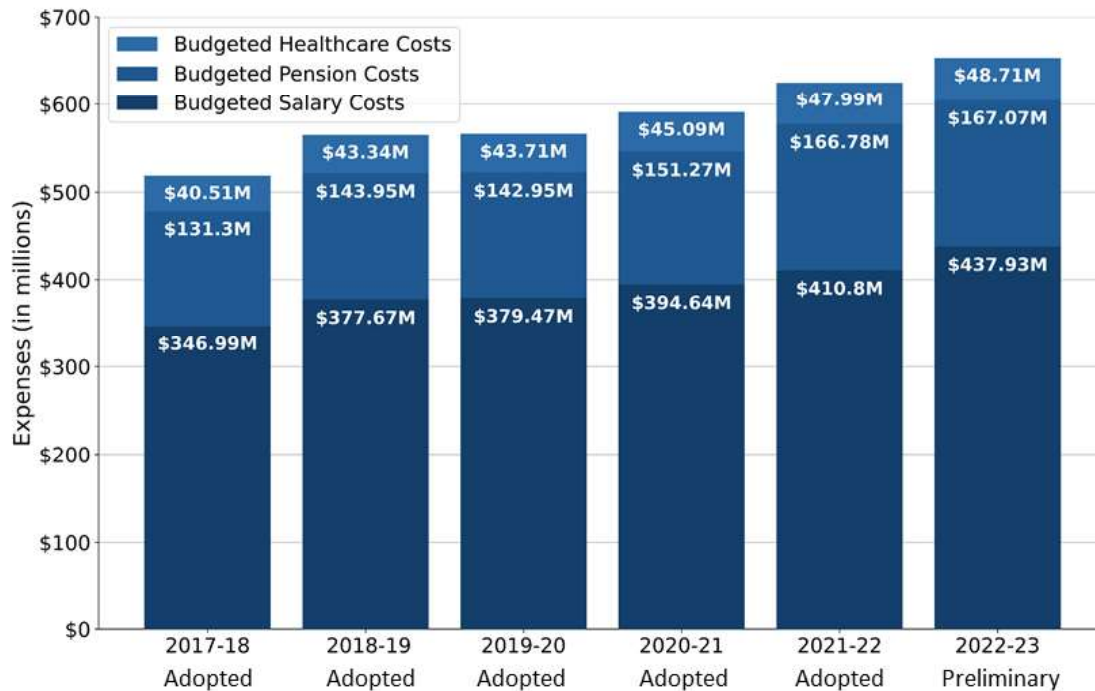
At the federal level, congressional leaders negotiated a FY 2022 appropriations package that is carried over from last year, the omnibus appropriations bill. The omnibus appropriations bill will fund federal discretionary spending programs for the current fiscal year. This is legislation that has carried over from last year because of the failure to complete the 12 funding bills before the start of the new federal fiscal year October 2021. The omnibus legislation combines the individual appropriations bills together into a single package, that was signed into law March 15, 2022. For Santa Barbara County, three specific projects were added at the request of Senators and Representatives. These funding earmarks will fund the Lompoc Health Clinic upgrades in the amount of \$900,000 and seismic, health and safety improvements of the Santa Barbara Veteran's Memorial Building in the amount of \$1.3 million.

House and Senate Democrats are continuing to discuss the details of legislation to implement President Biden's Build Back Better Plan that proposes funding for child tax credits, climate change and workforce development. President Biden signed H.R. 3684, the Infrastructure Investment and Jobs Act, into law on November 15, 2021. This bill reauthorizes surface transportation and water programs and provides about \$550 billion of new funding for roads, bridges, water systems, broadband, passenger rail, transit, and other infrastructure. The Public Works Department is actively tracking this legislation to maximize access to this new funding.

Countywide Salary and Benefit Costs

Salary and benefit costs are major budgetary drivers that affect most County operating funds. Several labor contracts have been negotiated recently or are expiring soon and are currently in negotiations. Salaries and benefits costs are expected to rise by \$27.3 million countywide, to \$727.9 million making up 53.2% of the County's total operating expenditures. Salary and benefit costs are primarily driven by salaries, pensions, and healthcare. Salaries increased \$27.1 million to \$437.9 million, due to negotiated wage increases as well as the addition of 93 FTE, which were added mostly in health and human services departments with new State and federal funding. Fortunately, pension costs remained flat compared to FY 2021-22 at roughly \$167 million, due to the significant return on investments experienced by SBCERS in FY 2020-21. This had a downward impact on pension plan rates beginning in FY 2022-23 which helped offset the upward pressure created by rising salaries. Likewise, healthcare costs only increased by \$700,000, to \$48.7 million, due to lower rate increases in calendar year 2022 than anticipated when the FY 2021-22 budget was adopted. The table below shows major adopted salary and benefit costs for the County over the previous five years, as well as the preliminary FY 2022-23 costs.

Major Salaries and Benefits



Discretionary General Funding

The General Fund is the main operating fund for the County and a primary focus of budget discussions that relate to discretionary revenue, such as property, sales, transient occupancy and cannabis tax revenues. These major discretionary revenues are distributed to departments as General Fund Contribution (GFC), with nearly 90% allocated to General Fund departments. GFC finances departmental operations and services for which no special or dedicated revenues are available and, in special revenue departments, often serves as local match for State and federal funding. FY 2022-23 preliminary recommendations have been developed for the major budgetary components of the General Fund and areas of major impact are discussed below.

Discretionary Revenue. A total budget of \$340.3 million in General Fund discretionary revenues has been estimated for FY 2022-23. The primary discretionary revenue sources are property, sales, transient occupancy and cannabis tax revenues. Growth from these revenue sources is vital to paying for increases in labor and operational costs for many County operations, including most of the public safety function. A description of the year-over-year budgetary changes to these primary discretionary revenue sources is provided below, along with the factors that drive these changes.

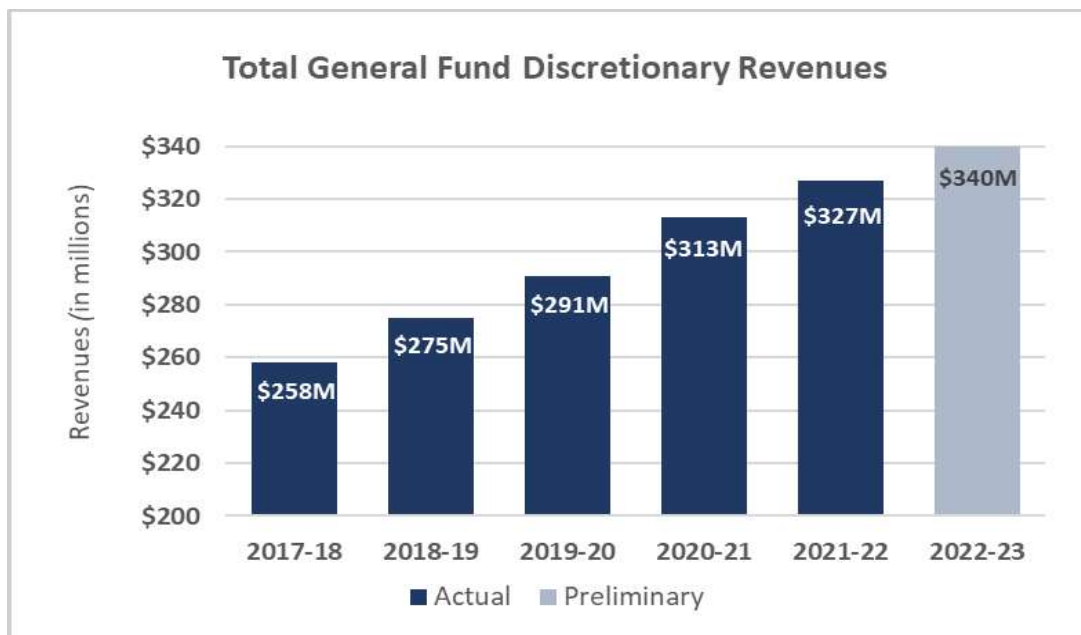
Discretionary General Fund Revenue Summary (in millions)

	FY 2021-22 Adopted	FY 2022-23 Preliminary	\$\$ Change
Cannabis Taxes	\$19.06	\$16.29	-\$2.77
Current Property Taxes	168.29	176.48	8.19
Sales and Use Tax	12.54	14.24	1.70
Transient Occupancy Tax	12.12	14.90	2.78
All Other Discretionary Revenue	115.37	118.38	3.01
Total General Fund Discretionary Revenues	\$327.38	\$340.29	\$12.91

- Cannabis Tax:** In a newly implemented and emerging County program, cannabis cultivation and nursery taxes collected grew substantially year-over-year in the first three years since program inception in 2018. Based on this historical growth, revenue was budgeted at \$19 million in FY 2021-22, however, due to oversupply of wholesale cannabis product that has developed statewide and its adverse impacts on pricing, projections for the current year have been adjusted downward to \$12.5 million, a 34% reduction. The FY 2022-23 cannabis revenue estimate is \$16.3 million, a decrease of 14.5% from the FY 2021-22 adopted budget, to reflect the impacts of oversupply and the associated compression of prices. The estimate is an increase of \$3.8 million from the estimated actual for FY 2021-22 based primarily on the addition of new cannabis cultivators that are expected to complete the County's land use permitting and business licensing processes and commence operations. Additionally, next year's overall cannabis budget reflects \$1.1 million of anticipated retail storefront tax receipts as it is expected that the six retail storefront operators that were ranked highest in each of the allowable six community plan areas will all have completed the County's regulatory processes and will be generating sales in FY 2022-23.
- Current Property Taxes:** After discussion with the Assessor and Auditor-Controller, an overall increase of 4.9% in property tax revenues will be used for budget development purposes. The net impact to the General Fund for property tax revenue for FY 2022-23 is an increase of \$8.2 million. The largest driver of this increase is secured property taxes, comprised of residential and commercial properties, that assumes assessed value growth of 4.5% due to strong market growth coupled with an increase in the volume of real property transfers.
- Local Sales Tax:** Local sales tax represents the local portion of the retail sales tax collected by the State from sales generated within the unincorporated areas of the County. The County's current sales tax rate, along with the cities of Buellton, Goleta, and Solvang, stands at 7.75%, which contrasts with the cities of Guadalupe, Lompoc, Santa Barbara, and Santa Maria whose rate is 8.75%, and the City of Carpinteria at 9%. Despite being impacted early on by the effects of the pandemic, retail sales in the unincorporated County areas have returned to pre-pandemic levels and then some, as consumer spending has shifted away from services and back to goods, with an emphasis on e-commerce in particular. With the assistance of Sales and Use Tax consultant, HdL, a budget increase of 13.6%, or \$1.7 million, has been assumed in FY 2022-23. This is attributable to the substantial increase in actual sales tax receipts in the current fiscal year that are projected to significantly exceed budget, with growth expected to flatten beginning next fiscal year as the economy cools down. In FY 2022-23 it is anticipated that retail sales growth reverts to more steady,

historical averages despite headwinds that include continued supply chain disruptions, rising inflation, the Federal Reserve's expected raising of interest rates to address inflationary pressures, and uncertainty surrounding the war in Ukraine.

- Transient Occupancy Tax (TOT):** TOT revenue is highly dependent on tourism and the availability of lodging in the unincorporated areas of the County and was therefore most impacted by the pandemic and the stay-at-home mandates that were implemented statewide. However, TOT revenues have since rebounded to pre-pandemic levels, as the public's pent-up demand to travel has surged. An increase of 23%, or \$2.8 million, has been budgeted for FY 2022-23 as staff anticipates demand for travel locally to continue to thrive due to the County's status as a highly desired tourist destination, despite the ongoing pandemic.



The table above shows the preliminary General Fund Discretionary Revenues with five years of actual collections. The preliminary FY 2022-23 budget assumes growth of \$12.9 million, or 3.9% from FY 2021-22. The change in discretionary revenue over the five-year forecast period is presented in the financial forecast table for the General Fund in the County Fiscal Plan section.

County Fiscal Plan

Long-term fiscal planning is an effective tool for creating sustainable budgets and providing fiscal stability beyond the annual budget horizon. It is a strategic process that provides governments with insights and information needed to establish multi-year budget solutions, fiscal policies, and actions that maintain good fiscal health. The County creates a five-year operating forecast for the purpose of providing the Board of Supervisors with a framework for use in decision-making, in order to maintain and continue the fiscal health of the County and to ensure and enable a plan for the provision of services and capital assets.

The forecast is updated annually and is not a budget. It does not establish policy or priorities; it simply summarizes fiscal capacity. The forecast identifies key factors that affect the County's fiscal outlook and assesses how difficult balancing the budget may be in the future.

Updated Five-Year Financial Forecast. The five-year financial forecast was presented in December and has now been updated with the most current estimates for the FY 2022-23 preliminary budget. A five-year forecast as it relates to ongoing expenditures funded with ongoing discretionary revenue in the County's General Fund was prepared using the forecast projections for discretionary revenue and salaries and benefits in addition to consideration of prior Board policy commitments and certain anticipated major operational cost increases. The forecast assumes status quo operations and does not include any department expansion requests. Cannabis tax revenue was excluded as an ongoing source in accordance with Board approved policy.

General Fund expenditures are projected to grow throughout the forecast period primarily due to increases in salaries, retirement contributions, and health insurance costs as well as escalating general liability and workers compensation insurance premiums. This growth in expenditures meets or exceeds the projected growth in General Fund revenues with minimal to no remaining ongoing sources for expansion of operations, new projects, or critical needs until FY 2026-27. Estimates will continue to be refined until budget adoption to ensure available funds are appropriated prudently and according to Board priorities. It will be imperative that thoughtful consideration is made related to the extremely limited resources that are available.

