



COUNTY OF TULARE

RECOMMENDED BUDGET | FISCAL YEAR 2020-2021

Cover: On July 15, 2020, the Tulare County Fire Department celebrated the grand opening of Fire Station One – Tulare County's first new fire station in over 20 years. Located at 25456 Road 140 in Tulare (District 2), the project has been 13 years in the making and was much needed due to urban growth in the area. The 7,070 square foot building features three apparatus bays, two double dorm rooms, a training/community room, and office areas. The completed project cost \$4.3 million and was built by Forcum-Mackey Construction. Fire Station One will reduce response times for residents in this portion of Tulare County and utilizes the latest technology to ensure the health and safety of the firefighters.

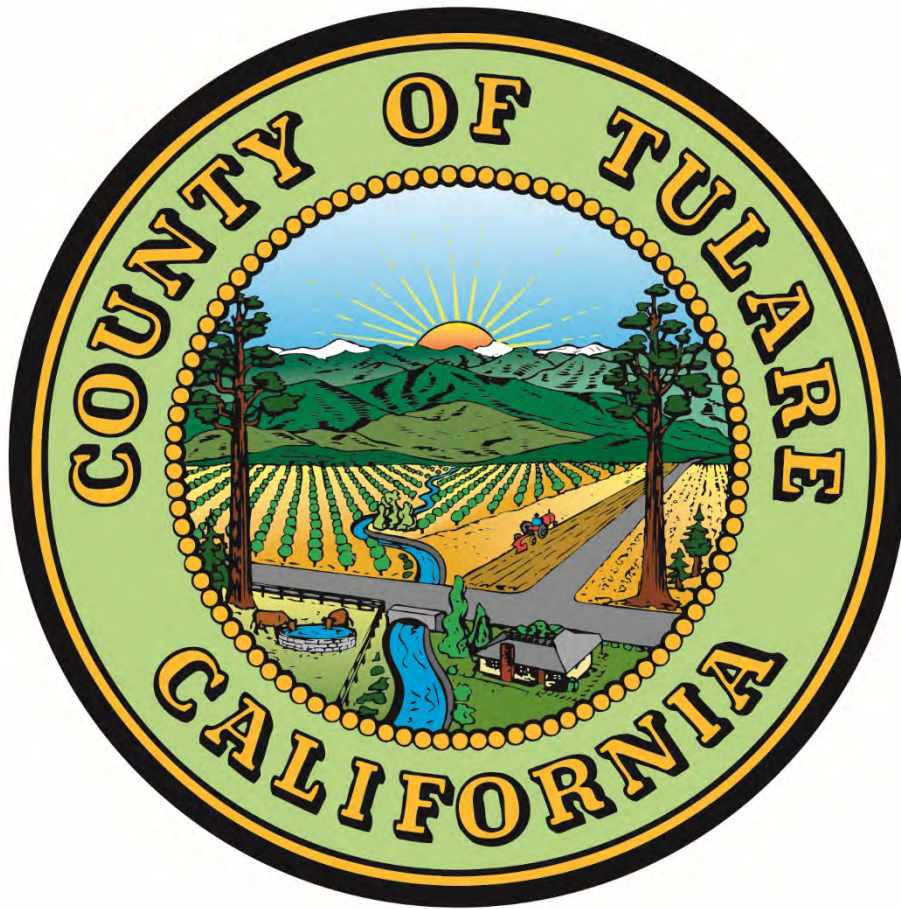
Photographer: Joanne Bear

COUNTY OF TULARE

RECOMMENDED BUDGET

2020-2021

FOR THE FISCAL YEAR ENDING JUNE 30, 2021



PRESENTED TO THE BOARD OF SUPERVISORS

BY

COUNTY ADMINISTRATIVE OFFICE

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COUNTY OF TULARE

FISCAL YEAR 2020-2021

RECOMMENDED BUDGET

BOARD OF SUPERVISORS



FROM LEFT: DENNIS TOWNSEND, SUPERVISOR DISTRICT 5; PETE VANDER POEL - CHAIR, SUPERVISOR DISTRICT 2; KUYLER CROCKER, SUPERVISOR DISTRICT 1; EDDIE VALERO, SUPERVISOR DISTRICT 4 AND AMY SHUKLIAN - VICE CHAIR, SUPERVISOR DISTRICT 3.

COUNTY ADMINISTRATIVE OFFICER



JASON T. BRITT

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COUNTY OF TULARE

FISCAL YEAR 2020-2021

RECOMMENDED BUDGET

MISSION STATEMENT

TO PROVIDE THE RESIDENTS OF TULARE COUNTY WITH QUALITY SERVICES TO IMPROVE AND SUSTAIN THE REGION'S SAFETY, ECONOMIC WELL-BEING, AND QUALITY OF LIFE.

VISION STATEMENT

A COUNTY GOVERNMENT THAT HAS EARNED THE TRUST, RESPECT, AND SUPPORT OF ITS RESIDENTS THROUGH COLLABORATION, FAIR, AND EFFECTIVE SERVICE.

