SUMMARY OF THE RECOMMENDED BUDGET

The total Recommended Budget for all Governmental Funds for FY 2017-18 is $536 million, which is $13 million (2%) less than the FY 2016-17 Adopted Budget of $549 million. The General Fund budget is recommended at $280 million, which is $4 million (3%) less than the Adopted FY 2016-17 Budget of $284 million. The charts below provide a summary of total appropriations by expenditure class and by functional group.

TOTAL APPROPRIATIONS BY EXPENDITURE CLASS

Expenditure Class	FY 2016-17 Adopted	FY 2017-18 CAO Recm'd	$ Increase/ (Decrease)	% Increase/ (Decrease)
Salaries & Benefits	208,202,545	209,404,817	1,202,272	0.6%
Services, Supplies & Other Charges	162,469,138	163,846,115	1,376,977	0.8%
Fixed Assets	33,108,664	31,379,183	(1,729,481)	(5%)
Transfers	105,478,281	102,694,376	(2,783,905)	(3%)
Contingencies	17,556,841	19,907,856	2,351,015	13%
Reserves/Designations	22,157,269	8,977,459	(13,179,810)	(59%)
Appropriations	**$548,972,738**	**$536,209,806**	**($12,762,932)**	**(2%)**

TOTAL APPROPRIATIONS BY FUNCTIONAL GROUP

Functional Group	FY 2016-17 Adopted	FY 2017-18 CAO Recm'd	$ Increase/ (Decrease)	% Increase/ (Decrease)
General Gov't/Non Dept.	107,665,156	102,450,523	(5,214,633)	(5%)
Law & Justice	146,547,325	147,286,700	739,375	0.5%
Land Use/Dev Svc	99,331,849	102,715,874	3,384,025	3%
Health & Human Svc	155,714,298	154,871,394	(842,904)	(0.5%)
Contingencies	17,556,841	19,907,856	2,351,015	13%
Reserves/Designations	22,157,269	8,977,459	(13,179,810)	(59%)
Total Appropriations	**$548,972,738**	**$536,209,806**	**($2,136,876)**	**(2%)**
Less Operating Transfers	**($108,348,677)**	**($106,523,933)**	**($1,824,744)**	**(2%)**
Total Unduplicated Appropriations	**$440,624,061**	**$429,685,873**	**($10,938,188)**	**(2%)**

GENERAL FUND SUMMARY

General Fund Revenues

The Recommended Budget reflects an increase of $3.7 million (3.1%) in General Fund major revenue sources. The Property Tax (Current Secured) is expected to increase by 4.5% in FY 2017-18, for a total increase of $2.75 million, based on the projected increase in total property assessed valuation. Revenue from Sales and Use Tax is anticipated to increase by 2%, or $228,000, based on the recent trend in actual receipts. The Recommended Budget assumes increases in other general fund discretionary revenues as well, including revenue from the Shingle Springs Rancheria, pursuant to the existing agreement, and in Assessment and Tax Collection Fee revenue. These revenue assumptions are discussed further in the General Fund - Other Operations (Department 15) budget summary.

Carryover Fund Balance

The Recommended Budget includes $26,312,000 in Fund Balance carryover. These are funds that are anticipated to be available at the end of FY 2016-17 as a result of operations and unspent appropriations designated for capital project work, and are recommended to be available for use in the following budget year. It is important to note that although these funds are considered to be one-time in nature, the County still relies on these carryover funds to help balance its operating budget.

The Fund Balance Available to meet operational funding requirements is estimated at $16,430,000 for FY 2017-18. This estimate includes $4.9 million in un-spent contingency and $1.4 million in additional non-departmental revenues. The balance of the estimated fund balance is due to additional departmental revenues and anticipated departmental savings. The carryover Fund Balance designated for capital projects is estimated at $9,892,666 for FY 2017-18. These estimates are subject to change with the close of the FY 2016-17 financial records in August.

Net County Cost & General Fund Contributions

The Net County Cost (NCC) represents the part of a budget unit's expenses that are financed by general purpose revenues, such as property taxes, sales taxes and interest earnings. Many departments that are budgeted in funds other than the General Fund also receive a General Fund Contribution. Funding for the General Fund Contributions to other funds is also financed by general purpose revenues.