The forecast reflects a steady consistent growth in revenue with no anticipation of a recession at this time. Revenue growth is helping to offset the corresponding negotiated salary increases recently approved. The County's preliminary budget reflects a \$339,100 surplus in FY 2022-23 that has been set aside in General County Programs until further direction is received during the budget workshops. It is important to note that the preliminary budget and forecast assumes status quo operation levels for General Fund departments and no expansion requests are included. While the forecast shows deficits in two of the five years forecasted, the final year of the forecast reflects a minimal surplus of \$241,194. By law, the Board must adopt a balanced budget. As part of the County's fiscal plan, it will be crucial to mitigate the years of deficit through careful planning of the use of future discretionary revenue growth or consider ongoing expenditure reductions or identification of addition revenue opportunities.

FIVE-YEAR FINANCIAL FORECAST
INCREMENTAL CHANGE IN GENERAL FUND ONGOING REVENUE AND COSTS
FISCAL YEARS 2022-23 THROUGH 2026-27

<u>Row</u>	<u>Category</u>	<u>Ongoing Revenue Sources:</u>	Preliminary	Forecast			
			Budget	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
1	Forecast	Discretionary Revenue (excludes Cannabis)	\$15,671,500	\$12,010,900	\$9,211,500	\$10,055,800	\$11,462,000
		Total Revenue Change	\$15,671,500	\$12,010,900	\$9,211,500	\$10,055,800	\$11,462,000
		<u>Ongoing Cost Changes:</u>					
2	Forecast	Negotiated and Assumed Salary Increases	\$6,555,800	\$5,273,700	\$5,242,100	\$4,463,000	\$4,337,700
3	Forecast	Pension Costs	(818,400)	1,573,500	555,900	506,900	(330,000)
4	Forecast	Health Benefits	(73,000)	757,200	824,100	855,500	906,500
5	Policy	Strategic Reserve Funding Growth	1,791,400	228,700	87,400	91,500	95,700
6	Policy	Northern Branch Jail Operations Plan	2,200,000	2,100,000	1,800,000	1,000,000	700,000
7	Policy	County Enterprise Resource Planning System	500,000				
8	Policy	Uninsured Litigation Costs Reserve	650,000				
9	Policy	18% Deferred Maintenance	750,000				
10	Operational	General Liability/Workers Comp Increases	-	2,709,600	500,570	382,400	511,200
11	Operational	ITS/GS Charges for Services	468,900	351,675	263,756	197,817	148,363
12	Operational	Continuation of Co-Response Program	384,700	470,000			
13	Operational	DSS CalFresh Local Share Waiver Sunset (MOE)	807,000				
14	Operational	IT Department Operations	324,500	500,000	250,000	250,000	
15	Operational	Project Clean Water Program Costs (Mandate)	402,400				
16	Operational	County Free Library System CPI Increase (Contractual)	139,100				
17	Operational	IHSS MOE & Labor Increases (MOE)		761,600	1,250,700	463,000	484,000
18	Operational	PW Roads Division Insurance Premium Increases		1,000,000	500,000		
19	Operational	Data and Discovery Costs Public Defender		389,900			
20	Operational	Homelessness Services Costs				5,000,000	
21	Fiscal Plan	Set Aside GFC for Future Deficits-Program Stabilization	1,250,000				
22	Fiscal Plan	Release Board Approved Prior Year Set Aside Offset: General liability, Co-Response and Labor Increase		(4,104,975)	(1,250,000)		
23	Fiscal Plan	Previous Year GFC Deficit			-	1,013,026	4,367,343
		Total Change in Costs	\$15,332,400	\$12,010,900	\$10,024,526	\$14,223,143	\$11,220,806
		Annual (Deficit)/Surplus	\$ 339,100	\$ -	\$ (1,013,026)	\$ (4,367,343)	\$ 241,194
		Set Aside Balance in General County Programs	(339,100)				
		FY 2022-23 Preliminary Budget Balance	\$ -				

The table above is ordered by category type. The forecast line items reflect the preliminary budget estimates for FY 2022-23 and projections for the following four-years to assist with fiscal planning. Policy, operational and fiscal plan line items for FY 2022-23 are updated for the preliminary budget that reflects a balanced budget after the Annual (Deficit)/Surplus of \$339,100 is set aside in General County Programs until further direction is received at budget workshops. The following items detail the changes listed in the table:

- **Policy**

- a) **Strategic Reserve Funding Growth:** The Board has a current policy of maintaining a prudent reserve at 8% of total General Fund operating revenue (30 days working capital). The forecast assumes the account will be brought current in FY 2022-23 with \$1.79 million and growth will be set aside each year to maintain the 8% balance for the forecast period.
- b) **Northern Branch Jail Operations Plan:** The Board has a current policy to set aside ongoing funding until the annual jail operations funding equals the incremental annual operating cost of the new facility, which was assumed to occur in FY 2022-23 when the plan was adopted a decade ago. The cumulative set-aside will reach \$19.3 million in FY 2022-23 while anticipated operating costs in the Sheriff's Department and maintenance costs in General Services total \$23.4 million in the forecast. The assumed increases in the table above are what would be needed to reach parity by FY 2025-26, plus annual cost inflation in FY 2026-27, but a decision will have to be made in FY 2022-23 on whether the funding plan should be extended, or if there's another option for covering these costs.
- c) **County Enterprise Resource Planning (ERP) System:** The Board has a current policy to set aside funding of at least \$1.5 million for replacement of the County's financial, payroll and human resources system. Vendor selection for an ERP system is underway and anticipated costs for staffing coverage during implementation and contract services will begin in FY 2022-23. A \$500,000 increase to the ongoing set aside for this project has been included in the budget bringing the total amount for FY 2022-23 to slightly more than \$2 million.
- d) **Uninsured Litigation Costs Reserve:** The Board has a current policy to set aside funding to build an uninsured litigation cost balance in the Litigation Reserve up to \$5 million. The budget includes \$650,000 towards increasing litigation costs.
- e) **18% Deferred Maintenance Allocation:** The Board has a current policy to allocate 18% of unallocated Discretionary General Fund revenues will be committed for maintenance needs to be allocated to Public Works (50%), General Services (35%) and Parks (15%). The increase for FY 2022-23 is \$750,000 for a total of \$11.6 million being allocated to those departments.

- **Operational**

- a) **General Liability/Workers Comp Increases:** Risk Management has indicated premium increases for both GL and WC insurance coverage. For FY 2022-23 the GL is increasing by 12% from the previous year and WC is increasing 12.2% and departments have absorbed the increases in their budgets. The increase in FY 2023-24 and beyond is shown with the anticipation that some departments may need assistance to cover this increase. The Board approved a set aside of \$500,000 for potential budgetary impacts related to the anticipated increases in FY 2021-22.
- b) **ITS/General Services Charges for Services:** IT charges out to departments increased by \$4.5 million, driven by increasing salaries and benefits costs as well as significant software and subscription expenses and needed hardware upgrades. The majority of this increase is the result of bringing the Microsoft 365 subscription costs, which total more than \$2.5 million, into the IT charges, when previously it had been paid by the individual departments out of their services and supplies. For FY 2022-23, an allocation to various departments totaling \$468,900 was made to assist with IT increases.

- c) Continuation of Co-Response Program: The Co-Response Program has been a priority for the Board for the past several years. Grant funding is anticipated to end partially in next fiscal year and fully by FY 2023-24. The forecast assumes the General Fund will fund the program through the Sheriff's budget at the current level (three teams) when the grant funding ends. The budget includes \$384,700 of ongoing GFC for this program that may be reimbursed through ARPA funding for the next three years.
- d) DSS CalFresh Local Share Waiver Sunset: Department of Social Services has been anticipating the end to the CalFresh waiver which will increase General Fund contribution by \$807,000 in order drawdown additional State and federal funds. The department indicates that the additional drawdowns will be sufficient to offset salary increases as a result of recent labor negotiations.
- e) IT Department Operations: General Services anticipates the establishment of a separate IT Department in FY 2022-23 with full implementation over the next three years. The budget includes \$324,800 in ongoing GFC and \$1 million was set aside in the current year budget with anticipation of some growth over the next three years for full implementation.
- f) Project Clean Water Program Costs (Mandate): Project Clean Water has been covering costs in excess of revenue with the use of fund balance, but recent needs in Toro Canyon, as well as additional State stormwater requirements, have rapidly depleted the remaining balance. Staff estimates an ongoing need of \$402,000 to meet State requirements as well as for increased operations and maintenance costs. The Board also approved \$1.53 million in one-time funding for Project Clean Water projects at Toro Canyon and trash control mitigation in the Isla Vista area.
- g) County Free Library System CPI Increase (Contractual): At budget hearings last year, the Board approved the concept of a CPI annual increase to support the local library function. The formula being the greater of the prior year Los Angeles CPI or 3%. For 2021, the LA CPI is 3.8% equating to an increase of \$139,100 for FY 2022-23.
- h) IHSS MOE & Labor Increases: The IHSS program provides personal care and domestic services to low-income individuals to help them remain safely in their own homes and communities. IHSS costs are shared by the federal government, state, and county. Historically, counties paid 35 percent of the nonfederal share of IHSS service costs and 30 percent of the nonfederal share of IHSS administrative costs. Beginning in 2012--13, however, the historical county share of cost model was replaced with an IHSS county maintenance-of-effort (MOE), meaning county costs would reflect a set amount of nonfederal IHSS costs as opposed to a certain percent of nonfederal IHSS costs. The set amount for the County is anticipated to grow. DSS has been absorbing the increases so far through growth in 1991 realignment funds. Additionally, negotiated labor contracts will affect the cost of the program prospectively.
- i) PW Roads Division Insurance Premium Increases: The Public Works Department has indicated for several years that it was relying on the use of one-time fund balance to maintain a certain level of road maintenance and operations. A significant increase in general liability and workers compensation costs is a primary cause. While the FY 2022-23 budget for Roads is balanced using fund balance, consideration in the forecast for FY 2023-24 includes a potential contribution towards those specific cost increases. The CEO will be bringing a policy consideration item on this issue prior to the FY 2023-24 budget development.
- j) Data and Discovery Costs Public Defender: The Board approved a set aside for data and discovery activities in FY 2021-22 with ongoing General Fund Cost allocation. This included

funding requests from the Sheriff, CEO and District Attorney. In FY 2022-23, the Public Defender has also identified similar needs that were not initially included. If one-time funding is used for FY 2022-23 to cover the positions, the ongoing expense would need to be incorporated in the next fiscal year.

- k) Homelessness Services Costs: State grants and ARPA funding have been identified to fund many homeless project operations for the next three years; however, this limited funding ends by FY 2025-26. An estimated \$5 million may be needed to continue these programs should alternative funding not be available.

- **Fiscal Plan**

- a) Set Aside GFC for Future Deficits – Program Stabilization: Based on the five-year outlook, there is a deficit anticipated starting in FY 2024-25 that will need to be mitigated by FY 2026-27 by approximately \$1,250,000 using available resources in FY 2022-23.
- b) Board Approved Prior Year Set Aside Offset: As part of budget development in FY 2021-22, the Board approved the set aside of funding for GL Insurance increases (\$500k), labor negotiation increases (\$3.1M) and Co-Response Program (\$500k) to plan for these anticipated fiscal impacts. The release of these funds is projected to be needed starting in FY 2023-24.
- c) Previous Year GFC Deficit: The five-year forecast shows a deficit of \$1 million in FY 2024-25 and \$4.4 million in FY 2025-26 primarily resulting from labor increases and the homelessness services costs. The deficits would need to be covered with ongoing resources in the following fiscal year as shown in FY 2025-26 and 2026-27, respectively, if alternative ongoing solutions are not identified and one-time sources are used to bridge the gap.

Pre-Workshop Expansions

After review of department budget submittals, the CEO may identify certain expansion requests that are necessary to mitigate high liability risks and compliance issues, meet mandates and address critical organizational needs. Priority consideration is given to those requests that support Board strategic and programmatic priorities and the General Fund Contribution Allocation Policy. Due to the limited resources of the General Fund and after review of the department expansion requests, no pre-workshop expansions were recommended.

Data and Discovery Criminal Justice Funding Set-Aside from FY 2021-22

In FY 2021-22, the Board approved setting aside funds in the amount of \$1.25 million for criminal justice partners to use for data collection and more efficient processing of discovery for court proceedings. KPMG addressed these needs as well during their departmental management reviews. Recommendations on how this funding will be allocated is anticipated in early FY 2022-23 as part of the criminal justice partners improvement efforts review. A Chief Data Officer position approved by the Board will soon be hired to oversee and evaluate the needs related to the data positions. This will include a determination of how best to ensure coordination, roles, and placement of the positions or for additional software costs to maximize the effectiveness of these investments. Since last year, the Public Defender has submitted expansion requests totaling \$369,900 that identify similar data and discovery needs as the District Attorney. While the ongoing funding is from General Fund revenue, staff has determined that ARPA funds can be used for some of the costs for at least three years. A portion of the General Fund one-time set aside potentially could then be used towards the first year of the Public Defender's identified needs. The ongoing funding has been incorporated into the 5-year forecast for FY 2023-24.

General Fund One-time Funds Available for Allocation

As part of budget development, the Board considers one-time carry forward fund balances from the previous fiscal year towards one-time expenditures. The unallocated fund balances include those funds carried forward from General Fund departments on June 30, 2021, and unspent funds in the Cannabis Tax Revenue account. Additionally, any one-time reimbursement of ARPA projects approved in October 2021 previously funded by the General Fund (\$955,000) are shown in the Emerging Issues (9890 Account). One-time funding available for the Board's consideration is as follows:

One-time Unallocated Fund Balance Available for FY 2022-23

GF Fund Balance Unallocated (9940 Account)	\$-0-
Cannabis Fund Balance (9815 Account)	3,102,800
Emerging Issues Fund Balance (9890 Account) ARPA Backfills	955,000
Total One-time Funds Available	\$4,057,800

Both fund balance accounts have been adjusted as needed for current year activity. A significant portion of the GF Fund Balance was set aside for advance bridge construction approved by the Board (\$9M) and uninsured litigation costs (\$5M). Cannabis Fund Balance was offset by the current year shortfall in tax revenue that was anticipated.