CORE VALUES

THE COUNTY OF TULARE IS COMMITTED TO A COLLABORATIVE AND TEAM-ORIENTED APPROACH TO SERVICE THAT IS ANCHORED IN OUR SHARED VALUES OF:

- ACCOUNTABILITY
- CAN-DO ATTITUDE
- COMMITMENT
- COMPASSION
- FAIRNESS
- INNOVATION
- PROFESSIONALISM
- RESPECT
- RESPECT FOR DIVERSITY
- RESPONSIVENESS

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COUNTY OF TULARE

FISCAL YEAR 2020 -2021

RECOMMENDED BUDGET

(BUDGET ASSIGNMENTS)

RECOMMENDED BY:

JASON T. BRITT

*County Administrative
Officer*

JOHN HESS

*Assistant County
Administrative Officer*

PREPARED BY THE COUNTY ADMINISTRATIVE OFFICE*

MARTA RODRIGUEZ
Executive Assistant to the CAO

Administrative Regulations
Budget Review
Delegated Action Requests
FPPC Reporting
General Administration
Record Keeping

PAUL GUERRERO
Principal Administrative Analyst

Budget: Mid-Year, Recommended and Adopted
Assessor/Clerk-Recorder
Auditor-Controller
Board of Supervisors
Capital Acquisition
Contingency
County Administration
Debt Service
General Revenues
Miscellaneous Administration
Pension Obligation Bonds
Retirement
Treasurer -Tax Collector

KATRINA FERNANDEZ
Senior Administrative Analyst

Child Support Services
County Counsel
Human Resources and Development
Library
Risk Management
Information and Communication Technology
Workforce Investment Board

DENISE ENGLAND
Water Resources Program Director

Forest Health Projects
Water Grants and Projects

JUSTIN AVILA
Senior Administrative Analyst

General Services Agency
Capital Projects
Internal Service Funds
Purchasing
Health and Human Services Agency
Indigent Health Care
Realignment
Registrar of Voters

ROBERT HERNANDEZ
Senior Administrative Analyst

County Fire
District Attorney
Miscellaneous Criminal Justice
Probation
Public Defender
Sheriff-Coroner

ALEXANDER CRUZ
Senior Administrative Analyst

Agricultural Commissioner
Resource Management Agency
Airport and Transit
Assessment Districts/CSA's
CDBG/HOME
Flood Control
Road Fund
Terra Bella Sewer Maintenance District
Solid Waste
Trusts/Special Funds
UC Cooperative Extension

CASSIE ALEGRE
Budget Technician

Master Schedule of Fees
Position Control

*Special thanks to the staff of the Print Shop for printing this Recommended Budget.

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COUNTY OF TULARE

FISCAL YEAR 2020-2021

RECOMMENDED BUDGET

DEPARTMENT LISTING

AGRICULTURE COMMISSIONER/SEALER OF WEIGHTS AND MEASURES	TOM TUCKER	684-3350
ASSESSOR/CLERK-RECORDER	ROLAND HILL	636-5100
AUDITOR-CONTROLLER/TREASURER-TAX COLLECTOR	CASS COOK	636-5200
BOARD OF SUPERVISORS	CHAIR PETE VANDER POEL	636-5000
CHILD SUPPORT SERVICES	ROGER DIXON	713-5700
COUNTY ADMINISTRATIVE OFFICE	JASON T. BRITT	636-5005
COUNTY COUNSEL	DEANNE PETERSON	636-4950
DISTRICT ATTORNEY	TIM WARD	636-5494
COUNTY FIRE	CHARLES NORMAN	802-9800
GENERAL SERVICES AGENCY	DANIEL RICHARDSON	627-7227
HEALTH AND HUMAN SERVICES AGENCY	TIMOTHY W. LUTZ	624-8000
HUMAN RESOURCES AND DEVELOPMENT	JASON T. BRITT	636-4900
INFORMATION AND COMMUNICATIONS TECHNOLOGY	JOHN HESS	622-7100
LIBRARY	DARLA WEGENER	713-2700
PROBATION	MICHELLE BONWELL	713-2750
PUBLIC DEFENDER	LISA BERTOLINO MUETING	636-4500
RESOURCE MANAGEMENT AGENCY	REED SCHENKE	624-7000
REGISTRAR OF VOTERS	MICHELLE BALDWIN	624-7300
SHERIFF-CORONER	MIKE BOUDREAUX	802-9400
SOLID WASTE	BRYCE HOWARD	624-7195
UC COOPERATIVE EXTENSION	KARMJOT RANDHAWA	684-3300
WORKFORCE INVESTMENT BOARD	ADAM PECK	713-5200