The overall cost to the General Fund, made up of NCC and General Fund Contributions to other funds, is decreasing 2.4%. The chart below reflects the distribution of increases and decreases in General Fund NCC/General Fund Contribution by functional group.

The only increase in NCC is related to the Law & Justice functional group, which is recommended at $75,166,692. This is an increase of $1,769,256, or 2.4%, when compared to the FY 2016-17 Adopted Budget.
The NCC related to General Government has decreased $3.8 million, or 8.2%, based on a net reduction in appropriations primarily related to a reduced fund balance available when compared to the FY 2016-17 Adopted Budget. (This figure includes Non-Departmental Expenses budgeted in Department 15 - Other County Operations, but excludes operating transfers to other funds and the Accumulated Capital Outlay fund.)

The combined Net County Cost/General Fund Contribution for Land Use and Development Services decreased $1.083 million, or 17.9%, primarily due to decreased appropriations related to the reorganization of the Community Development Agency. The Net County Cost/General Fund Contribution for Health and Human Services remains relatively constant, decreasing by less than 1 percent.

NET COUNTY COST BY FUNCTIONAL GROUP

Functional Group	FY 2016-17 Adopted	FY 2017-18 CAO Recm'd	$ Increase/ (Decrease)	% Increase/ (Decrease)
General Gov't	46,094,596	42,297,720	(3,796,876)	(8.2%)
Law & Justice	73,397,436	75,166,692	1,769,256	2.4%
Land/Dev Svc	6,038,424	4,955,203	(1,083,221)	(17.9%)
Health/Human Svc	15,871,875	15,788,826	(83,049)	(0.5%)
Total	**$141,602,331**	**138,208,541**	**(3,393,790)**	**(2.4%)**

STRATEGIC PLAN & SERVICE INDICATORS

During Fiscal Year 2016-17 the County began implementing our Strategic Plan which included the following five goals:

- Public Safety
- Good Governance
- Infrastructure
- Economic Development
- Healthy Communities

With Fiscal Year 2017-18, the County will begin incorporating components of the Strategic Plan in the Recommended Budget. This year the focus in the budget relates to Good Governance and establishing operational metrics, service level metrics and best practices for central support departments. These metrics and/or best practices are identified in the department summaries for the Chief Administrative Office, Procurement & Contracts, Facilities, County Counsel, Human Resources, Information Technology, Auditor-Controller, and the Department of Transportation's Fleet Services Division.

BOARD POLICIES & FUNDED PRIORITIES

The Board of Supervisors adopted ten budget policies in 2015. For FY 2017-18, the Chief Administrative Office approached the development of the Recommended Budget with the direction and intent to follow these policies and to recommend funding in line with these policies. The first two budget policies direct staff to "pursue operational efficiencies" and to "maximize the Board's discretion." In keeping with these policies, the Chief Administrative Office, in conjunction with departments, took a close look at actual needs and expenditure patterns across all County departments, and worked with departments to identify and, where possible, implement efficiencies. Policies three and four direct that new revenues should be pursued where possible, and that new or enhanced programs should not be considered unless dedicated revenue is identified. Therefore, readers of the budget will see an emphasis on not only "right-sizing" department expenditure budgets, but appropriately budgeting department revenues. Readers will also see a number of requests for additional staff or new items that are not recommended for funding, primarily because sufficient dedicated revenue does not exist to support the expenditures.

Budget Policies numbers seven, eight and nine establish targets for funding the General Fund Appropriation for Contingency and critical Reserve funds. It is with these policies in mind that the following Board priorities are recommended for funding in the FY 2017-18 Recommended Budget.

General Fund Contingency fully funded at $5.5 million: The General Fund Appropriation for Contingency is recommended at $5.5 million. Board Budget Policy #7 directs that the Contingency be set at a minimum of 3% of the adjusted General Fund appropriations. This funding is a set aside to provide resources in the event of unforeseen fiscal issues throughout the year.

General Reserve fully funded at $8.47 million: The General Fund General Reserve is recommended at $8,469,708. Board Budget Policy #8 directs that the General Reserve be set at an amount equivalent to approximately 5% of the adjust General Fund appropriations. The General Reserve is established to provide for additional resources in the event of significant emergency situations where additional funds are required, and functions as a cash flow reserve during the year.