General Fund Reserves

The County maintains several General Fund set asides or reserves in General County Programs for specific purposes related to statutory funding, Board policy and future operational needs. Reserves for the General Fund are estimated to total \$142 million on June 30, 2022. The reserve balance includes the \$40.6 million Strategic Reserve that equates to 8% of General Fund operating revenue. The preliminary budget includes anticipated uses of reserves for intended purposes and earmarks for set asides needed for future years. As reported in the December budget development report, General Fund one-time fund balances are being impacted by potential significant uninsured litigation costs that could affect the current fiscal year or FY 2022-23. Several General County Program reserve funds have been shifted to the Litigation Reserve account for this emerging issue.

Staff is proposing a new budget development policy as part of this Board item that relates to the Disaster Recovery Reserve (9846 Account). The proposed policy is to maintain a minimum reserve of \$3 million in the Disaster Recovery fund balance (Account 9846) in General County Programs to fund the repair of County infrastructure damaged during disasters when no other State or federal reimbursement or other available funding can be identified. There are sufficient funds earmarked for future use to meet the minimum threshold. The policy will help to more clearly identify intended use for this set aside balance. The budget sets aside \$1.4 million in the Disaster Recovery fund balance to cover the damages incurred by the Public Works Department for the Alisal Fire disaster.

Key Challenges and Emerging Issues

Every year, the County develops a balanced budget while maintaining focus on community priorities, State and federal mandates, legislative and regulatory changes, and building a strong future. Some challenges are unique to Santa Barbara County, and some are common among most local government

agencies. As departments identified their key challenges, some common themes emerged, many of which were identified as such in last year's budget as well.

New and changing State and federal mandates and regulations: Legislative and regulatory changes continue to impact funding, workload, and service delivery systems. These changes are particularly prevalent among the health and human services and criminal justice departments.

- The Public Health Department continues to be impacted by the transition of pharmacy carve-out from managed care (Medi-Cal Rx), losing up to \$4.2 million in 340B savings.
- State legislative programs for homelessness are promoting one-time funding for facilities but minimal ongoing resources to pay for the services to this population.
- State legislation is increasing the involvement of Behavioral Health services in justice system and homelessness requiring historically unprecedented levels of collaboration between justice system and behavioral health system.
- The District Attorney has been impacted by several pieces of legislation that expand post-conviction relief options for eligible incarcerated persons. For example, the passage of SB 1437 and SB 775 allows anyone who was previously convicted of murder, attempted murder, or voluntary manslaughter, under certain circumstances, to petition the court for an order to vacate that conviction. Most cases will need to be re-litigated decades after the original conviction or plea bargain, resulting in resource challenges for the department.
- The Clerk Recorder Assessor is challenged with implementation of Proposition 19 that requires new property assessment criteria, and AB 37 which requires that counties mail vote-by-mail ballots to all registered voters and make mail ballot drop-off locations available.
- Proposed trailer bill legislation implements a growth cap on Incompetent to Stand Trial (IST) referrals and imposes a county penalty if the growth cap is exceeded. DSH proposes to establish a baseline to set each county's cap at the total number of felony IST determinations that are made in the current fiscal year (FY 2021-22). If counties exceed their baseline number, they will be charged a penalty payment for the total number of individuals determined IST on felony charges above the baseline, under a scaled approach based on the number that exceed the baseline.

Public Works Fiscal Challenges: While significant funding may soon be available for transportation projects from State and federal programs, Public Work's high-cost bridge projects and the Roads Division increasing operational costs continue to be a challenge for the department.

- With changes in federal funding for cash advances, the County must now find alternative cashflow and seek reimbursement for costs related to major bridge construction. The Board has approved temporary cashflow funding of up to \$12.8 million for the Floradale and Foothills bridge projects. General Fund one-time fund balance carry-forward of \$9 million was set aside in the Advance Construction Reserve (9819 Account) for temporary cashflow transfers to Public Works. State transportation funding and the federal infrastructure bill that recently passed may help alleviate some of the cashflow issues.
- The Public Works Department continues to be concerned about operational costs for the Road Fund exceeding ongoing resources and the use of significant one-time fund balance to maintain the current level of road work. Cost increases for contracted services and supplies are a major driver of the operational challenge. In addition, nearly half of the cost increase is directly related to increasing general liability and workers compensation insurance premiums (\$1.5M). The Roads Fund is balanced for FY 2022-23. The CEO plans to bring a policy discussion to the Board prior

to FY 2023-24 budget development to provide options for a long-term fiscal stability plan that may include cost reductions and other funding sources.

Staffing and Team Development: Most County departments have expressed staffing challenges that are even more prevalent since the pandemic began. Recruiting and retention issues are generally the result of the high cost and lack of affordable housing within the County. The following are common themes throughout departments:

- Maintaining continuity and timeliness of operations through staffing changes related to retirements, promotions and general turnover.
- Recruiting, developing and retaining highly-qualified staff to support operations.
- Encouraging employee engagement and supporting aspiring leaders through opportunities for development and leadership training.

Information Systems and Technology Infrastructure: Several major initiatives are underway in FY 2022-23 that will enhance customer service and provide better up to date system functionality. These are large multi-year projects for departments and will take staff resources and dedication to be successfully implemented. The following are some of the major system initiatives underway throughout the County:

- Department of Social Services: Migration to a single statewide automated welfare system known as CalSAWS by the end of April 2023.
- Public Health and Behavioral Wellness: California Advancing and Innovating Medi-Cal (CalAIM) changes beginning January 2022 and will be phased in through 2027.
- Auditor-Controller, Human Resources and General Services (ICT): Implementation of a new County Enterprise Resource Planning (ERP) System to replace the current legacy financial system that will provide an integrated system for payroll, financial accounting and human resources.
- Planning and Development and Environmental Health Services: These departments are transitioning to a digital service delivery model through the Accela enterprise permitting system that will allow for online permitting.
- General Services (ICT): General Services continues to work with other departments on a coordinated Geographic Information System (GIS).

Sheriff/City Contracts Dispute: The Sheriff's Office budget for FY 2022-23 assumes full cost recovery for services provided to the cities of Goleta, Buellton, Carpinteria, and Solvang. The cities are disputing the estimated cost. The amount of the dispute could impact the Sheriff's Office budget by approximately \$2 million.

Increasing Costs for Pension and Liability Insurance: While pension costs are flat for FY 2022-23, it is anticipated that the retirement board will be considering a reduction of the assumed rate of return from 7% to 6.75% in FY 2023-24 as a result of the actuarial study performed every three years. Retirement costs are driven by salary increases, pension investment returns, and expectations regarding existing and future retirees. Additionally, insurance premium costs increased 12% in FY 2022-23 and are anticipated to continue to increase over the next five years. These costs are challenging for departments to absorb within their budgets without service level reductions.

Addressing Homelessness: Several County departments have been involved in providing services to prevent, address, mitigate or house homeless individuals. Homeless programs continue to increase in their

complexities but have received renewed interest and effort at the federal, State and local levels. The County has been successful in applying for and administering available homeless funding, and provides additional support for this population including anticipated \$1.5 million in General Fund Contribution for FY 2022-23. The bulk of homelessness funding is managed within the Community Services Department, consisting of approximately \$30.6 million in state and federal sources for programs such as the Emergency Rental Assistance Program (ERAP) (\$17 million), federal Emergency Solutions Grant Coronavirus (ESG-CV) (\$5.3 million), and the Homeless Housing Assistance and Prevention Program (HHAP) (\$5.3 million). Additionally, the Board has allocated \$22.3 million to date in ARPA funding for facilities, services and encampment strategies. These State grants and federal COVID-19 related funding have been identified to fund many homeless project operations for the next three years; however, this limited funding ends by FY 2025-26. An estimated \$5 million may be needed to continue these programs should alternative funding not be available.

Department Expansion Requests

The FY 2022-23 preliminary budget is balanced to ensure essentially status quo operations for General Fund departments with approximately \$339,100 remaining in ongoing General Fund Cost and \$4 million in one-time resources remaining available. Departments have submitted requests for budget expansions totaling \$12.7 million in ongoing funding and \$7 million in one-time funds, with an increase in staffing of 52.5 FTE. Some of the requests may qualify for ARPA funding and will be added to the list the Board will be considering as part of the ARPA special issue discussion on April 14. The CEO comments section has been added this year for context and alternatives, if any, as the requests are considered by the Board. These requests will be discussed in detail in department presentations and included in Tab 3 of the Budget Workshop binder.

Summary of Expansion Requests

#	Description	FTE	Ongoing	One-Time	CEO Comments
Community Services					
1	Zero Emission Transportation Specialist would implement zero-emission vehicle (ZEV) related measures and actions identified in the CAP, coordinate ZEV education and outreach to departments, county employees and general public, identify funding sources, apply for grant funding and lead or assist with grant implementation for ZEV and charging infrastructure projects, and support General Services, Public Works and other County departments to transition gas vehicles to ZEVs.	1.0	\$165,000		The department indicates one-time funding may be option while grant funding is pursued.
2	HCD Accountants to manage increased State and Federal grant dollars in response to the pandemic.	2.0	\$240,000	\$10,000	Grant administration funds may be available for a portion of this request.

*ARPA Eligible

Summary of Expansion Requests

#	Description	FTE	Ongoing	One-Time	CEO Comments
Community Services (Cont')					
3	Cultural Arts Master Plan Implementation - Expand services to reach more people, particularly traditionally underserved communities throughout the county.		\$192,000		Department is using fund balance for FY 22-23 to cover and will be in deficit after FY 23-24. A sustainable budget will involve future reductions, discussions with City of Santa Barbara, or evaluating other models.
4	Parks Pavement Rehabilitation to fund pavement rehabilitation needs in parks across the county according to the Parks Division's pavement management plan.			\$1,000,000	
5	Betteravia Valley of Light Artwork Expansion - Popular solar art installation comprises seven tree-like sculptures. The expansion request would add 14 additional light posts to the original 7, further illuminating the campus as a hub for local art.			\$170,000	
District Attorney					
6	Post-Conviction Relief Unit - One DA and 0.5 LOP to review closed cases and respond to requests for resentencing required due to legislative changes.	1.5	\$299,700		
7	Cyber Crimes Unit Investigator - Provide the DA's Office with dedicated expertise in investigating the ever-increasing volume of digital evidence.	1.0	\$182,000		
8	Deputy District Attorney positions to assist with increased workloads and COVID-19 backlog.	2.0		\$312,800*	If ARPA approved for three years, department indicates they can absorb ongoing costs through attrition in FY 2025-26.
Planning and Development					
9	Long Range Planning OPTION 1 consultant and supervising planner (1 FTE) for 3-years to expand the number of locally driven (non-state mandated) projects undertaken on an annual basis by the division.	1.0		\$562,500	3-Year total \$1.7 million
10	Long Range Planning OPTION 2 team to expand the number of locally driven (non-state mandated) projects undertaken on an annual basis by the division.	4.0	\$731,200	\$10,000	Due to limited ongoing resources, the one-time 3-year consultant would be more sustainable option.

*ARPA Eligible

Summary of Expansion Requests (Cont')

#	Description	FTE	Ongoing	One-Time	CEO Comments
Public Defender					
11	Deputy Public Defenders to help address the backlog of cases due to court closures and suspension of jury trials.	3.0		\$461,000*	If ARPA approved for three years, department indicates they can absorb ongoing costs through attrition in FY 2025-26.
12	Data Analyst to correlate general criminal justice data with data from other system players to find the patterns that can help improve the quality, effectiveness and efficiency of the justice system for our community.	1.0	\$135,700		Part of larger criminal justice data/discovery discussion.
13	Convert Extra Help Legal Office Professionals to Permanent. Expect discovery needs to continue to grow as more entities utilize technology like body-worn and police car dash cameras, they create an exponentially growing amount of material that must be provided to the defense in discovery.	3.0	\$254,200		Part of larger criminal justice data/discovery discussion.
Public Works					
14	PCI – One-time funding request to maintain PCI at 58.			\$3,100,000	The Board approved a \$4M allocation of discretionary ARPA funding towards Road Maintenance in FY 2021-22 that has assisted towards progress for PCI.
15	General Cost Increases to liability insurances due to deferred maintenance from 21/22 to 22/23, escalating construction/material costs, relatively flat GFC, reduction of Measure A due to bonding, and curbed growth in Gas Tax (HUTA).		\$4,800,000		Public Works budget is balanced for FY 2022-23. CEO plans to bring policy discussion related to the cost increases and options prior to December 2022.
Sheriff					
16	Co-Response Expansion – from a part-time service (3 teams) to a full-time service that is provided 7 days per week, 20 hours per day (5 additional teams).	7.0	\$1,333,000*	\$662,600*	While ARPA eligible, there is not sufficient GF in the future to support this cost per the 5-Year forecast. Costs for corresponding BWell staff are not included within this request.