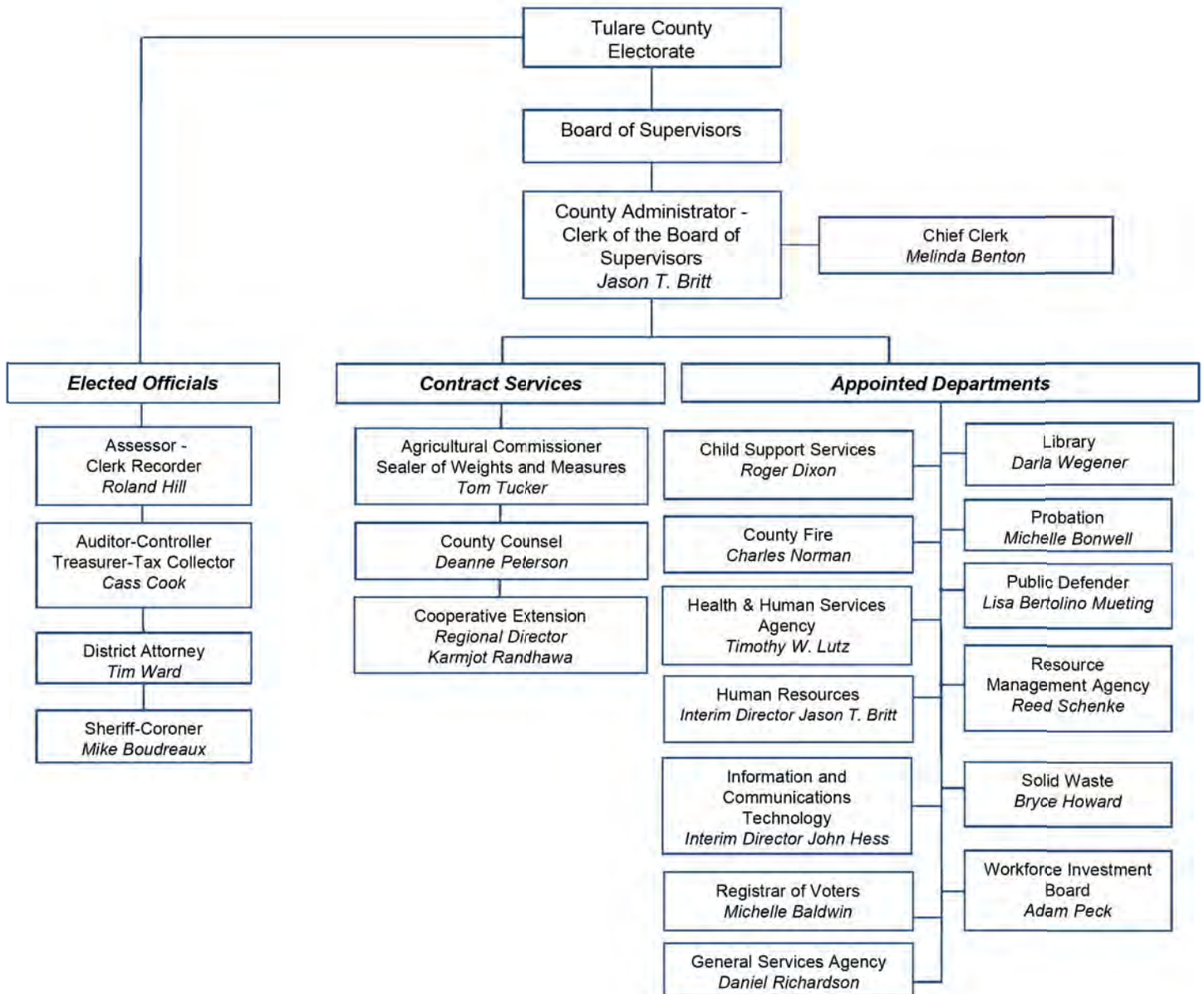
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COUNTY OF TULARE

ORGANIZATIONAL CHART

FISCAL YEAR 2020-2021



The organization chart is a visual depiction of the way work is distributed within the County of Tulare. It is also meant to be a tool to help our working relationship with the residents of Tulare County to create channels of communication in order to better accomplish our goals and objectives.

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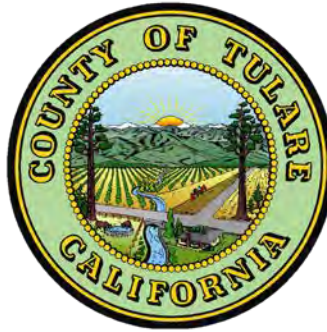
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County Administrative Officer

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2800 W. Burrel
Visalia, CA 93291
(559) 636-5005
(559) 733-6318

Jason T. Britt
County Administrative Officer



Board of Supervisors

Kuyler Crocker
District 1

Pete Vander Poel, Chair
District 2

Amy Shuklian, Vice Chair
District 3

Eddie Valero
District 4

Dennis Townsend
District 5

September 15, 2020

Dear Board of Supervisors:

On behalf of the County management team, it is my pleasure to submit the Fiscal Year (FY) 2020/21 Recommended Budget for your consideration, review, modification, and/or adoption. Because of the prudent fiscal policies of your Board, the use of conservative revenue estimates, and the outstanding efforts of the County management team to maintain departmental budgets within Board-approved funding levels, this recommended budget of \$1.45 billion is balanced for all applicable funds as required by law. The FY 2020/21 Recommended Budget was developed in accordance with the priorities established in Tulare County's Strategic Business Plan and the following long-standing budgeting principles:

- a. Historically conservative and reasonable revenue estimates are budgeted to ensure a balanced budget;
- b. Maintain the Board's strong commitment to public safety;
- c. Proceeds from sales of real property are designated for future one-time capital needs;
- d. One-time funds are used for one-time purposes when setting agency/departmental budget targets;
- e. County agencies/departments seek grants and other funding opportunities, to the extent possible, to minimize reoccurring General Fund costs. Departments should maximize expenditure of subvented dollars prior to using General Fund dollars;
- f. County General Fund will not backfill revenue losses from state-mandated or grant-funded programs; and
- g. Any structural increases or substantial one-time funding to agency/departmental budgets require an analysis of new or expanded sources of revenue and operational efficiencies (corresponding reduction of expenses or programmatic or project re-direction of expenses) for budget sustainability.