Contribution to Capital Reserves fully funded at $5 million: The Recommended Budget includes an increase to the General Fund Designation for Capital Projects in the amount of $5 million. Board Budget Policy #9 directs that, once General Reserves and General Fund Contingency equal 8% of adjusted General Fund appreciations, the Board may transfer remaining discretionary resources to the Designation for Capital Projects. The $5 million that is reflected in Board policy and recommended to be set aside each year is approximately 2% of the estimated replacement value of the County's buildings as of 2013. As the value of County facilities increases, the target annual set-aside should be reconsidered and potentially increased.

Other priorities that are recommended for funding in the FY 2017-18 Recommended Budget include:

Additional Road Maintenance Funding
Based on discussions and agreement with the Shingle Springs Band of Miwok Indians, the Recommended Budget reflects the use of $3 million in local tribe funds for Road Maintenance work throughout the County. The recent agreement for the use of these funds allows necessary road repairs to be pursued during FY 2017-18.

IT Deferred Infrastructure & Maintenance
$804,500 is recommended in the Information Technologies budget for the purchase of fixed assets, support and services, and Network infrastructure, including load balancing and firewall appliances that will ensure County data is secure, HIPAA compliant, and results in network redundancy, resiliency and business continuity.

Reimbursing Public Safety Facility Loan Reserve
$220,000 is included in the Recommended Budget to re-fund the Public Safety Facility Payment Reserve. This Reserve was previously set at $2.2 million; however, funds were drawn down in FY 2016-17 to cover the County's increased contribution to the project, as required by the USDA for approval of the financing loan. This reserve is required to be set at $2.2 million, equal to one-year's principal payment. Therefore, this fund will be replenished at $220,000 a year, over the next 9 years.

Business Park Financing Plan Study
Increasing the marketability and viability of the County's business centers has been identified as an Economic Development priority. The Recommended Budget includes $100,000 to fund the first stage of a financing plan study, intended to assist the County in identifying viable funding mechanisms to support business parks in the county.

Replacement of Property Tax System - Megabyte
The Recommended Budget includes $1.2 million in the Accumulated Capital Outlay fund for the purchase of the Megabyte property management system, to replace the aging, main-frame based system. This General Fund cost is partially offset with a transfer from the Assessor Special Revenue Fund ($153,000).

Funds Public Safety Charter Section 504 Salary Increases
Charter Section 504 requires annual review of salary levels for public safety classifications. The 2016 review resulted in an increase to salaries, with an estimated budget impact of $800,000. The Recommended Budget reflects this cost increase.

Progress on Facility ADA Improvements
$1.0 million is included in the Accumulated Capital Outlay fund for progress on required ADA improvements.

Tree Mortality Grant Match
$125,000 is recommended for the second year of work towards addressing tree mortality, providing the County's match to approved grant funding.

Human Resources Department Staffing Augmentation
$125,000 is recommended as a set-aside in the General Fund Other Operations (Department 15) to be re-appropriated to the Human Resources Department for possible staffing changes. A recommendation for the additional or reorganization of positions in the Human Resources Department will be brought to the Board for consideration during FY 2017-18.

BUDGET PRESSURES & POLICY CONSIDERATIONS

This section includes discussion of a number of issues which have had a significant impact on the Recommended Budget or which have the potential to impact the County budget in the near-term. Additionally, several departments have identified pending issues and policy considerations. Policy matters that are unique to individual departments are outlined in the respective department budget summaries.

CalPERS Retirement Plan Changes and Cost Increase

El Dorado County is under contract with the California Public Employees' Retirement System (CalPERS) for employee retirement benefits. Like most public agencies, El Dorado County has experienced continued increases in its employer costs for its two retirement plans (Safety and Miscellaneous). While significant cost increases resulted from marked losses during the Great Recession, the funded status of the County's plans had begun to improve. However, in recent years, the CalPERS Board of Administration has taken several actions that have effectively taken back any of the plan's funding improvements and have set public agencies, in general, on a course for continued significant cost increases for many years into the future.