*ARPA Eligible

Summary of Expansion Requests (Cont')

#	Description	FTE	Ongoing	One-Time	CEO Comments
Sheriff (Cont')					
17	Narcotics Team – Reinstate second team that was lost to previous years' budget cuts.	5.0	\$1,039,900	\$175,000	The Department is assessing possibility of regional team coordinated with other organizations that would reduce costs.
18	Human Trafficking Detective – Retain existing position after end of 6-year grant funding.	1.0	\$288,300	\$136,200	
19	Cannabis Compliance Team expansion to include one (1) additional sergeant, and four (4) detectives.	5.0	\$1,039,900	\$175,000	
20	Orcutt & Montecito Community Resource Deputies and necessary equipment (vehicle, CAD, Coban) in the community of Orcutt and Montecito.	2.0	\$398,800*	\$170,000*	While ARPA eligible, there is not sufficient GF in the future to support this cost per the 5-Year forecast.
21	Sheriff Service Technicians for NBJ assimilated into existing custody deputies to help offset structural staffing deficit in the Custody Operations Branch.	6.0	\$646,800		
22	Accounting Supervisor to manage increase in grant and contract revenues.	1.0	\$164,600	\$2,500	
23	Sheriff Service Technicians Investigators within the Sheriff's Criminal Investigations Bureau (CIB) that will be used to supplement existing sworn detective personnel.	2.0	\$215,600		
Treasurer Tax Collector					
24	Veterans' Service Representatives to provide increased support and outreach to local veterans.	3.0	\$329,100		
25	Transient Occupancy Tax (TOT) Compliance to review and audit operator's records.	1.0	\$208,700		
Total		52.5 FTE	\$12,664,500	\$6,947,600	

*ARPA Eligible

ARPA Funding Considerations

The Board will be considering the final allocation of restricted ARPA funding totaling \$16.5 million as part of the FY 2022-23 budget. As noted in the expansion request table, there are several items that are being reviewed for ARPA eligibility. The Final Rule for ARPA was released in January 2022 with additional clarification on spending categories and added flexibility for municipalities. Based on the final guidance, staff is prioritizing projects for the Board's consideration that include:

- Eligibility of technology infrastructure, court backlog, data resources, community violence interventions, and restoring public sector employment were added in the Final Rule, allowing staff

to identify various expenditures that the Board has previously approved using General Fund resources that could be reimbursed (backfilled). There are 4 projects or programs totaling \$5.9 million over 3-4 years and would result in one-time discretionary General Funds available for FY 2022-23. The backfill each year thereafter will also be available as the expenditures are budgeted and incurred.

Fiscal Year	2022-23	2023-24	2024-25	Total
GF Backfill Amount	\$2,78,868	\$1,862,028	\$1,862,028	\$5,902,923

- As ARPA funding is only available for a three to four-year period, using this resource for ongoing staffing and services can create a sustainability challenge in future years. One-time projects and limited term program enhancements are most ideal. For this reason, only certain department expansion requests will be recommended for consideration as part of the ARPA special issues discussion.

Renew '22 Achievements and Beyond

June 2022 marks the end of the County's five-year initiative to re-balance our resources, re-design how we do our work, respond to residents and customers with the highest quality of services within our means, retain high-performing employees, and prepare the next generation of leaders. During this time, we prepared and positioned ourselves to adopt new practices, be responsive and resilient, and rethink what the public needs and expects of us. The pandemic caused an acceleration of Renew '22, which was initiated in 2017 to fortify the organization against the next economic or natural emergency. Over the last five years we have pursued efficiencies and improvements in the way we do business through Renew '22 initiatives to help position us to mitigate or avoid the difficult funding choices that were necessary during the last recession. The next Countywide strategic initiative, which will build upon the successes of Renew '22, is currently under development.

Summary of Countywide Big Picture Goals Cumulative Results

Goal	Achievement
RE-BALANCE: Enhance financial resiliency Departments will enhance financial resiliency in an amount annually with a goal of at least 1% of their total budgets.	\$66M
RE-DESIGN: Migrate County services online Evaluate and migrate 75% of County services determined feasible to be placed online by June 2022.	87% <i>of 417</i>
RE-DESIGN: Train employees through InnovateSBC Ensure 225 employees countywide are trained in process improvement and innovation through InnovateSBC and two times the program cost are achieved in savings by June 2022.	465 \$896K savings \$275K cost*
RESPOND: Conduct a Customer Service Survey Conduct a biennial customer service survey or other feedback and develop an action plan to address areas of needed improvement.	66

*InnovateSBC program costs and estimated savings achieved are as of January 2022

Summary of Countywide Big Picture Goals Cumulative Results (Cont')

Goal	Achievement
RETAIN: Retain New Employees Retain 80% of new employees during their first 5 years of County employment by June 2022.	78% <i>of 390</i>
RETAIN: Develop the Next Leaders 30% of managers participate in a leadership development program (countywide or department sponsored).	72% <i>of 294</i>

Some Renew '22 efforts will continue to make progress and have prospectively changed how services will be delivered:

- Process Improvement and Innovation Training** through the County's InnovateSBC program, which launched in July 2020, and has already trained over 400 employees. The original goal was to train 225 employees by June 2022, but given the success and overwhelming positive feedback from participant departments, we expanded this goal to 10% of all county employees, over 400, which we are on target to meet by June 2022. This training provides staff at all levels with tools to review processes and practices and empowers them to implement innovations in the ways we deliver services to our customers, with the ultimate result of streamlining daily work and improving our outcomes. We continue to track the innovation efforts implemented through InnovateSBC, and we will return to the Board at a later date with a full report; however, from initial estimates of innovations that have been implemented, we have easily exceeded our goal of achieving two times the program cost in savings. As of January 2022, at least 78 innovations have been implemented, representing an estimated savings of \$896K. Some of these savings are included in the \$66M reported by departments to meet their Re-Balance goal. We will continue to offer InnovateSBC trainings in FY 2022-23.
- KPMG Departmental Management Reviews** will continue, conducting high-level assessments of departments, identifying strengths and opportunities, and developing benchmark financial and operational areas with similar jurisdictions. As of March 2022, nine County departments and one program have brought their KPMG report and response to the Board. Review of ten more County departments is in progress or planned. In addition, KPMG is providing more focused and detailed reviews of certain County programs and processes at departments' request, including the County's assessment appeal process; cannabis licensing and permitting, cannabis tax revenue assessment and collection; calculation of annual internal service fund charges among departments; General Services' internal purchasing operating structure, policies, and practices; as well as the County's broader decentralized procurement model.
- More employee engagement**, in the form of regular feedback surveys to employees from County HR; expansion of e-learning opportunities; supervisorial, management and leadership trainings; and dissemination of our countywide values. These practices help fortify connections among employees, remind them of our purpose in serving the public, and accentuate the positive parts of our County culture. Strengthening the ties that bind us together is important in times of stress and uncertainty for employees, as we continue a hybrid workforce of virtual and on-site employees.
- Department Adaptations and Innovations** have led to efficiencies. The COVID-19 pandemic has challenged us in new and unique ways, upending the ways we live and work. When physical locations were required to close, each department evaluated and swiftly adapted its operations to

migrate staff to telework or other socially-distanced solutions, while continuing to provide essential services to the public that were previously offered only in-person. At the same time, County employees working remotely increased from 3.8% in 2019 to 33.5% within just three months of the pandemic onset.

Many departments spearheaded innovative efforts to be more efficient in work processes and serving their customers and clients. Some departments have migrated critical services online, such as Child Support Services' full spectrum of caseload management, telehealth appointments provided by Behavioral Wellness and Public Health, as well as virtual hearings and online permitting by Planning & Development. General Services worked with several departments to move to Docusign for electronic signatures that has streamlined approval processes and concurrences on contracts, resolutions and board letters. As part of department workshop presentations, they will be highlighting COVID-impacts on their respective departments.

Cultivating Organizational Excellence into the Future

The County's stable fiscal outlook results from strong fiscal management and prudent budgetary practices forged by the Board to promote resiliency and ensure future stability. The preliminary budget is balanced through careful consideration of Board policies and commitments, service level impacts and long-term sustainability. Despite the County's achievements to minimize service level reductions and maintain fiscal stability, the County budget will continue to be challenged by raising labor, pension and insurance premium costs, recruiting and retention of critical staff, economic inflation, legislative changes and many deferred maintenance projects. It will be imperative for the County to remain vigilant in continuing to strive for organizational excellence as we reset our focus beyond the Renew '22 initiatives and envision the future Countywide goals and objectives that align all department efforts.

The preliminary budget summary schedules provided on the following pages are consolidated information for departments and County funds and will be updated accordingly for the Recommended Budget.

Countywide Budget Overview

All Funds Summary

This schedule shows amounts for the County as a whole and includes all budgeted funds. This schedule is useful in understanding the primary components of the County's expenditures and revenues.

	2020-21 Actual	2021-22 Adopted	2021-22 Estimated Actual	2022-23 Recommended	Change from FY21-22 Ado to FY22-23 Rec
Staffing By Budget Function					
Policy & Executive	96.54	106.63	106.63	108.63	2.00
Public Safety	1,441.48	1,583.00	1,583.00	1,590.27	7.27
Health & Human Services	1,603.56	1,768.45	1,768.45	1,835.22	66.77
Community Resources & Public Fac.	478.53	523.22	523.22	532.53	9.31
General Government & Support Services	316.03	367.85	367.85	375.10	7.25
Total	3,936.13	4,349.14	4,349.14	4,441.74	92.60
Operating Budget By Budget Function					
Policy & Executive	\$ 57,777,716	\$ 94,169,400	\$ 64,530,902	\$ 73,010,600	\$ (21,158,800)
Public Safety	361,004,996	397,953,420	392,616,350	412,501,282	14,547,862
Health & Human Services	420,614,092	452,877,600	445,840,600	481,130,400	28,252,800
Community Resources & Public Fac.	195,744,304	249,455,100	267,816,184	280,170,138	30,715,038
General Government & Support Services	108,469,292	117,607,600	113,698,695	119,450,500	1,842,900
General County Programs	6,452,175	9,724,900	2,658,300	2,667,000	(7,057,900)
Total Operating Expenditures	\$ 1,150,062,575	\$ 1,321,788,020	\$ 1,287,161,031	\$ 1,368,929,920	\$ 47,141,900
Budget By Categories of Expenditures					
Salaries and Employee Benefits	\$ 642,498,706	\$ 700,590,900	\$ 676,345,300	\$ 727,871,200	\$ 27,280,300
Services and Supplies	360,669,082	454,757,770	450,721,369	471,117,670	16,359,900
Other Charges	146,894,787	166,439,350	160,094,362	169,941,050	3,501,700
Total Operating Expenditures	1,150,062,575	1,321,788,020	1,287,161,031	1,368,929,920	47,141,900
Capital Assets	94,954,291	133,899,000	120,031,976	106,288,100	(27,610,900)
Other Financing Uses	161,846,640	133,721,200	135,724,700	149,430,200	15,709,000
Intrafund Expenditure Transfers (+)	283,425,795	354,005,500	340,725,100	363,495,600	9,490,100
Increases to Fund Balances	276,025,541	104,496,480	129,196,500	136,034,345	31,537,865
Fund Balance Impact (+)	44,976,754	-	10,724,542	-	-
Total Expenditures	\$ 2,011,291,597	\$ 2,047,910,200	\$ 2,023,563,849	\$ 2,124,178,165	\$ 76,267,965
Budget By Categories of Revenues					
Taxes	\$ 372,365,472	\$ 383,110,300	\$ 386,875,518	\$ 402,700,900	\$ 19,590,600
Licenses, Permits and Franchises	27,036,773	25,546,000	24,163,600	27,010,200	1,464,200
Fines, Forfeitures, and Penalties	9,947,363	9,294,180	8,558,578	9,119,536	(174,644)
Use of Money and Property	2,076,769	8,632,591	4,031,274	5,808,678	(2,823,913)
Intergovernmental Revenue	497,974,179	528,790,400	530,300,290	538,056,993	9,266,593
Charges for Services	335,579,926	342,578,249	336,894,028	359,256,573	16,678,324
Miscellaneous Revenue	66,278,839	54,192,500	58,847,453	59,012,440	4,819,940
Total Operating Revenues	1,311,259,320	1,352,144,220	1,349,670,741	1,400,965,320	48,821,100
Other Financing Sources	150,761,316	84,288,200	89,339,200	102,609,300	18,321,100
Intrafund Expenditure Transfers (-)	13,840,354	64,558,200	57,175,250	61,748,000	(2,810,200)
Decreases to Fund Balances	186,175,674	219,536,780	204,717,790	218,563,945	(972,835)
General Fund Contribution	306,112,738	327,382,800	319,879,200	340,291,600	12,908,800
Fund Balance Impact (-)	43,142,196	-	2,781,668	-	-
Total Revenues	\$ 2,011,291,597	\$ 2,047,910,200	\$ 2,023,563,849	\$ 2,124,178,165	\$ 76,267,965
Beginning Fund Balance	\$ 648,461,752	\$ 773,289,052	\$ 773,289,052	\$ 705,710,636	\$ (67,578,416)
Net Change in Sources Over Uses	91,684,426	(115,040,300)	(67,578,416)	(82,529,600)	32,510,700
Ending Fund Balance	\$ 740,146,177	\$ 658,248,752	\$ 705,710,636	\$ 623,181,036	\$ (35,067,716)

General Fund Summary

This schedule shows amounts only for the General Fund. The General Fund is the largest fund of the County. This schedule has been created in order to highlight budget items and changes relevant only to the General Fund.