"Status Quo or Reduced" Budget

Beginning in March 2020, the State and County began experiencing the impacts of the COVID-19 pandemic resulting in a sustained public health emergency response, shelter-in-place orders, and closure of much of the economy. As a result, the COVID-19 pandemic has brought much uncertainty to the economic forecast for the nation, State, and County. The full economic effects of the pandemic and anticipated revenue losses are still unknown. In an effort to proactively address potential revenue shortfalls, departments were requested to submit

reduced net county cost budgets of approximately 2% below FY 2019/20 adopted levels. Department heads and County Administrative Office (CAO) staff worked diligently and collaboratively making difficult decisions to reduce costs and identify additional revenue to ensure a balanced budget for FY 2020/21 aligned with stated budgeting principles. Budget reductions included deleting vacant positions, several of which were chronically vacant positions over 730 days, restricting travel and training, delaying large purchases and capital projects, and reducing discretionary departmental expenses. Additionally, your Board approved a countywide hiring freeze on May 5, 2020 – which will continue to produce necessary operational savings throughout the COVID-19 pandemic. The Recommended Budget also relies on a \$2 million transfer from the Strategic Reserve fund and reducing the Contingency fund from \$5 million to \$4 million to balance the FY 2020/21 budget. The CAO, in partnership with the Auditor-Controller, will monitor revenue sources and, if revenues are not anticipated to materialize at the level forecasted, the CAO may recommend further budget adjustments at mid-year.

County Budget Highlights

The \$1.45 billion budget, submitted to your Board for consideration, demonstrates Tulare County's sound financial position, and reflects the Board's financial policy to maintain feasible and sustainable fiscal operations within all of Tulare County's Governmental Funds, Internal Service Funds, Special District Funds, Enterprise Funds, Assessment Districts, and County Service Areas.

- General Fund budget increases from \$844.5 million to \$886.8 million (5% increase from FY 2019/20);
- General Fund discretionary revenues increase from \$176.8 million to \$178.1 million (1% increase from FY 2019/20);
- General Fund unassigned fund balance decreases from 46.3 million to \$42.3 million (9% reduction from FY 2019/20);
- Strategic Reserve decreases from \$32 million to \$30 million;
- Allocates \$3 million for the Capital Improvement Plan (reduction of \$2.8 million from FY 2019/20);
- Reduces the General Fund Contingency from \$5 million to \$4 million;
- Allocates an additional \$3.3 million from General Fund for Fire Station Number One, building improvements, equipment, and vehicles for the Fire Department;
- Transfers \$1.8 million for an aerial apparatus (ladder fire truck);
- Appropriates \$1.3 million for the retirement of the remaining Chevron Energy Conservation debt service;
- Commits ongoing funding to 2.0 staffing at the new Fire Station Number One;
- Funds budgetary retirement costs from \$39 million to \$40.9 million (5% increase over FY 2019/20);
- Funds Pension Obligation Bond (POB) debt service payment of \$19.5 million;
- Funds total employee compensation increases from \$375 million to \$393.5 million (5% increase over FY 2019/20); and
- Reduces countywide staffing allocation by 100 positions, primarily by deleting chronic vacancies.

State Budget Highlights

Governor Newsom signed California's FY 2020/21 Budget Act into law on June 26, 2020. In January 2020, the State was forecasting a \$5.6 billion surplus. By May, the State faced a \$54.3 billion deficit due to the effects of the

COVID-19 pandemic. Under the enacted budget agreement, the total General Fund expenditures for the 2020/21 fiscal year are \$133.9 billion. In addition, budget reserves are \$11.4 billion, including 1) \$2.6 billion in the Special Fund for Economic Uncertainties, 2) \$450 million in the Safety Net Reserve, and 3) \$8.3 billion in the Budget Stabilization and Rainy Day Fund. The Governor declared a “budget emergency” on June 25, 2020, which allowed funds to be drawn from the Rainy Day Fund. The State Budget relies on a mixture of “triggers” contingent on receipt of additional federal assistance by October 15, 2020. The Budget language specifies that if federal funding is more than \$2 billion, but less than \$14 billion, then each of the trigger items will be adjusted proportionally. The State Budget Act will impact or direct funding to the County in the following areas:

- Allocates \$48.9 million to Tulare County from the federal Coronavirus Aid, Relief, and Economic Security Act (CARES ACT) enacted by Congress on March 27, 2020.
- Provides \$1 billion to counties for safety net services such as a Realignment backfill in 2020-21. Of this, \$750 million is provided directly with State General Fund dollars and \$250 million is “triggered,” dependent upon the State receiving additional federal COVID-19 relief.
- Allocates \$550 million of federal funds to support housing for individuals and families who are experiencing homelessness or who are at risk of homelessness due to the COVID-19 pandemic. Specifically, these funds are prioritized for counties, cities, and public entities to build off Project Roomkey through acquiring or rehabilitating motels, hotels, hostels, and other sites and assets as specified.
- Allocates \$300 million of General Fund dollars to the Homeless Coordinating and Financing Council, consistent with the existing formula and uses of the Homeless Housing Assistance Prevention (HHAP) program. This results in \$80 million directly to counties and \$90 million passing through Continuums of Care.
- Proposes closure, or realignment, of Division of Juvenile Justice to counties. The Governor has indicated that this a priority and is working with CSAC and affiliate organizations on the framework and funding for this significant change.
- Requires California Department of Correction and Rehabilitation to identify one state-owned and operated prison for closure by January 10, 2021 and a second by January 10, 2022.
- Expands an existing pilot program that allows indigent and low-income individuals to apply online to reduce their fines and fees from traffic infractions in accordance with their ability to pay. The budget backfilled lost revenue for trial courts (\$54 million) but did not backfill for impacts on local revenue.
- Expands investments in CAL FIRE, Office of Emergency Services, and local agencies to prepare for ongoing wildfire and public safety power shutoff preparedness. The budget adds \$50 million one-time General Fund expenditures for a matching grant program for local governments to prepare, respond, and mitigate impacts to public safety power shutoffs.
- Includes a minimum amount of funding to maintain programs under the cap-and-trade program. Auction revenues fell far short of expectations, necessitating a pause in expenditures. The Governor has proposed a “pay-as-you-go” budget mechanism that would authorize expenditures based on actual proceeds at each quarterly auction that will be reviewed over the summer. The proposal prioritizes the following programs: AB 617 Community Air Protection Program, Forest Health and Fire Prevention, and Safe and Affordable Drinking Water.

- Includes approximately \$100 million for the increased costs of the November 2020 presidential election. The Governor has signed two executive orders, one of which requires counties to mail ballots to all active registered voters, and the other of which allows counties to establish fewer in-person polling places, but only if those locations are open for three days of early voting, along with other requirements to increase voter access.
- Contains no changes to the structure of the new county In-Home Supportive Services (IHSS) Maintenance of Effort (MOE) that was included in last year's budget trailer bill SB 80 (Chapter 27, Statutes of 2019) and went into effect July 1, 2019.
- Reduces funding for local child support agencies to the 2018 funding levels, pulling back on increases that resulted from a new budget methodology if additional federal funds are not received. The impact to the County Department of Child Support Services budget would be approximately a \$2.1 million reduction.
- Reduces gas tax revenues. Because of the statewide shelter-in-place order in response to the COVID-19 pandemic, fuel consumption has decreased. Based on revenue estimates from the Department of Finance, CSAC projects a \$129 million reduction in county formula transportation revenues in the current year, and a \$116 million reduction in the following budget year, as compared to January estimates.
- Reduces state employee compensation (SB 119) as a result of the Governor's successful agreement with labor unions. The majority of bargaining units agreed to approximately a 9.23% salary reduction in exchange for furlough and additional paid time off.

Looking Ahead

Tulare County finished FY 2019/20 in a strong budget position but identified a lower than expected unassigned fund balance. Specifically, the General Fund ended the fiscal year with a fund balance of \$42.3 million, stemming from greater than anticipated countywide revenues and unplanned departmental savings. This is a decrease from the previous fiscal year by \$4,058,610. For comparison, the General Fund unassigned fund balance in FY 2019/20 was \$46.3 million, and in FY 2018/19 it was \$47.2 million.

The unknown duration and impact of the COVID-19 pandemic, the significantly rising costs of law enforcement and fire services, general increases in the cost of doing business, and an increasing financial share of mandated programs threaten the strong financial position of the County. In particular, the County will face significant challenges managing the rising costs of the In-Home Supportive Services Program; jail medical and mental health care; law enforcement and fire capital and staffing needs; Internal Service Fund; Zones of Benefits; new countywide financial and human resources systems; and annual retirement contributions.

In order to maintain the County's strong financial position and enjoy balanced and stable budgets in future years, the Board should consider adopting the following strategies: negotiate financially sustainable labor agreements, limit the issuance of debt, use one-time funds for one-time expenses, strive to fund the Strategic Reserve to the stated reserve ratio reflected in the Reserve Policy, collaborate with Tulare County Employee Retirement Association (TCERA) to minimize significant retirement cost increases, continue to utilize conservative revenue estimating practices, encourage departments to maximize the use of non-General-Fund revenues to minimize the

burden on the General Fund, and encourage and support departments in adopting business practices designed to help organizations function more efficiently and effectively.

Acknowledgments

Thank you to the Tulare County Board of Supervisors for their guidance and fiscal prudence, which provides a sustainable foundation for this budget. In addition, the development of a sustainable budget could not be accomplished without the collective efforts of the elected and appointed department and agency heads. This is especially true during a time of a global pandemic, which requires difficult decisions to proactively reduce budgets. Thank you! Special thanks also to the CAO staff for their commitment, hard work and dedication, to the budget process.

Finally, I invite you to review the Executive Summary of the FY 2020/21 Recommended Budget that directly follows this letter.