In March 2012, the pension fund lowered its discount rate from 7.75 percent to 7.5 percent, citing economic conditions. A year later, CalPERS changed its policies to recognize gains and losses over a shorter period and to use a 30-year fixed amortization period instead of a rolling 30-year period. In February 2014, the CalPERS Board approved new demographic assumptions, assuming that pubic employees will be living longer. The Board also adopted an asset allocation mix that lowered the CalPERS investment risk but largely kept its investment strategy unchanged, holding the fund's long-term assumed rate of return at 7.5 percent.

Most recently, the CalPERS Board adopted a reduction in the plan's long-term assumed rate of return, lowering that rate from 7.5 percent to 7 percent. Because the resultant cost increases to its member public agencies would be so great and so sudden, the Board approved phasing in this change over a three year period, beginning with FY 2018-19. The payments made to CalPERS for the 2015-16 (actual) and 2016-17 (projected) Fiscal Years total $25,809,088 and $27,784,630, respectively, a roughly $2 million increase in the one-year period. Based on recent analysis, it is estimated that the impact to El Dorado County in the first year of implementation of the new assumption will likely be an increase of $4.4 million to the employer cost, with similar increases to likely follow in FY 2019-20 and FY 2020-21. This cost increase is anticipated to be in addition to the natural increase in costs.

Industry professionals speculate that the CalPERS Board will likely consider a further reduction in the assumed rate of return in future years, possibly bringing that rate to 6 percent. Such a reduction would trigger even greater increases to public agencies.

It is important to note that these are costs that the County cannot avoid or elect to not pay. Similar to long-term debt, providing for the payment of these costs will take precedence in future years' budgets. In an effort to prepare for the anticipated costs and attempt to avoid significant budget reductions in future years, staff is recommending that any available fund balance that may be available following the close of the County's accounting books in September, and which is in additional to that which is already counted on to balance the Recommended Budget, be placed in a designated reserve fund to be drawn down in future years to help offset the impact to the budget.

Elimination of IHSS Maintenance of Effort, Transfer of Cost to Counties

Perhaps the most significant budget issue for counties at this time is the elimination of the Coordinated Care Initiative (CCI) and the resulting reversal of the Administration's plan for managing In Home Supportive Services (IHSS) costs. On January 10, 2017, the Director of the Department of Finance issued notice that the state will end CCI and eliminate the IHSS Maintenance of Effort (MOE) arrangement that was enacted in 2012 and 2013, which had limited county IHSS costs to a base year calculation of 2011-12 costs plus an annual 3.5 percent inflator.

For El Dorado County, it is estimated that this shift will increase costs by approximately $1.6 million in FY 2017-18. This is on top of program growth related cost increases. Since its realignment to counties in 1991, the IHSS program has been generally underfunded relative to caseload and cost increases. The anticipated $1.6 million increase includes costs related caseload increases that have occurred over the past several years (during the time that the state had been covering these program costs), as well as costs anticipated due to the minimum wage increase recently enacted by the state, the state's extension of three paid sick leave days to IHSS workers, and required implementation of new federal overtime regulations.

It is important to note that, due to the way the initiative was structured, this decision does not require approval through the state budget process. However, any fix to the Governor's proposal would require legislative action. The Governor included a recommendation to forestall this shift back to counties in his "May Revise" Budget proposal. This new proposal is working its way through the State Legislature. As of May 23rd, both the Senate Budget Committee and the Assembly Subcommittee #1 adopted the May Revision IHSS proposal in concept with placeholder trailer bill language to implement. Unfortunately, the timing of Legislative action does not align with County budgeting deadlines.

Therefore, the Recommended Budget assumes this cost shift will take place and includes a recommendation for budget changes to ensure that the General Fund and other County programs are not adversely affected in the event that the Legislature does not take timely or sufficient action to delay or change the cost shift. HHSA has been asked to absorb the estimated $1.6 million additional costs for the IHSS Program. For FY 2017-18 HHSA is proposing to exercise additional 1991 Realignment Transfers from Public Health and Mental Health, reduce vacant staffing, and reduce other expenses, in order to absorb the additional IHSS costs within the Social Services and HHSA Administrative and Finance Divisions, with minimal impact to the other programmatic divisions in the budget year. This proposal is further detailed in the HHSA Agency and Human Services Division budget narratives.