	2020-21 Actual	2021-22 Adopted	2021-22 Estimated Actual	2022-23 Recommended	Change from FY21-22 Ado to FY22-23 Rec
Staffing By Budget Function					
Policy & Executive	89.96	99.63	99.63	101.63	2.00
Public Safety	1,179.71	1,301.00	1,301.00	1,305.27	4.27
Health & Human Services	31.65	37.00	37.00	37.00	-
Community Resources & Public Facl.	151.99	166.74	166.74	172.75	6.01
General Government & Support Services	237.91	278.85	278.85	281.10	2.25
Total	1,691.23	1,883.22	1,883.22	1,897.74	14.53
Operating Budget By Budget Function					
Policy & Executive	\$ 23,517,222	\$ 54,505,900	\$ 26,674,802	\$ 28,791,500	\$ (25,714,400)
Public Safety	256,368,017	285,791,600	280,943,568	295,197,500	9,405,900
Health & Human Services	4,767,241	5,402,700	5,327,800	5,544,100	141,400
Community Resources & Public Facl.	40,190,520	47,417,600	46,527,200	50,155,945	2,738,345
General Government & Support Services	56,938,036	65,287,500	61,757,750	65,773,100	485,600
General County Programs	6,087,875	9,671,900	2,605,300	2,588,800	(7,083,100)
Total Operating Expenditures	\$ 387,868,910	\$ 468,077,200	\$ 423,836,420	\$ 448,050,945	\$ (20,026,255)
Budget By Categories of Expenditures					
Salaries and Employee Benefits	\$ 291,896,280	\$ 322,249,200	\$ 312,934,100	\$ 330,997,200	\$ 8,748,000
Services and Supplies	63,748,613	109,843,200	76,719,308	79,713,445	(30,129,755)
Other Charges	32,224,017	35,984,800	34,183,012	37,340,300	1,355,500
Total Operating Expenditures	387,868,910	468,077,200	423,836,420	448,050,945	(20,026,255)
Capital Assets	2,989,053	10,023,100	8,401,700	1,350,200	(8,672,900)
Other Financing Uses	118,426,679	80,608,100	80,984,300	92,460,000	11,851,900
Intrafund Expenditure Transfers (+)	279,715,732	348,422,700	336,150,100	359,366,000	10,943,300
Increases to Fund Balances	191,514,078	84,141,080	98,299,700	115,136,445	30,995,365
Fund Balance Impact (+)	12,666,881	-	9,977,242	-	-
Total Expenditures	\$ 993,181,334	\$ 991,272,180	\$ 957,649,462	\$ 1,016,363,590	\$ 25,091,410
Budget By Categories of Revenues					
Taxes	\$ 283,834,102	\$ 293,290,400	\$ 295,594,618	\$ 308,029,300	\$ 14,738,900
Licenses, Permits and Franchises	8,060,639	5,631,900	5,448,600	5,628,700	(3,200)
Fines, Forfeitures, and Penalties	6,432,285	6,720,500	5,579,042	6,033,200	(687,300)
Use of Money and Property	1,049,808	3,530,900	902,912	2,377,000	(1,153,900)
Intergovernmental Revenue	162,348,754	142,543,000	127,869,836	134,808,100	(7,734,900)
Charges for Services	65,346,770	71,768,300	68,030,200	74,883,045	3,114,745
Miscellaneous Revenue	6,237,818	2,816,600	3,005,813	3,292,500	475,900
Total Operating Revenues	533,310,176	526,301,600	506,431,021	535,051,845	8,750,245
Other Financing Sources	37,646,913	15,736,300	16,821,100	10,512,700	(5,223,600)
Intrafund Expenditure Transfers (-)	10,130,291	58,975,400	52,600,250	57,618,400	(1,357,000)
Decreases to Fund Balances	139,178,911	100,811,680	97,306,723	111,433,045	10,621,365
General Fund Contribution	269,585,441	289,447,200	281,943,600	301,747,600	12,300,400
Fund Balance Impact (-)	3,329,602	-	2,546,768	-	-
Total Revenues	\$ 993,181,334	\$ 991,272,180	\$ 957,649,462	\$ 1,016,363,590	\$ 25,091,410
Beginning Fund Balance	\$ 201,899,695	\$ 263,572,237	\$ 263,572,237	\$ 271,995,688	\$ 8,423,451
Net Change in Sources Over Uses	61,672,446	(16,670,600)	8,423,451	3,703,400	20,374,000
Ending Fund Balance	\$ 263,572,141	\$ 246,901,637	\$ 271,995,688	\$ 275,699,088	\$ 28,797,451

Flood Control Districts Major Fund Summary

Staffing By Budget Function	2020-21 Actual	2021-22 Adopted	2021-22 Estimated Actual	2022-23 Recommended	Change from FY21-22 Ado to FY22-23 Rec
Community Resources & Public Fac.	36.35	40.00	40.00	41.00	1.00
Total	36.35	40.00	40.00	41.00	1.00
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Operating Budget By Budget Function					
Community Resources & Public Fac.	\$ 13,218,672	\$ 16,931,200	\$ 17,055,100	\$ 17,987,000	\$ 1,055,800
Total Operating Expenditures	\$ 13,218,672	\$ 16,931,200	\$ 17,055,100	\$ 17,987,000	\$ 1,055,800
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Budget By Categories of Expenditures					
Salaries and Employee Benefits	\$ 5,566,849	\$ 6,204,300	\$ 6,204,700	\$ 6,349,300	\$ 145,000
Services and Supplies	7,010,778	9,989,900	10,113,400	10,701,700	711,800
Other Charges	641,046	737,000	737,000	936,000	199,000
Total Operating Expenditures	13,218,672	16,931,200	17,055,100	17,987,000	1,055,800
Capital Assets	16,624,594	42,439,900	25,530,700	36,308,500	(6,131,400)
Other Financing Uses	108,112	-	32,000	-	-
Increases to Fund Balances	2,233,232	5,642,900	2,014,200	2,860,300	(2,782,600)
Fund Balance Impact (-)	-	-	-	-	-
Total Expenditures	\$ 32,184,610	\$ 65,014,000	\$ 44,632,000	\$ 57,155,800	\$ (7,858,200)
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Budget By Categories of Revenues					
Taxes	\$ 13,092,296	\$ 12,489,200	\$ 13,093,400	\$ 13,644,900	\$ 1,155,700
Licenses, Permits and Franchises	19,659	5,000	-	-	(5,000)
Fines, Forfeitures, and Penalties	562	-	-	-	-
Use of Money and Property	(115,946)	770,300	775,600	379,800	(390,500)
Intergovernmental Revenue	11,656,088	19,394,100	14,303,000	15,068,800	(4,325,300)
Charges for Services	4,011,423	4,005,000	3,987,300	4,226,100	221,100
Miscellaneous Revenue	5,891	1,500	1,000	500	(1,000)
Total Operating Revenues	28,669,974	36,665,100	32,160,300	33,320,100	(3,345,000)
Other Financing Sources	110,142	45,000	45,600	46,100	1,100
Decreases to Fund Balances	3,404,495	28,303,900	12,426,100	23,789,600	(4,514,300)
Fund Balance Impact (-)	-	-	-	-	-
Total Revenues	\$ 32,184,610	\$ 65,014,000	\$ 44,632,000	\$ 57,155,800	\$ (7,858,200)
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Beginning Fund Balance	\$ 71,540,131	\$ 70,368,868	\$ 70,368,868	\$ 59,956,968	\$ (10,411,900)
Net Change in Sources Over Uses	(1,171,263)	(22,661,000)	(10,411,900)	(20,929,300)	1,731,700
Ending Fund Balance	\$ 70,368,868	\$ 47,707,868	\$ 59,956,968	\$ 39,027,668	\$ (8,680,200)

Public Health Major Fund Summary

	2020-21 Actual	2021-22 Adopted	2021-22 Estimated Actual	2022-23 Recommended	Change from FY21-22 Ado to FY22-23 Rec
Staffing By Budget Function					
Health & Human Services	458.64	492.73	492.73	492.20	(0.53)
Total	458.64	492.73	492.73	492.20	(0.53)
Operating Budget By Budget Function					
Health & Human Services	\$ 96,781,071	\$ 95,395,500	\$ 92,210,700	\$ 97,093,100	\$ 1,697,600
Total Operating Expenditures	\$ 96,781,071	\$ 95,395,500	\$ 92,210,700	\$ 97,093,100	\$ 1,697,600
Budget By Categories of Expenditures					
Salaries and Employee Benefits	\$ 70,627,935	\$ 72,879,500	\$ 68,266,400	\$ 72,824,500	\$ (55,000)
Services and Supplies	22,288,108	18,402,300	19,492,500	18,989,600	587,300
Other Charges	3,865,028	4,113,700	4,451,800	5,279,000	1,165,300
Total Operating Expenditures	96,781,071	95,395,500	92,210,700	97,093,100	1,697,600
Capital Assets	102,849	164,600	417,000	140,000	(24,600)
Other Financing Uses	1,671,907	1,840,000	1,956,200	3,487,800	1,647,800
Intrafund Expenditure Transfers (+)	105,500	160,500	198,300	145,000	(15,500)
Increases to Fund Balances	10,349,313	2,057,100	2,637,400	2,560,000	502,900
Fund Balance Impact (+)	-	-	-	-	-
Total Expenditures	\$ 109,010,640	\$ 99,617,700	\$ 97,419,600	\$ 103,425,900	\$ 3,808,200
Budget By Categories of Revenues					
Licenses, Permits and Franchises	\$ 686,255	\$ 807,400	\$ 670,400	\$ 773,300	\$ (34,100)
Fines, Forfeitures, and Penalties	893,149	312,100	628,200	628,200	316,100
Use of Money and Property	(21,476)	163,200	91,500	96,200	(67,000)
Intergovernmental Revenue	36,214,606	28,960,000	33,456,100	33,635,700	4,675,700
Charges for Services	52,606,842	51,217,500	48,507,800	51,229,500	12,000
Miscellaneous Revenue	574,144	133,200	244,400	249,200	116,000
Total Operating Revenues	90,953,520	81,593,400	83,598,400	86,612,100	5,018,700
Other Financing Sources	9,782,207	2,635,900	3,276,800	3,161,400	525,500
Intrafund Expenditure Transfers (-)	105,500	160,500	198,300	145,000	(15,500)
Decreases to Fund Balances	573,913	7,425,200	2,543,400	5,561,500	(1,863,700)
General Fund Contribution	7,595,500	7,802,700	7,802,700	7,945,900	143,200
Fund Balance Impact (-)	-	-	-	-	-
Total Revenues	\$ 109,010,640	\$ 99,617,700	\$ 97,419,600	\$ 103,425,900	\$ 3,808,200
Beginning Fund Balance	\$ 18,391,669	\$ 28,167,069	\$ 28,167,069	\$ 28,261,069	\$ 94,000
Net Change in Sources Over Uses	9,775,400	(5,368,100)	94,000	(3,001,500)	2,366,600
Ending Fund Balance	\$ 28,167,069	\$ 22,798,969	\$ 28,261,069	\$ 25,259,569	\$ 2,460,600

Roads Major Fund Summary

	2020-21 Actual	2021-22 Adopted	2021-22 Estimated Actual	2022-23 Recommended	Change from FY21-22 Ado to FY22-23 Rec
Staffing By Budget Function					
Community Resources & Public Fac.	110.49	119.00	119.00	119.00	-
Total	110.49	119.00	119.00	119.00	-
Operating Budget By Budget Function					
Community Resources & Public Fac.	\$ 55,254,391	\$ 69,550,200	\$ 78,932,900	\$ 76,320,400	\$ 6,770,200
Total Operating Expenditures	\$ 55,254,391	\$ 69,550,200	\$ 78,932,900	\$ 76,320,400	\$ 6,770,200
Budget By Categories of Expenditures					
Salaries and Employee Benefits	\$ 15,547,413	\$ 17,564,800	\$ 17,449,900	\$ 17,936,700	\$ 371,900
Services and Supplies	36,988,986	49,075,700	58,567,300	54,754,000	5,678,300
Other Charges	2,717,992	2,909,700	2,915,700	3,629,700	720,000
Total Operating Expenditures	55,254,391	69,550,200	78,932,900	76,320,400	6,770,200
Capital Assets	1,618,995	2,459,000	1,568,000	2,577,000	118,000
Other Financing Uses	4,442,159	896,600	2,241,900	2,443,000	1,546,400
Intrafund Expenditure Transfers (+)	16,660	310,000	600,600	-	(310,000)
Increases to Fund Balances	12,306,242	2,915,000	5,159,800	4,422,500	1,507,500
Fund Balance Impact (+)	-	-	-	-	-
Total Expenditures	\$ 73,638,447	\$ 76,130,800	\$ 88,503,200	\$ 85,762,900	\$ 9,632,100
Budget By Categories of Revenues					
Taxes	\$ 8,559,028	\$ 7,215,800	\$ 7,985,700	\$ 7,994,800	\$ 779,000
Licenses, Permits and Franchises	491,766	342,000	342,000	342,000	-
Use of Money and Property	(77,290)	238,900	160,900	169,700	(69,200)
Intergovernmental Revenue	23,504,510	32,921,500	39,681,200	41,201,400	8,279,900
Charges for Services	13,421,220	6,933,300	7,616,500	7,552,000	618,700
Miscellaneous Revenue	375,768	378,500	133,600	163,600	(214,900)
Total Operating Revenues	46,275,000	48,030,000	55,919,900	57,423,500	9,393,500
Other Financing Sources	10,324,578	16,965,900	18,490,400	16,880,800	(85,100)
Intrafund Expenditure Transfers (-)	16,660	310,000	600,600	-	(310,000)
Decreases to Fund Balances	15,178,709	8,942,900	11,610,300	9,551,400	608,500
General Fund Contribution	1,843,500	1,882,000	1,882,000	1,907,200	25,200
Fund Balance Impact (-)	-	-	-	-	-
Total Revenues	\$ 73,638,447	\$ 76,130,800	\$ 88,503,200	\$ 85,762,900	\$ 9,632,100
Beginning Fund Balance	\$ 33,883,268	\$ 31,010,801	\$ 31,010,801	\$ 24,560,301	\$ (6,450,500)
Net Change in Sources Over Uses	(2,872,467)	(6,027,900)	(6,450,500)	(5,128,900)	899,000
Ending Fund Balance	\$ 31,010,801	\$ 24,982,901	\$ 24,560,301	\$ 19,431,401	\$ (5,551,500)