Respectfully submitted,



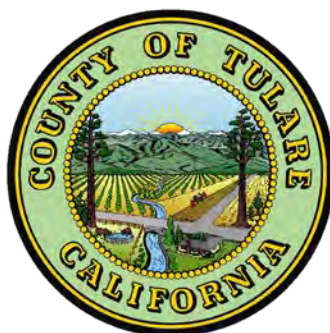
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County Administrative Officer

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County Administrative Officer

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Jason T. Britt
County Administrative Officer



Board of Supervisors

Kuyler Crocker
District 1

Pete Vander Poel, Chair
District 2

Amy Shuklian, Vice Chair
District 3

Eddie Valero
District 4

Dennis Townsend
District 5

EXECUTIVE BUDGET SUMMARY

GENERAL FUND BUDGET COMPARISON TO ACTUAL RESULTS IN FISCAL YEAR 2019/20

Tulare County ended FY 2019/20 in a reasonably positive financial position considering the onset of the COVID-19 pandemic during the second half of the fiscal year. The FY 2019/20 Adopted Budget improved or replaced county assets and equipment, increased the Strategic Reserve, supported expanded economic development investment, enhanced public safety services, and funded various capital projects and building improvements, in an effort to better serve Tulare County constituents and operate more efficiently.

Achievements in FY 2019/20 include:

- Strategic Reserve increased to \$32 million.
- Unassigned Fund Balance budgeted at \$46.3 million.
- \$5 million contingency maintained.
- \$18.9 million (\$15.3 million General Fund) debt service payment was made on the \$251 million Pension Obligation Bond.
- \$8.2 million assigned for future ERP Financial and HR Systems.
- \$3 million assigned for countywide equipment and vehicle replacement.
- \$2 million assigned for Jail Medical expenditures for County Detention Facilities.
- \$2 million assigned for replenishment of Elections Trust Fund.
- \$5.8 million for capital improvements were appropriated.
- \$2 million assigned for economic development support.
- \$5.5 million assigned for County building remodels and space planning.
- \$1.5 million one-time funds transferred to County Fire Fund to purchase equipment.
- \$1 million one-time funds transferred for IT infrastructure upgrades and special projects.
- \$1.4 million spent on Groundwater Sustainability Agency memberships and water program activities.

Tulare County finished FY 2019/20 in a strong budget position but identified a lower than expected unassigned fund balance. Specifically, the General Fund ended the fiscal year with a fund balance of \$42.3 million, stemming from greater-than-anticipated countywide revenues and unplanned departmental savings. This represents a

\$4,058,610 decrease from the \$46.3 million General Fund unassigned fund balance in FY 2019/20. In FY 2018/19 General Fund unassigned fund balance was \$47.2 million, in FY 2017/18 it was \$38.2 million, in FY 2016/17 it was \$31.6 million, and, in FY 2015/16 it was \$29.4 million. Heading into FY 2020/21, the General Fund has been budgeted cautiously due to the uncertainty surrounding financial impacts related to the COVID-19 pandemic.

TULARE COUNTY FISCAL YEAR 2020/21 RECOMMENDED BUDGET

The FY 2020/21 Recommended Budget for all funds totals \$1.45 billion, an increase of \$68.7 million, or 5%, when compared to the FY 2019/20 Adopted Budget. The budget supports a total workforce of 5,005.63 positions and reflects a net decrease of 100 positions.

The Recommended Budget for all funds is depicted below:

Fund	FY 2019/20 Adopted	FY 2020/21 Recommended	Difference	Percentage Inc/Dec
General Fund	\$844,549,915	\$886,780,331	\$42,230,416	5.00%
Other Operating Funds	\$388,947,637	\$407,933,080	\$18,985,443	4.88%
County Service Areas	\$1,451,487	\$1,383,445	(\$68,042)	-4.69%
Enterprise Funds	\$43,879,755	\$43,955,920	\$76,165	0.17%
Internal Service Funds	\$94,971,492	\$102,270,216	\$7,298,724	7.69%
Special Districts	\$7,932,314	\$8,077,870	\$145,556	1.83%
Totals All Funds	\$1,381,732,600	\$1,450,400,862	\$68,668,262	4.97%
Less Internal Service Funds	\$94,971,492	\$102,270,216	\$7,298,724	7.69%
Net Total Of All Funds	\$1,286,761,108	\$1,348,130,646	\$61,369,538	4.77%

Authorized Staffing	FY 2019/20 Adopted	FY 2020/21 Recommended	Net Change
Total All Funds	5,105.63	5,005.63	(100.00)

The Recommended Budget provides funding for mandated and essential services; local programs and projects; capital and infrastructure needs; equipment maintenance and replacement; and reserves and contingencies. In doing so, the Recommended Budget adheres to the State Budget Act, as well as County Administrative Regulations and Board Financial Policies.

In accordance with Section 29009 of the California Government Code, the Recommended Budget, for all applicable funds, is balanced as required by law. As such, the FY2020/21 projected ending fund balance is zero - the funding sources are equal to financing uses. The financing uses include General Fund \$886.8 million; Special Revenue Funds \$322.6 million; Capital Projects Funds \$58.3 million; and Debt Service Funds \$27 million.