County Facilities

The Board has identified addressing the County's infrastructure deficiencies as a Strategic Plan goal. In FY 2016-17, the Board set aside funding in the Capital Reserve, while also providing funding for the initial stages of the Public Safety Facility and setting aside grant matching funds for the West Slope Juvenile Hall. In the coming years, staff will be working to identify solutions and necessary funding for the remaining facility priorities, including the El Dorado Center and the District Attorney offices. Providing for these facility priorities will place further pressure on other programs and services.

Deferred Facility Maintenance

In 2013, Vanir Construction Management conducted a Conditions Assessment Report, identifying facilities in need of replacement and facilities with deferred maintenance needs. The report concluded that three County facilities were at "end of life" and should be considered for replacement: the Sheriff Administrative Center on Fair Lane, the District Attorney facility on Main Street, and the El Dorado Center in South Lake Tahoe. The Placerville Juvenile Hall and the Spring Street Complex were identified as "near end of life" facilities. In total, the assessment identified approximately $55 million in current and future maintenance needs at the time the report was issued in 2013, excluding the costs to replace the Sheriff's Administration Center, District Attorney's Office, and the El Dorado Center.

To date, the County has spent $13 million on the Facilities Capital Improvement Plan for projects related to the VANIR assessment. In addition to projects identified through the VANIR assessment, the County has also invested over $20 million over the past 4 years on additional facilities projects such as the new Animal Shelter, work at the jails, progress on ADA improvements, and work on the new Public Safety Facility. Total invested to date is $33 million, or approximately $8 million per year. The five-year Facilities Deferred Maintenance Plan currently includes annual projects totaling $5.3 million per year.

The County has made progress toward reducing the backlog of maintenance needs; however, continued progress will require diligence in setting aside appropriate funding and developing strategies for facilities in need of replacement.

Public Safety Facility

The County is currently in the process of soliciting request for proposals from design/build firms for the Public Safety Facility. The tentative construction schedule anticipates breaking ground in the Spring of 2018. Funding has been secured through a United States Department of Agriculture (USDA) loan. Interim financing will not be required. It is currently anticipated that the County will begin making annual principal payments of approximately $2.2 million in FY 2019-20. The FY 2017-18 budget includes the use of the remaining Public Safety Facility Construction reserve, which satisfies the County's obligation of the required $11 million local contribution towards the project. Additionally, the FY 2016-17 Adopted Budget included interim financing costs related to the construction loan; however, the County was successful in having those costs waived resulting in an estimated cost savings of approximately $875,000.

West Slope Juvenile Hall Replacement

The County has been awarded a $9.6 million grant from the Board of State and Community Corrections for the replacement of the West Slope Juvenile Hall. For FY 2017-18, $600,000 is recommended for planning and design of the project. Construction of the new juvenile hall will not begin until the Public Safety Facility is complete, as the new Juvenile Hall is slated to go on the existing Sheriff Administration Building site.

Placerville Jail Expansion

The Sheriff and Facilities Division will be returning to the Board regarding the Placerville Jail Expansion project. The County was recently verbally notified of the grant award for $25 million to move forward with this project. The County anticipates a formal award letter shortly.

FENIX Implementation

The most critical IT project being implemented at this time is the FENIX system, which will replace the County's legacy financial, human resources and payroll systems. Significant progress has been made in regards to this implementation over the last year, and at the time of this writing, the project team is in the process of testing the final modifications and preparing training guidelines. At this time the County is scheduled to implement the new financial, payroll and human resource systems in FY 2017-18.

Information Technology Infrastructure

In support of the Good Governance Strategic Plan Infrastructure Objective 3.4.2 and 3.4.3, IT has evaluated the condition of the County network infrastructure and determined that IT network assets and related maintenance programs are not up to par with industry standards around network security, HIPAA compliance, network redundancy, resiliency and business continuity.

It is recommended that IT purchase several mission-critical assets in FY 2017-18 in order to bring the County in line with industry standards and to reduce risk to County data. $804,500 is being recommended for the purchase of fixed assets, support and services for Network Infrastructure, including load balancing and firewall appliances that will ensure County data is secure, HIPAA compliant, and supportive of network redundancy, resiliency and business continuity goals. Updating our network infrastructure is a continuous process, so it should be noted that further purchases will likely be recommended in future budgets, as IT continues to review, assess and prioritize their most critical needs.