Capital Projects Major Fund Summary

Staffing By Budget Function	2020-21 Actual	2021-22 Adopted	2021-22 Estimated Actual	2022-23 Recommended	Change from FY21-22 Ado to FY22-23 Rec
Total	-	-	-	-	-
Operating Budget By Budget Function					
Public Safety	\$ -	\$ 100,000	\$ 50,000	\$ 50,000	\$ (50,000)
General Government & Support Services	5,622,743	2,598,500	2,663,500	275,000	(2,323,500)
Total Operating Expenditures	\$ 5,622,743	\$ 2,698,500	\$ 2,713,500	\$ 325,000	\$ (2,373,500)
Budget By Categories of Expenditures					
Services and Supplies	\$ 5,622,743	\$ 2,698,500	\$ 2,713,500	\$ 325,000	\$ (2,373,500)
Total Operating Expenditures	5,622,743	2,698,500	2,713,500	325,000	(2,373,500)
Capital Assets	9,685,774	24,141,000	17,167,600	15,005,000	(9,136,000)
Other Financing Uses	375,765	3,707,700	2,242,800	774,000	(2,933,700)
Intrafund Expenditure Transfers (+)	106,785	331,000	6,100	64,600	(266,400)
Increases to Fund Balances	10,312,227	771,300	1,206,200	1,095,800	324,500
Fund Balance Impact (+)	1,870,441	-	-	-	-
Total Expenditures	\$ 27,973,733	\$ 31,649,500	\$ 23,336,200	\$ 17,264,400	\$ (14,385,100)
Budget By Categories of Revenues					
Use of Money and Property	\$ (35,903)	\$ 12,000	\$ 12,000	\$ 112,000	\$ 100,000
Intergovernmental Revenue	1,041,601	6,062,000	1,168,000	1,298,800	(4,763,200)
Charges for Services	5,447,377	500,000	500,000	500,000	-
Miscellaneous Revenue	3,375,489	128,000	4,260,000	261,000	133,000
Total Operating Revenues	9,828,565	6,702,000	5,940,000	2,171,800	(4,530,200)
Other Financing Sources	10,294,888	22,221,000	13,221,700	13,719,500	(8,501,500)
Intrafund Expenditure Transfers (-)	106,785	331,000	6,100	64,600	(266,400)
Decreases to Fund Balances	5,598,056	2,120,500	3,893,400	1,033,500	(1,087,000)
General Fund Contribution	275,000	275,000	275,000	275,000	-
Fund Balance Impact (-)	1,870,441	-	-	-	-
Total Revenues	\$ 27,973,733	\$ 31,649,500	\$ 23,336,200	\$ 17,264,400	\$ (14,385,100)
Beginning Fund Balance	\$ 18,412,320	\$ 23,126,491	\$ 23,126,491	\$ 20,439,291	\$ (2,687,200)
Net Change in Sources Over Uses	4,714,171	(1,349,200)	(2,687,200)	62,300	1,411,500
Ending Fund Balance	\$ 23,126,491	\$ 21,777,291	\$ 20,439,291	\$ 20,501,591	\$ (1,275,700)

Fire Protection District Major Fund Summary

	2020-21	2021-22	2021-22	2022-23	Change from
Staffing By Budget Function	Actual	Adopted	Estimated	Recommended	FY21-22 Ado to FY22-23 Rec
Public Safety	256.77	274.00	274.00	277.00	3.00
Total	256.77	274.00	274.00	277.00	3.00
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Operating Budget By Budget Function					
Public Safety	\$ 89,030,032	\$ 94,684,800	\$ 94,179,500	\$ 99,599,300	\$ 4,914,500
Total Operating Expenditures	\$ 89,030,032	\$ 94,684,800	\$ 94,179,500	\$ 99,599,300	\$ 4,914,500
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Budget By Categories of Expenditures					
Salaries and Employee Benefits	\$ 75,601,410	\$ 76,912,800	\$ 76,912,800	\$ 82,285,700	\$ 5,372,900
Services and Supplies	7,282,141	9,364,100	9,653,800	9,174,500	(189,600)
Other Charges	6,146,480	8,407,900	7,612,900	8,139,100	(268,800)
Total Operating Expenditures	89,030,032	94,684,800	94,179,500	99,599,300	4,914,500
Capital Assets	2,766,155	2,949,000	2,975,900	1,502,200	(1,446,800)
Other Financing Uses	3,668,406	10,353,000	10,663,000	6,697,900	(3,655,100)
Increases to Fund Balances	3,762,667	-	466,100	300,000	300,000
Fund Balance Impact (+)	-	-	-	-	-
Total Expenditures	\$ 99,227,261	\$ 107,986,800	\$ 108,284,500	\$ 108,099,400	\$ 112,600
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Budget By Categories of Revenues					
Taxes	\$ 60,375,463	\$ 63,829,000	\$ 63,870,300	\$ 66,588,000	\$ 2,759,000
Licenses, Permits and Franchises	22,400	24,000	24,000	24,000	-
Fines, Forfeitures, and Penalties	2,642	-	1,000	-	-
Use of Money and Property	(132,657)	12,000	(6,700)	-	(12,000)
Intergovernmental Revenue	2,174,491	2,180,300	2,830,200	2,750,300	570,000
Charges for Services	34,636,006	28,064,300	33,282,100	33,988,100	5,923,800
Miscellaneous Revenue	321,280	42,800	33,000	37,000	(5,800)
Total Operating Revenues	97,399,625	94,152,400	100,033,900	103,387,400	9,235,000
Other Financing Sources	647,472	2,419,000	1,940,600	1,116,400	(1,302,600)
Decreases to Fund Balances	1,180,163	11,415,400	6,310,000	3,595,600	(7,819,800)
Fund Balance Impact (-)	-	-	-	-	-
Total Revenues	\$ 99,227,261	\$ 107,986,800	\$ 108,284,500	\$ 108,099,400	\$ 112,600
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Beginning Fund Balance	\$ 27,524,185	\$ 30,106,690	\$ 30,106,690	\$ 24,262,790	\$ (5,843,900)
Net Change in Sources Over Uses	2,582,504	(11,415,400)	(5,843,900)	(3,295,600)	8,119,800
Ending Fund Balance	\$ 30,106,690	\$ 18,691,290	\$ 24,262,790	\$ 20,967,190	\$ 2,275,900

Behavioral Wellness Major Fund Summary

	2020-21	2021-22	2021-22	2022-23	Change from
Staffing By Budget Function	Actual	Adopted	Estimated Actual	Recommended	FY21-22 Ado to FY22-23 Rec
Health & Human Services	343.58	409.68	409.68	445.53	35.85
Total	343.58	409.68	409.68	445.53	35.85
Operating Budget By Budget Function					
Health & Human Services	\$ 133,400,979	\$ 148,013,200	\$ 146,094,900	\$ 163,922,900	\$ 15,909,700
Total Operating Expenditures	\$ 133,400,979	\$ 148,013,200	\$ 146,094,900	\$ 163,922,900	\$ 15,909,700
Budget By Categories of Expenditures					
Salaries and Employee Benefits	\$ 51,119,617	\$ 58,186,400	\$ 52,308,600	\$ 62,397,300	\$ 4,210,900
Services and Supplies	78,770,787	86,234,700	90,261,200	97,007,600	10,772,900
Other Charges	3,510,575	3,592,100	3,525,100	4,518,000	925,900
Total Operating Expenditures	133,400,979	148,013,200	146,094,900	163,922,900	15,909,700
Capital Assets	120,413	2,619,000	100,000	936,000	(1,683,000)
Other Financing Uses	5,259,564	5,159,400	4,629,400	5,434,800	275,400
Intrafund Expenditure Transfers (+)	3,457,305	4,752,000	3,750,000	3,900,000	(852,000)
Increases to Fund Balances	17,029,370	1,699,000	11,638,300	1,946,700	247,700
Fund Balance Impact (+)	-	-	-	-	-
Total Expenditures	\$ 159,267,630	\$ 162,242,600	\$ 166,212,600	\$ 176,140,400	\$ 13,897,800
Budget By Categories of Revenues					
Fines, Forfeitures, and Penalties	\$ 24,202	\$ 23,000	\$ 41,700	\$ 42,000	\$ 19,000
Use of Money and Property	571,177	673,800	473,300	569,600	(104,200)
Intergovernmental Revenue	67,807,505	63,265,900	78,299,000	80,108,200	16,842,300
Charges for Services	67,763,435	74,691,100	71,362,100	73,764,000	(927,100)
Miscellaneous Revenue	3,842,413	38,600	218,900	51,400	12,800
Total Operating Revenues	140,008,733	138,692,400	150,395,000	154,535,200	15,842,800
Other Financing Sources	7,994,184	10,036,200	5,685,100	10,114,800	78,600
Intrafund Expenditure Transfers (-)	3,457,305	4,752,000	3,750,000	3,900,000	(852,000)
Decreases to Fund Balances	2,113,609	2,962,200	582,700	1,716,300	(1,245,900)
General Fund Contribution	5,693,800	5,799,800	5,799,800	5,874,100	74,300
Fund Balance Impact (-)	-	-	-	-	-
Total Revenues	\$ 159,267,630	\$ 162,242,600	\$ 166,212,600	\$ 176,140,400	\$ 13,897,800
Beginning Fund Balance	\$ 10,341,982	\$ 25,257,742	\$ 25,257,742	\$ 36,313,342	\$ 11,055,600
Net Change in Sources Over Uses	14,915,761	(1,263,200)	11,055,600	230,400	1,493,600
Ending Fund Balance	\$ 25,257,742	\$ 23,994,542	\$ 36,313,342	\$ 36,543,742	\$ 12,549,200

Affordable Housing Major Fund Summary

	2020-21	2021-22	2021-22	2022-23	Change from
<u>Staffing By Budget Function</u>	<u>Actual</u>	<u>Adopted</u>	<u>Estimated</u>	<u>Recommended</u>	<u>FY21-22 Ado</u>
Total	-	-	-	-	to FY22-23 Rec
Operating Budget By Budget Function					
Community Resources & Public Fac.	23,089,073	29,290,100	38,747,684	45,809,693	16,519,593
Total Operating Expenditures	\$ 23,089,073	\$ 29,290,100	\$ 38,747,684	\$ 45,809,693	\$ 16,519,593
Budget By Categories of Expenditures					
Services and Supplies	\$ 23,089,073	\$ 29,290,100	\$ 38,747,684	\$ 45,809,693	\$ 16,519,593
Total Operating Expenditures	23,089,073	29,290,100	38,747,684	45,809,693	16,519,593
Other Financing Uses	2,518,974	6,828,000	3,386,500	2,956,200	(3,871,800)
Increases to Fund Balances	9,009,201	839,000	839,000	1,078,200	239,200
Fund Balance Impact (+)	6,862,885	-	-	-	-
Total Expenditures	\$ 41,480,134	\$ 36,957,100	\$ 42,973,184	\$ 49,844,093	\$ 12,886,993
Budget By Categories of Revenues					
Use of Money and Property	(45,454)	20,000	19,784	20,000	-
Intergovernmental Revenue	10,854,283	34,145,600	32,316,084	25,503,293	(8,642,307)
Charges for Services	255,105	50,000	50,000	50,000	-
Miscellaneous Revenue	2,232,159	531,500	531,500	781,500	250,000
Total Operating Revenues	13,296,093	34,747,100	32,917,368	26,354,793	(8,392,307)
Other Financing Sources	14,042,968	-	7,845,600	20,900,200	20,900,200
Decreases to Fund Balances	7,278,188	2,210,000	2,210,216	2,589,100	379,100
Fund Balance Impact (-)	6,862,885	-	-	-	-
Total Revenues	\$ 41,480,134	\$ 36,957,100	\$ 42,973,184	\$ 49,844,093	\$ 12,886,993
Beginning Fund Balance	\$ 6,862,885	\$ 8,593,801	\$ 8,593,801	\$ 7,222,585	\$ (1,371,216)
Net Change in Sources Over Uses	1,731,013	(1,371,000)	(1,371,216)	(1,510,900)	(139,900)
Ending Fund Balance	\$ 8,593,898	\$ 7,222,801	\$ 7,222,585	\$ 5,711,685	\$ (1,511,116)

Social Services Major Fund Summary

	2020-21	2021-22	2021-22	2022-23	Change from
	Actual	Adopted	Estimated	Recommended	FY21-22 Ado to FY22-23 Rec
Staffing By Budget Function					
Health & Human Services	700.52	758.00	758.00	785.00	27.00
Total	700.52	758.00	758.00	785.00	27.00
Operating Budget By Budget Function					
Health & Human Services	\$ 161,340,158	\$ 178,970,000	\$ 176,460,900	\$ 187,810,100	\$ 8,840,100
Total Operating Expenditures	\$ 161,340,158	\$ 178,970,000	\$ 176,460,900	\$ 187,810,100	\$ 8,840,100
Budget By Categories of Expenditures					
Salaries and Employee Benefits	\$ 82,330,280	\$ 90,915,900	\$ 89,067,600	\$ 96,842,500	\$ 5,926,600
Services and Supplies	19,770,413	24,616,900	26,825,800	27,886,600	3,269,700
Other Charges	59,239,465	63,437,200	60,567,500	63,081,000	(356,200)
Total Operating Expenditures	161,340,158	178,970,000	176,460,900	187,810,100	8,840,100
Capital Assets	146,697	595,000	654,000	1,078,500	483,500
Other Financing Uses	430,601	344,300	476,900	226,800	(117,500)
Increases to Fund Balances	4,033,540	2,067,400	2,180,500	1,909,900	(157,500)
Total Expenditures	\$ 165,950,996	\$ 181,976,700	\$ 179,772,300	\$ 191,025,300	\$ 9,048,600
Budget By Categories of Revenues					
Licenses, Permits and Franchises	\$ 87,983	\$ 49,300	\$ 98,000	\$ 70,000	\$ 20,700
Fines, Forfeitures, and Penalties	11,157	13,200	25,000	25,000	11,800
Use of Money and Property	183,515	218,100	218,100	219,700	1,600
Intergovernmental Revenue	153,260,158	165,195,500	167,565,200	173,105,100	7,909,600
Charges for Services	85,180	215,000	215,000	215,000	-
Miscellaneous Revenue	1,212,537	386,300	393,800	378,800	(7,500)
Total Operating Revenues	154,840,530	166,077,400	168,515,100	174,013,600	7,936,200
Other Financing Sources	482,290	44,400	144,400	59,400	15,000
Intrafund Expenditure Transfers (-)	-	-	-	-	-
Decreases to Fund Balances	1,847,378	6,886,500	2,144,400	7,022,500	136,000
General Fund Contribution	8,780,798	8,968,400	8,968,400	9,929,800	961,400
Fund Balance Impact (-)	-	-	-	-	-
Total Revenues	\$ 165,950,996	\$ 181,976,700	\$ 179,772,300	\$ 191,025,300	\$ 9,048,600
Beginning Fund Balance	\$ 4,970,699	\$ 7,156,861	\$ 7,156,861	\$ 7,192,961	\$ 36,100
Net Change in Sources Over Uses	2,186,162	(4,819,100)	36,100	(5,112,600)	(293,500)
Ending Fund Balance	\$ 7,156,861	\$ 2,337,761	\$ 7,192,961	\$ 2,080,361	\$ (257,400)