The Fund Balance Summary is depicted in the table below:

	General Fund	Special Revenue Funds	Capital Projects Funds	Debt Service Funds
Prior Year Fund Balance FY 19/20	\$46,313,194	\$64,216,628	\$15,172,253	\$(1,051,380)
Fund Balance June 30, 2020	\$42,254,584	\$52,082,129	\$27,523,953	\$1,500
Financing Sources:				
Decreases To Obligated Fund Balances	\$2,000,000	\$12,199,598	\$441,980	\$0
Additional Financing Sources - Revenue	\$842,525,747	\$258,360,010	\$30,355,292	\$26,968,618
Total Financing Sources	\$886,780,331	\$322,641,737	\$58,321,225	\$26,970,118
Financing Uses:				
Increases To Obligated Fund Balances	\$0	\$795,071	\$1,593,179	\$4,451,181
Additional Financing Uses - Expenditures	\$886,780,331	\$321,846,666	\$56,728,046	\$22,518,937
Total Financing Uses	\$886,780,331	\$322,641,737	\$58,321,225	\$26,970,118
FY 20/21 Projected Ending Fund Balance	\$0	\$0	\$0	\$0
Available Fund Balance Percentage Change¹	(9%)	(19%)	81%	(100%)
Total Obligated Fund Balance (Reserves)	\$30,000,000	\$56,229,274	\$3,593,179	\$12,712,614

(1) Available Fund Balance Percent Change reflects the changes from Fund Balance Available June 30, 2019 to Fund Balance Available June 30, 2020. The changes are demonstrated as a (decrease)/ increase.

General Fund

The budgeted expenditures for FY 2020/21 are \$886.8 million. Together, the \$42.3 million unassigned fund balance of the General Fund and the budgeted revenue of \$842.5 million will result in a \$2 million deficit for the fiscal year. It is recommended that the County utilize \$2 million of General Fund Strategic Reserve to close this deficit and balance the budget. The Strategic Reserve would decrease from \$32 million to \$30 million compared to last fiscal year. The \$42.3 million unassigned fund balance and the additional \$2 million from the Strategic Reserve is recommended to be allocated as follows: \$23.3 million to the General Fund's operations, including \$4 million contingency budget and \$21 million for CAO one-time expenditures. Some of the specific one-time expenditures are TCiCT infrastructure and special projects \$1.2 million; County Fire Fund \$3.3 million; Miscellaneous Criminal Justice transfer \$680,515; Homelessness and Community Activities transfer \$600,000; Capital Projects Fund \$3 million; operational priorities and future needs \$3.6 million; Step Up \$228,000; GSA memberships and water program activities \$1.1 million; Building Debt Service Fund transfer for future projects \$1.1 million; Building Debt Service Fund transfer for retirement of Chevron Energy Conservation debt service \$1.3 million; Capital Projects – Cornerstone Building transfer \$324,571; Equipment and Vehicle Replacement Fund transfer for an aerial apparatus (ladder fire truck) \$1.8 million; and unanticipated equipment needs \$500,000.

Special Revenue Funds

Special Revenue Funds include Aviation, Community Development Block Grant, Fish and Wildlife, Home Program Fund, Housing Successor, Indigent Health Care AB 75, Health Realignment, Mental Health Realignment, Social Services Realignment, Library, Road Fund, County Fire Fund, Workforce Investment Board, Child Support Services, and Tobacco Settlement Revenue. The recommended \$52.1 million Special Revenue fund balance for FY 2020/21 represents a \$795,071 increase to obligated fund balances, which are \$13.5 million less when compared to FY 2019/20 amount of \$14.3 million. Material increases to obligated fund balances include: Library

\$795,071. Material decreases to obligated fund balances for budgetary expenditures in FY 2020/21 include: Health Realignment \$2.7 million; Mental Health Realignment \$5.7 million; and Social Services Realignment \$3.8 million.

Capital Projects Funds

The Capital Projects Funds include the Capital Projects Fund and the Information and Communications Technology (ICT) Special Projects Fund. The recommended \$27.5 million Capital Projects and ICT Special Projects Fund Balance for FY 2020/21 represents a \$1,593,179 increase to obligated fund balances. Material decreases to obligated fund balances for budgetary expenditures in FY 2020/21 include: ICT Special Project Fund \$441,980. Amounts budgeted in Capital Projects Funds fluctuate based on projects spanning multiple fiscal years and project balances carrying over to subsequent fiscal years until project completion. Projects are approved by the Board of Supervisors through the agenda process and the adoption of the Capital Improvement Plan (CIP). Last year, the Board approved \$3.5 million from the Millennium Fund to be appropriated towards the CIP and on August 11, 2020 approved another \$3.5 million towards the CIP for FY 2020/21.

Debt Service Funds

The Debt Service Funds include the Building Debt Service Fund and Pension Obligation Bond Fund. In FY 2020/21, a \$4.5 million increase to Building Debt Service obligated fund balances is recommended for future countywide projects. The Pension Obligation Bond Fund has a \$1,500 available fund balance as of June 30, 2020 that will be used to offset the annual POB debt service amount of \$19.5 million in FY 2020/21.

GENERAL FUND: FISCAL YEAR 2020/21

The General Fund Budget encompasses the majority of the County's operations and totals \$886.7 million, an increase of \$42.2 million or 5% compared to the FY 2019/20 Adopted Budget. Carryover fund balance is calculated for FY 2020/21 at \$42.3 million, a decrease of \$4 million over last year's fund balance of \$46.3 million. The use of \$2 million of the Strategic Reserve and the reduction of the General Fund contingency from \$5 million to \$4 million is recommended to balance the General Fund FY 2020/21 Budget. Essentially, the fund balance is available for one-time expenditures, budgeting contingency at \$4 million, and covering the General Fund's Net County Cost of \$220.4 million, a decrease of \$2.7 million, or 1.2%, from last year's \$223.1 million.