Virtual Data Infrastructure (VDI) Project

In support of Good Governance Strategic Plan Infrastructure 3.6.1, IT is continuing to implement VDI across the County. This is a four-year project to convert all desktop/server computers to thin client devices that allow users to connect to the server to access their virtual desktop from multiple authorized devices, including portable devices such as smart phones and tablets. The conversion has several benefits, including centralized management of desktop infrastructure, better containment of malware attacks and faster incident response, elimination of need for IT support for employee moves, and elimination of risk of date loss due to equipment failure or theft. VDI provides a more complete desktop disaster recovery strategy through redundant systems.

VDI is also a cost effective solution. The program will cost approximately $2.4 million over four years for hardware, software and implementation services with an estimated Return on Investment of $3.6 million over a five year period, resulting in a net savings of $1.2 million. The thin clients have an estimated life of 10 years, thereby reducing the need to replace approximately 1700 desktops on a three year replacement schedule.

The project costs are front-loaded, with FY 2017-18 budgeted expenditures of $864,000. FY 2017-18 will be the third year of implementation. The project is projected to be completed in FY 2018-19.

Cannabis Regulation and Enforcement Policy

Due to a recommendation from the Medical Marijuana Advisory Committee, the Board of Supervisors approved County staff to study changing the enforcement of many marijuana violations to a civil enforcement (e.g. fines) process from a misdemeanor process. Currently, the County is studying other counties' enforcement processes and will be outlining new enforcement steps for marijuana violations.

To date, the Medical Marijuana Advisory Committee has met on six occasions: the May 2, 2016 meeting was on the structure of the future meetings, the June 20, 2016 meeting was on cultivation, the June 27, 2016 meeting was on niche medical marijuana businesses (e.g. dispensaries, nurseries, etc.), the August 22, 2016 meeting was on compliance procedures regarding medical marijuana rules, the September 19, 2016 meeting was on taxation and fees for medical marijuana, and the December 12, 2016 meeting was on conceptual changes to the medical marijuana enforcement procedures (e.g. moving towards more of a civil enforcement process).

ALLOCATED POSITIONS & STAFFING CHANGES

The FY 2017-18 Recommended Budget includes funding for 1,857.92 full-time equivalent positions (FTEs). This represents a 40.3 FTE decrease from the current FY 2016-17 allocation. It should be noted that, in most areas of the budget, where it appears that new positions are recommended, the increases are offset by like eliminations of vacant positions or a reduction in other staffing areas.

The following chart summarizes the recommended staffing changes. Detail of all allocated position and position changes is included in a later section of the Recommended Budget.

Department	Addition	Deletion	Total
Agriculture		(2.00)	(2.00)
CAO Budget and Operations	1.50	(1.00)	0.50
CAO Central Fiscal/Admin, Facilities, Procurement	6.00	(6.00)	0.00
Child Support Services		(12.00)	(12.00)
Community Development Services Admin & Finance	3.00	(7.00)	(4.00)
Environmental Management		(0.50)	(0.50)
Health and Human Services	21.00	(35.20)	(14.20)
Information Technologies	1.00	(2.00)	(1.00)
Library		(2.40)	(2.40)
Planning & Building	2.00	(3.20)	(1.20)
Probation	1.50	(1.00)	0.50
Registrar of Voters		(1.00)	(1.00)
Transportation		(4.00)	(4.00)
Treasurer-Tax Collector	1.00		1.00
Totals	**37.00**	**(77.30)**	**(40.30)**

MULTI-YEAR BUDGET PROJECTION

This projection indicates on going potential deficits and is created each year based on a set of assumptions which consider known fiscal conditions and Board policy. It is anticipated that appropriations will continue to increase at a higher rate than revenues, resulting in a budgetary deficit in out-years. Property Tax revenue is projected at an increase of 5% annually, Sales and Use Tax at 2% annually, and all other discretionary revenues are projected remain flat. Salary and Benefit expenditures are projected to increase by 4.5%, including an increase of 2-4% in our CalPERS costs. The projection also assumes that the County fully funds the Appropriation for Contingency, the General Reserve, and sets aside $5 million each year in the Designation for Capital Projects. It should be noted that there remains much uncertainty in regards to State actions. Through strategic decision making the County will need to reduce operating costs, identify means of increasing operational efficiencies, and approve additional resources as the County continues to manage the projected annual budgetary deficit.