Resource Recovery Enterprise Major Fund Summary

Staffing By Budget Function	2020-21 Actual	2021-22 Adopted	2021-22 Estimated Actual	2022-23 Recommended	Change from FY21-22 Ado to FY22-23 Rec
Community Resources & Public Fac.	72.41	76.18	76.18	78.28	2.10
Total	72.41	76.18	76.18	78.28	2.10
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Operating Budget By Budget Function					
Community Resources & Public Fac.	\$ 34,024,515	\$ 40,116,200	\$ 43,892,400	\$ 47,041,300	\$ 6,925,100
Total Operating Expenditures	\$ 34,024,515	\$ 40,116,200	\$ 43,892,400	\$ 47,041,300	\$ 6,925,100
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Budget By Categories of Expenditures					
Salaries and Employee Benefits	\$ 9,837,026	\$ 10,758,700	\$ 10,854,600	\$ 11,504,600	\$ 745,900
Services and Supplies	13,101,284	16,807,200	18,938,400	19,020,000	2,212,800
Other Charges	11,086,205	12,550,300	14,099,400	16,516,700	3,966,400
Total Operating Expenditures	34,024,515	40,116,200	43,892,400	47,041,300	6,925,100
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Capital Assets	34,782,986	2,054,000	10,013,800	16,250,100	14,196,100
Other Financing Uses	10,725,026	12,637,500	16,937,500	24,077,300	11,439,800
Increases to Fund Balances	-	55,700	60,000	60,000	4,300
Fund Balance Impact (+)	4,471,583	-	-	-	-
Total Expenditures	\$ 84,004,110	\$ 54,863,400	\$ 70,903,700	\$ 87,428,700	\$ 32,565,300
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Budget By Categories of Revenues					
Licenses, Permits and Franchises	\$ 4,139,010	\$ 4,247,100	\$ 4,130,600	\$ 4,383,000	\$ 135,900
Use of Money and Property	195,147	962,600	88,000	445,000	(517,600)
Intergovernmental Revenue	2,945,428	1,190,000	436,000	1,219,400	29,400
Charges for Services	33,061,203	38,759,200	37,835,600	41,098,800	2,339,600
Miscellaneous Revenue	106,619	37,000	56,500	56,500	19,500
Total Operating Revenues	40,447,407	45,195,900	42,546,700	47,202,700	2,006,800
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Other Financing Sources	10,963,268	9,667,500	13,967,500	20,652,300	10,984,800
Decreases to Fund Balances	3,380,387	-	14,389,500	19,573,700	19,573,700
Fund Balance Impact (-)	29,213,048	-	-	-	-
Total Revenues	\$ 84,004,110	\$ 54,863,400	\$ 70,903,700	\$ 87,428,700	\$ 32,565,300
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Beginning Fund Balance	\$ 67,437,704	\$ 74,459,464	\$ 74,459,464	\$ 60,129,964	\$ (14,329,500)
Net Change in Sources Over Uses	(28,121,852)	55,700	(14,329,500)	(19,513,700)	(19,569,400)
Ending Fund Balance	\$ 39,315,852	\$ 74,515,164	\$ 60,129,964	\$ 40,616,264	\$ (33,898,900)

Laguna Sanitation Enterprise Major Fund Summary

	2020-21	2021-22	2021-22	2022-23	Change from
	Actual	Adopted	Estimated	Recommended	FY21-22 Ado to FY22-23 Rec
Staffing By Budget Function					
Community Resources & Public Fac.	16.42	17.00	17.00	18.00	1.00
Total	16.42	17.00	17.00	18.00	1.00
Operating Budget By Budget Function					
Community Resources & Public Fac.	\$ 8,749,212	\$ 10,932,300	\$ 11,238,100	\$ 10,867,600	\$ (64,700)
Total Operating Expenditures	\$ 8,749,212	\$ 10,932,300	\$ 11,238,100	\$ 10,867,600	\$ (64,700)
Budget By Categories of Expenditures					
Salaries and Employee Benefits	\$ 2,217,629	\$ 2,900,100	\$ 2,826,900	\$ 2,915,400	\$ 15,300
Services and Supplies	4,367,721	5,083,500	5,463,500	5,033,800	(49,700)
Other Charges	2,163,863	2,948,700	2,947,700	2,918,400	(30,300)
Total Operating Expenditures	8,749,212	10,932,300	11,238,100	10,867,600	(64,700)
Capital Assets	19,705,666	37,066,000	33,866,506	22,069,200	(14,996,800)
Other Financing Uses	839,488	1,643,000	1,642,800	1,701,500	58,500
Increases to Fund Balances	-	1,000,000	1,000,000	1,000,000	-
Fund Balance Impact (+)	14,127,982	-	-	-	-
Total Expenditures	\$ 43,422,348	\$ 50,641,300	\$ 47,747,406	\$ 35,638,300	\$ (15,003,000)
Budget By Categories of Revenues					
Use of Money and Property	\$ 20,993	\$ 299,500	\$ 108,200	\$ 108,200	\$ (191,300)
Intergovernmental Revenue	56,978	2,046,800	46,800	2,037,300	(9,500)
Charges for Services	14,917,362	15,199,200	15,851,700	15,976,600	777,400
Miscellaneous Revenue	39,527	5,000	5,000	5,000	-
Total Operating Revenues	15,034,860	17,550,500	16,011,700	18,127,100	576,600
Other Financing Sources	28,387,488	-	-	-	-
Decreases to Fund Balances	-	33,090,800	31,735,706	17,511,200	(15,579,600)
Total Revenues	\$ 43,422,348	\$ 50,641,300	\$ 47,747,406	\$ 35,638,300	\$ (15,003,000)
Beginning Fund Balance	\$ 79,736,889	\$ 86,322,429	\$ 86,322,429	\$ 55,586,723	\$ (30,735,706)
Net Change in Sources Over Uses	14,127,982	(32,090,800)	(30,735,706)	(16,511,200)	15,579,600
Ending Fund Balance	\$ 93,864,871	\$ 54,231,629	\$ 55,586,723	\$ 39,075,523	\$ (15,156,106)

Other Non-Major Funds Summary

Staffing By Budget Function	2020-21 Actual	2021-22 Adopted	2021-22 Estimated Actual	2022-23 Recommended	Change from FY21-22 Ado to FY22-23 Rec
Policy & Executive	6.58	7.00	7.00	7.00	-
Public Safety	5.00	8.00	8.00	8.00	-
Health & Human Services	69.17	71.05	71.05	75.50	4.45
Community Resources & Public Fac.	90.86	104.30	104.30	103.50	(0.80)
General Government & Support Services	78.12	89.00	89.00	94.00	5.00
Total	249.72	279.35	279.35	288.00	8.65
Operating Budget By Budget Function					
Policy & Executive	\$ 34,260,494	\$ 39,663,500	\$ 37,856,100	\$ 44,219,100	\$ 4,555,600
Public Safety	15,606,947	17,377,020	17,443,282	17,654,482	277,462
Health & Human Services	24,324,644	25,096,200	25,746,300	26,760,200	1,664,000
Community Resources & Public Fac.	21,217,921	35,217,500	31,422,800	31,988,200	(3,229,300)
General Government & Support Services	45,908,513	49,721,600	49,277,445	53,402,400	3,680,800
General County Programs	364,300	53,000	53,000	78,200	25,200
Total Operating Expenditures	\$ 141,682,819	\$ 167,128,820	\$ 161,798,927	\$ 174,102,582	\$ 6,973,762
Budget By Categories of Expenditures					
Salaries and Employee Benefits	\$ 37,754,266	\$ 42,019,200	\$ 39,519,700	\$ 43,818,000	\$ 1,798,800
Services and Supplies	78,628,436	93,351,670	93,224,977	102,701,732	9,350,062
Other Charges	25,300,117	31,757,950	29,054,250	27,582,850	(4,175,100)
Total Operating Expenditures	141,682,819	167,128,820	161,798,927	174,102,582	6,973,762
Capital Assets	6,411,109	9,388,400	19,336,770	9,071,400	(317,000)
Other Financing Uses	13,379,959	9,703,600	10,531,400	9,170,900	(532,700)
Intrafund Expenditure Transfers (+)	23,814	29,300	20,000	20,000	(9,300)
Increases to Fund Balances	15,820,849	3,308,000	3,695,300	3,664,500	356,500
Fund Balance Impact (+)	4,976,982	-	747,300	-	-
Total Expenditures	\$ 182,295,532	\$ 189,558,120	\$ 196,129,697	\$ 196,029,382	\$ 6,471,262
Budget By Categories of Revenues					
Taxes	\$ 6,504,583	\$ 6,285,900	\$ 6,331,500	\$ 6,443,900	\$ 158,000
Licenses, Permits and Franchises	13,529,061	14,439,300	13,450,000	15,789,200	1,349,900
Fines, Forfeitures, and Penalties	2,583,366	2,225,380	2,283,636	2,391,136	165,756
Use of Money and Property	712,408	1,731,291	1,187,678	1,311,478	(419,813)
Intergovernmental Revenue	26,109,776	30,885,700	32,328,870	27,320,600	(3,565,100)
Charges for Services	44,028,003	51,175,349	49,655,728	55,773,428	4,598,079
Miscellaneous Revenue	48,072,819	49,693,500	49,963,940	53,735,440	4,041,940
Total Operating Revenues	141,540,016	156,436,420	155,201,352	162,765,182	6,328,762
Other Financing Sources	20,084,918	4,517,000	7,900,400	5,445,700	928,700
Intrafund Expenditure Transfers (-)	23,814	29,300	20,000	20,000	(9,300)
Decreases to Fund Balances	6,441,865	15,367,700	19,565,345	15,186,500	(181,200)
General Fund Contribution	12,338,700	13,207,700	13,207,700	12,612,000	(595,700)
Fund Balance Impact (-)	1,866,219	-	234,900	-	-
Total Revenues	\$ 182,295,532	\$ 189,558,120	\$ 196,129,697	\$ 196,029,382	\$ 6,471,262
Beginning Fund Balance	\$ 107,460,325	\$ 125,491,777	\$ 125,491,777	\$ 110,134,132	\$ (15,357,645)
Net Change in Sources Over Uses	12,489,747	(12,059,700)	(15,357,645)	(11,522,000)	537,700
Ending Fund Balance	\$ 119,950,072	\$ 113,432,077	\$ 110,134,132	\$ 98,612,132	\$ (14,819,945)

Departmental Budget Summary

	2020-21 Actual	2021-22 Adopted	2021-22 Estimated Actual	2022-23 Recommended	Change from FY21-22 Ado to FY22-23 Rec
POLICY & EXECUTIVE					
Board of Supervisors					
Staffing	19.6	19.6	19.6	19.6	-
Operating Expenditures	3,400,790	3,741,100	3,598,790	3,917,200	176,100
General Fund Contribution	3,502,200	3,741,100	3,741,100	3,917,200	176,100
County Executive Office					
Staffing	35.4	44.0	44.0	46.0	2.0
Operating Expenditures	44,047,682	79,537,800	49,918,012	57,444,800	(22,093,000)
Operating Revenues	97,194,492	83,679,900	54,581,500	73,954,100	(9,725,800)
General Fund Contribution	6,530,100	7,556,900	7,556,900	7,858,700	301,800
County Counsel					
Staffing	41.5	43.0	43.0	43.0	-
Operating Expenditures	10,329,244	10,890,500	11,014,100	11,648,600	758,100
Operating Revenues	614,938	589,800	491,100	405,500	(184,300)
General Fund Contribution	8,793,400	9,179,800	9,179,800	9,643,400	463,600
PUBLIC SAFETY					
Court Special Services					
Staffing	-	-	-	-	-
Operating Expenditures	14,040,558	15,151,820	15,452,382	15,456,482	304,662
Operating Revenues	4,251,002	5,114,020	5,415,682	5,419,782	305,762
General Fund Contribution	9,266,700	10,016,700	10,016,700	10,016,700	-
District Attorney					
Staffing	135.6	144.5	144.5	145.5	1.0
Operating Expenditures	27,438,208	30,612,400	30,031,800	31,999,800	1,387,400
Operating Revenues	12,128,202	11,720,500	11,537,000	12,187,500	467,000
General Fund Contribution	15,135,700	15,965,900	15,965,900	17,142,400	1,176,500
Fire					
Staffing	256.8	274.0	274.0	277.0	3.0
Operating Expenditures	89,030,032	94,684,800	94,179,500	99,599,300	4,914,500
Operating Revenues	98,798,497	94,152,400	100,033,900	103,387,400	9,235,000
General Fund Contribution	-	-	-	-	-
Probation					
Staffing	301.7	323.5	323.5	315.5	(8.0)
Operating Expenditures	56,453,993	63,468,700	59,548,600	65,485,800	2,017,100
Operating Revenues	38,376,301	36,974,900	43,755,900	42,536,500	5,561,600
General Fund Contribution	28,597,900	31,209,100	31,209,100	31,599,300	390,200
Public Defender					
Staffing	67.2	86.0	86.0	96.0	10.0
Operating Expenditures	14,902,601	17,160,300	16,851,100	18,035,800	875,500
Operating Revenues	3,824,798	4,514,600	4,978,300	4,925,900	411,300
General Fund Contribution	9,324,300	10,651,400	10,651,400	11,050,700	399,300
Sheriff					
Staffing	680.1	755.0	755.0	756.3	1.3
Operating Expenditures	159,139,605	176,875,400	176,552,968	181,924,100	5,048,700
Operating Revenues	57,161,503	62,245,400	61,085,400	63,848,700	1,603,300
General Fund Contribution	82,535,300	86,150,100	86,150,100	87,261,800	1,111,700

Departmental Budget Summary (cont'd)

	2020-21 Actual	2021-22 Adopted	2021-22 Estimated Actual	2022-23 Recommended	Change from FY21-22 Ado to FY22-23 Rec
HEALTH & HUMAN SERVICES					
Behavioral Wellness					
Staffing	343.6	409.7	409.7	445.5	35.9
Operating Expenditures	133,400,979	148,013,200	146,094,900	163,922,900	15,909,700
Operating Revenues	140,008,733	138,692,400	150,395,000	154,535,200	15,842,800
General Fund Contribution	5,693,800	5,799,800	5,799,800	5,874,100	74,300
Child Support Services					
Staffing	63.2	64.1	64.1	68.0	4.0
Operating Expenditures	9,157,481	9,074,600	9,699,100	10,010,900	936,300
Operating Revenues	8,943,049	9,004,200	9,699,100	10,010,900	1,006,700
General Fund Contribution	-	-	-	-	-
First 5, Children & Families					
Staffing	6.0	7.0	7.0	7.5	0.5
Operating Expenditures	3,441,449	3,791,600	3,945,800	3,746,600	(45,000)
Operating Revenues	4,160,368	3,756,000	4,005,700	3,454,200	(301,800)
General Fund Contribution	-	-	-	-	-
Public Health					
Staffing	490.3	529.7	529.7	529.2	(0.5)
Operating Expenditures	101,548,312	100,798,200	97,538,500	102,637,200	1,839,000
Operating Revenues	94,003,970	85,000,700	86,755,600	89,860,700	4,860,000
General Fund Contribution	9,152,700	9,404,500	9,404,500	9,569,700	165,200
Social Services					
Staffing	700.5	758.0	758.0	785.0	27.0
Operating Expenditures	173,065,872	191,200,000	188,562,300	200,812,800	9,612,800
Operating Revenues	165,786,352	177,218,500	179,832,200	185,453,000	8,234,500
General Fund Contribution	9,574,497	9,762,100	9,762,100	10,723,500	961,400
COMMUNITY RESOURCES & PUBLIC FACILITIES					
Agricultural Commissioner/W&M					
Staffing	35.9	37.0	37.0	37.0	0.0
Operating Expenditures	6,164,089	6,784,200	6,784,200	7,180,200	396,000
Operating Revenues	4,165,773	5,012,100	5,012,100	5,266,700	254,600
General Fund Contribution	1,672,400	1,722,100	1,722,100	1,763,500	41,400
Community Services					
Staffing	84.5	93.8	93.8	95.8	2.0
Operating Expenditures	50,431,130	60,789,700	71,023,784	78,242,838	17,453,138
Operating Revenues	30,407,794	49,436,600	46,583,868	41,102,938	(8,333,662)
General Fund Contribution	12,118,400	12,476,900	12,476,900	12,747,000	270,100
Planning & Development					
Staffing	94.8	109.3	109.3	111.5	2.2
Operating Expenditures	18,419,910	28,351,000	22,686,400	29,274,900	923,900
Operating Revenues	17,220,101	20,825,900	16,857,800	21,806,800	980,900
General Fund Contribution	3,389,500	3,705,700	3,705,700	3,759,400	53,700
Public Works					
Staffing	263.3	283.2	283.2	288.3	5.1
Operating Expenditures	120,729,175	153,530,200	167,321,800	165,472,200	11,942,000
Operating Revenues	141,029,511	161,765,800	160,833,900	167,570,300	5,804,500
General Fund Contribution	3,098,800	3,156,800	3,156,800	3,596,900	440,100

Departmental Budget Summary (cont'd)

	2020-21 Actual	2021-22 Adopted	2021-22 Estimated Actual	2022-23 Recommended	Change from FY21-22 Ado to FY22-23 Rec
GENERAL GOVERNMENT & SUPPORT SERVICES					
Auditor-Controller					
Staffing	43.0	47.6	47.6	49.6	2.0
Operating Expenditures	9,444,749	9,474,400	9,770,800	9,969,400	495,000
Operating Revenues	1,407,552	1,258,600	1,278,400	1,216,000	(42,600)
General Fund Contribution	7,992,000	8,230,800	8,230,800	8,418,400	187,600
Clerk-Recorder-Assessor					
Staffing	93.7	104.0	104.0	108.0	4.0
Operating Expenditures	20,271,547	22,441,400	21,417,300	21,099,300	(1,342,100)
Operating Revenues	10,816,973	8,313,000	10,299,300	8,903,700	590,700
General Fund Contribution	11,198,300	11,545,000	11,545,000	11,740,100	195,100
Debt Service					
Staffing	-	-	-	-	-
Operating Expenditures	1,539,104	1,469,000	1,469,000	1,359,900	(109,100)
Operating Revenues	1,379,202	1,403,700	1,375,700	1,376,600	(27,100)
General Fund Contribution	-	-	-	-	-
General Services					
Staffing	112.3	138.5	138.5	142.5	4.0
Operating Expenditures	56,456,323	64,891,600	63,056,745	69,327,200	4,435,600
Operating Revenues	44,148,549	48,551,000	47,931,770	52,070,200	3,519,200
General Fund Contribution	9,533,600	10,418,100	10,418,100	11,388,000	969,900
Human Resources					
Staffing	28.2	31.8	31.8	33.0	1.3
Operating Expenditures	8,205,810	8,875,400	8,679,650	9,231,900	356,500
Operating Revenues	2,382,359	1,739,300	1,663,500	1,799,700	60,400
General Fund Contribution	5,760,500	6,191,500	6,191,500	6,538,200	346,700
North County Jail					
Staffing	-	-	-	-	-
Operating Expenditures	5,127,825	1,773,500	2,388,500	-	(1,773,500)
Operating Revenues	517	4,000,000	4,000,000	-	(4,000,000)
General Fund Contribution	-	-	-	-	-
Treasurer-Tax Collector-Public					
Staffing	38.8	46.0	46.0	42.0	(4.0)
Operating Expenditures	7,423,933	8,682,300	6,916,700	8,462,800	(219,500)
Operating Revenues	3,518,127	3,927,100	3,423,300	3,669,400	(257,700)
General Fund Contribution	3,852,600	3,974,900	3,974,900	4,054,800	79,900
GENERAL COUNTY PROGRAMS					
General County Programs					
Staffing	-	-	-	-	-
Operating Expenditures	6,452,175	9,724,900	2,658,300	2,667,000	(7,057,900)
Operating Revenues	18,436,544	5,865,000	12,053,800	5,912,000	47,000
General Fund Contribution	59,390,041	66,523,600	59,020,000	71,627,800	5,104,200
General Revenues					
Staffing	-	-	-	-	-
Operating Expenditures	-	-	-	-	-
Operating Revenues	311,094,111	327,382,800	325,790,921	340,291,600	12,908,800
General Fund Contribution	-	-	-	-	-
REPORT TOTALS					
Total Staffing	3,936.1	4,349.1	4,349.1	4,441.7	92.6
Total Operating Expenditures	1,150,062,575	1,321,788,020	1,287,161,031	1,368,929,920	47,141,900
Total Operating Revenues	1,311,259,320	1,352,144,220	1,349,670,741	1,400,965,320	48,821,100
Total General Fund Contribution	306,112,738	327,382,800	319,879,200	340,291,600	12,908,800

Revenues

General County Revenues

General County Revenues are revenues that are not specific to a department and are used to support Countywide programs that do not otherwise have a committed funding source. This schedule shows the County's General County Revenues which are reflected in the General Fund.

	2020-21 Actual	2021-22 Adopted	2021-22 Estimated Actual	2022-23 Recommended	Change from FY21-22 Ado to FY22-23 Rec
Taxes					
Property Tax-Current Secured	\$ 150,128,629	\$ 156,606,000	\$ 156,857,700	\$ 163,916,000	\$ 7,310,000
Property Tax-Unitary	3,231,881	3,266,000	3,189,700	3,253,000	(13,000)
Property Tax In-Lieu of VLF	62,750,946	64,947,000	65,141,600	68,073,000	3,126,000
PT PY Corr/Escapes Secured	796,768	(169,000)	114,700	120,000	289,000
Property Tax-Current Unsecd	4,419,179	4,713,000	4,569,700	4,661,000	(52,000)
Prop Tax-Curr Unsec Aircraft	524,297	571,000	555,700	567,000	(4,000)
PT PY Corr/Escapes Unsecured	(1,833,990)	-	57,300	58,000	58,000
RDA Pass-through Payments	844,956	865,000	870,900	910,000	45,000
RDA RPTTF Resid Distributions	10,462,168	10,763,000	10,886,800	11,377,000	614,000
Property Tax-Prior Secured	(19,581)	(137,000)	(10,200)	(11,000)	126,000
Property Tax-Prior Unsecured	122,938	90,000	121,300	121,000	31,000
Supplemental Pty Tax-Current	3,333,409	3,163,000	3,947,800	3,750,000	587,000
Supplemental Pty Tax-Prior	(268)	183,000	42,900	41,000	(142,000)
Sales and Use Retail Tax State	12,545,274	12,536,800	14,561,590	14,239,500	1,702,700
Cannabis Tax - Cultivation	15,746,619	18,431,000	12,393,500	15,193,300	(3,237,700)
Cannabis Tax - Retail	-	625,000	58,500	1,100,000	475,000
Transient Occupancy Tax	12,534,806	12,115,500	14,734,966	14,897,500	2,782,000
Racehorse Taxation	2,629	3,100	3,100	3,000	(100)
Property Transfer Taxes	8,030,897	4,458,000	7,207,062	5,500,000	1,042,000
Sub-Total	\$ 283,621,556	\$ 293,030,400	\$ 295,304,618	\$ 307,769,300	\$ 14,738,900
Licenses, Permits and Franchises					
Franchises	3,009,773	3,205,100	3,232,800	3,193,100	(12,000)
Sub-Total	\$ 3,009,773	\$ 3,205,100	\$ 3,232,800	\$ 3,193,100	\$ (12,000)
Fines, Forfeitures, and Penalties					
PT-506 Int, 480 CIOS/CIC Pen	\$ 7,306	\$ -	\$ 742	\$ -	\$ -
PT-Delinquent Penalty-CY	1,959,740	3,003,000	2,368,900	2,476,000	(527,000)
PT-Redemption Penalty-PY	1,193,785	1,990,000	1,538,800	1,608,000	(382,000)
PT-Delinquent Penalty-PY	698,664	906,000	764,900	799,000	(107,000)
Sub-Total	\$ 3,859,496	\$ 5,899,000	\$ 4,673,342	\$ 4,883,000	\$ (1,016,000)
Use of Money and Property					
Interest Income	\$ 675,823	\$ 1,938,000	\$ 706,100	\$ 727,000	\$ (1,211,000)
Unrealized Gain/Loss Invstmnts	(1,459,056)	-	(1,365,488)	-	-
Other Rental of Bldgs and Land	443,029	416,400	392,200	450,000	33,600
Sub-Total	\$ (340,204)	\$ 2,354,400	\$ (267,188)	\$ 1,177,000	\$ (1,177,400)
Intergovernmental Revenue-State					
Motor Vhcle In-Lieu In Excess	277,289	313,000	306,400	306,000	(7,000)
Homeowners Property Tax Relief	699,885	693,000	686,100	686,000	(7,000)
State Off Hwy Mtr Veh Lic Fees	552	-	550	500	500
Sub-Total	\$ 977,726	\$ 1,006,000	\$ 993,050	\$ 992,500	\$ (13,500)
Intergovernmental Revenue-Federal					
Federal Grazing Fees	115	-	-	100	100
Payments In Lieu of Taxes	2,015,786	2,098,000	2,015,786	2,015,800	(82,200)
RDA Dissolution Proceeds	90,865	123,000	123,300	123,000	-
Sub-Total	\$ 2,106,766	\$ 2,221,000	\$ 2,139,086	\$ 2,138,900	\$ (82,100)
Charges for Services					
Cost Allocation Services	\$ 16,208,481	\$ 18,434,800	\$ 18,434,800	\$ 18,913,800	\$ 479,000
Cost Allocation Use Allowance	1,146,278	1,178,100	1,178,100	1,124,000	(54,100)
Sub-Total	\$ 17,354,759	\$ 19,612,900	\$ 19,612,900	\$ 20,037,800	\$ 424,900
Miscellaneous Revenue					
Not Found	\$ -	\$ -	\$ -	\$ -	\$ -
Grant/Audit/Other Settlements	402,186	-	-	-	-
Other Miscellaneous Revenue	-	54,000	100,000	100,000	46,000
Sub-Total	\$ 402,186	\$ 54,000	\$ 100,000	\$ 100,000	\$ 46,000
Intrafund Expenditure Transfers (-)					
Sub-Total	-	-	-	-	-
Changes to Committed					
Unrealized Gains	\$ 1,443,254	\$ -	\$ 79,413	\$ -	\$ -
Sub-Total	\$ 1,443,254	\$ -	\$ 79,413	\$ -	\$ -
Revenue Total	\$ 312,435,312	\$ 327,382,800	\$ 325,868,021	\$ 340,291,600	\$ 12,908,800