FIVE YEAR BUDGET PROJECTION ($ IN MILLIONS)

COUNTY OF EL DORADO
General Fund Revenue and Appropration Projection

	FY 2017-18	Projected FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22
REVENUES					
Property Tax	$ 66,372,978	$ 69,686,699	$ 73,166,056	$ 76,819,331	$ 80,655,220
Other Local Taxes	39,514,561	$ 40,968,580	$ 42,487,922	$ 44,075,707	$ 45,735,208
Licenses/Permits/Franchises	10,804,291	$ 10,928,762	$ 11,056,860	$ 11,188,725	$ 11,324,941
Fines/Forfeitures/Penalties	$ 832,324	$ 837,647	$ 843,024	$ 848,454	$ 853,938
Use of Funds/Property	$ 347,550	$ 347,826	$ 348,104	$ 348,385	$ 348,669
Intergovernmental Revenue	$ 69,076,133	$ 70,251,844	$ 70,724,963	$ 71,223,479	$ 71,788,940
Charges for Service	$ 13,666,164	$ 13,930,733	$ 14,181,730	$ 14,463,483	$ 14,754,044
Other Revenue	$ 6,673,695	$ 6,696,422	$ 6,719,377	$ 6,742,561	$ 6,765,977
Transfers from Other Funds	$ 40,339,828	$ 41,536,302	$ 42,828,019	$ 44,138,334	$ 45,450,375
Total Current Revenues	**$ 247,627,524**	**$ 255,184,814**	**$ 262,356,055**	**$ 269,848,460**	**$ 277,677,314**
Appropriation from Fund Balance*	32,149,166	15,000,000	15,000,000	15,000,000	15,000,000
Total Revenues	**$ 279,776,690**	**$ 270,184,814**	**$ 277,356,055**	**$ 284,848,460**	**$ 292,677,314**
APPROPRIATIONS (Object)					
Salaries/Benefits	$ 170,113,949	$ 177,761,782	$ 185,753,755	$ 194,105,353	$ 202,832,760
Operating Expenses	72,148,976	72,148,976	72,148,976	72,148,976	72,148,976
Fixed Assets	2,068,859	2,068,859	2,068,859	2,068,859	2,068,859
Transfer to Other Funds	24,562,206	12,390,364	14,784,961	14,964,797	15,312,728
Increase to Reserves	5,382,700	5,382,700	5,382,700	5,382,700	5,220,000
Appropriation for Contingency	5,500,000	5,675,000	5,890,000	6,100,000	6,320,000
Total Appropriations	**$ 279,776,690**	**$ 275,427,681**	**$ 286,029,251**	**$ 294,770,686**	**$ 303,903,323**
Revenue Surplus/(Shortfall)	$ -	$ (5,242,867)	$ (8,673,197)	$ (9,922,226)	$ (11,226,009)
Less funds needed to reach 5% General Reserve	**$ -**	**$ (397,784)**	**$ (502,479)**	**$ (517,750)**	**$ (381,748)**
Total Revenue Surplus/Shortfall	**$ -**	**$ (5,640,651)**	**$ (9,175,676)**	**$ (10,439,976)**	**$ (11,607,757)**
General Reserve	$ 8,469,708	$ 8,867,492	$ 9,369,971	$ 9,887,721	$ 10,269,469
Designated for Capital Projects	$ 5,000,000	$ 10,000,000	$ 15,000,000	$ 20,000,000	$ 25,000,000
Audit Reserve	$ 240,000	$ 240,000	$ 240,000	$ 240,000	$ 240,000
Public Safety Facility Reserve	$ 440,000	$ 660,000	$ 880,000	$ 1,100,000	$ 1,320,000

NEXT STEPS FOR BUDGET ADOPTION

Budget Hearings on the adoption of the Final Budget will be held in September 2017. The final budget recommendations presented for approval during this meeting will incorporate any State or federal actions that affect the County's budget and will reflect final fund balance carryover figures. At the conclusion of the hearing, the Board will be asked to move forward with the adoption of the FY 2017-18 Budget Resolution to formally adopt the budget.