The County's discretionary revenues total \$178.1 million, a \$1.3 million or 0.75% increase over last year's \$176.8 million. Of the \$178.1 million in discretionary revenue, property tax revenue comprises the largest portion at 68%, or \$121.3 million; sales tax revenue makes up 24%, or \$43.1 million; and all other tax revenues total 8%, or \$13.7 million.

The General Fund's estimated revenues are \$842.5 million, which are \$44.3 million or 5.5% higher than the FY 2019/20 Adopted Budget. The increase in revenues is based on increases to state General Fund revenues from the Safety Net Reserve to maintain CalWORKs Assistance payments for recipients, and an anticipated increase

to the TulareWORKs allocation for the Health and Human Services Agency.

As previously noted, the FY 2020/21 Recommended Budget proposes to decrease the Strategic Reserve by \$2 million, for a total of \$30 million, in order to balance the FY 2020/21 General Fund budget.

The County's long-term debt as of June 30, 2020 amounts to \$266 million, which is a decrease of \$11 million when compared to the June 30, 2019 amount of \$277 million. The \$266 million long-term debt is summarized as follows:

- \$232.9 million (Pension Obligation Bonds)
- \$31.1 million (Variable Rate Demand Bonds)
- \$1.3 million (Chevron Loan Payable)
- \$1 million (Certificates of Participation for Enterprise Funds)
- \$3,800 (Bonds Payable for El Rancho Sewer District)

For FY 2020/21, the General Fund has been budgeted cautiously to address both strategic and operational responsibilities, financial sustainability, and structural balance, while anticipating future financial uncertainty.

To address the economic downturn, fiscal uncertainty, and other budget challenges in the coming year due to the COVID-19 pandemic, Tulare County will continue to implement a robust economic development strategy with the emphasis on Assessed Valuation Growth; use of strategic reserves to maintain status quo operations; maintaining contingency reserves; investing in revenue-generating improvements, projects and activities; focusing on operational efficiencies; and proposing budget allocations within a framework of annual feasibility and long-term sustainability.

OTHER FUNDS: FISCAL YEAR 2020/21

Activities not included in the General Fund are budgeted in Governmental (Operating Funds), County Service Areas, Enterprise and Assessment District, Internal Service, and Special District Funds as follows:

- **Operating Funds:** The County's most prominent Governmental Funds include Fire, Building Debt Service, Tobacco Settlement, Mental Health Realignment, Health Realignment, Social Services Realignment, Pension Obligation Bond, Roads, Child Support Services, Library, and Capital Projects.
 - **Fire Fund** appropriations decreased by \$283,768 or 1%, primarily based on less purchases of capital assets. The capital asset purchases include \$90,000 in assets that are grant-funded for extrication equipment, and purchases that include \$1,080,000 in General Fund funded assets supporting the Fire Department's Five-Year Plan such as vehicles, Type I Fire Truck, and decontamination shower. Additionally, \$1,291,666 in capital assets were FY 2019/20 rollover that

were approved by the Board of Supervisors prior to the publication of this book.

- **Road Fund** is used to improve and maintain adequate transportation infrastructure. In April of 2020 the Board of Supervisors approved the County Transportation Improvement Program (CTIP) that identifies the improvement and maintenance strategy for the County's transportation infrastructure. The CTIP identifies 56 projects with a total estimate of \$55.9 million. The FY 2020/21 budget of \$97.2 million includes the approved 2020/21 CTIP and the remainder of the previous year CTIP along with other Board approved projects.
- **Child Support Services Fund** accounts for the federal and state reimbursed cost of obtaining financial and medical support from parents for the children of Tulare County. Most services provided are free and approximately 22,800 children are supported each year. The Child Support Services Fund maintains a budget of \$16.2 million.
- **Library Fund** increased appropriations by \$304,570 or 6%, when compared with the Adopted Budget for last fiscal year. Increases are attributable, primarily to planned maintenance for library facilities. Additionally, in FY 2020/21, the Dinuba and Springville Libraries are scheduled for renovation as part of the County's Capital Improvement Plan.
- **Capital Projects Fund** increased appropriations by \$8,462,789, or 20%, when compared with the Adopted Budget for last fiscal year. The increase is associated with construction of the Sequoia Field Program Facility, Emergency Dispatch Center, and Resource Management Agency renovation projects.
- **Building Debt Service** accounts for the County's building debt service activities and for departments debt service contributions related to energy improvement projects. \$1.3 million is appropriated to pay off the Chevron Energy Conservation debt service in FY 2020/21. The Building Debt Service Fund represents an increase of \$4,451,181 to its Fund Balance primarily based on an operating transfer-in from Capital Acquisitions for building debt service and Chevron Energy Conservation debt service.
- **Tobacco Settlement Fund** is used to collect the County's annual share of the Tobacco Master Settlement Agreement, nationwide litigation against tobacco companies for smoking related diseases. Tobacco Settlement collection is projected to be \$5,522,519 for FY 2020/21, an increase of \$66,837. The Tobacco Settlement Fund revenues received are then transferred to the Millennium Fund, an endowment established by the Board of Supervisors, to provide a stable, long-term source of funds for capital improvements, major maintenance, and repair projects within the County.
- **Mental Health Realignment Fund** accounts for revenue received from the State that are designated to support local mental health programs. Counties are provided with two realignment revenue sources: a portion of state sales tax collections and a portion of Vehicle License Fees. The FY 2020/21 budget represents an increase of \$4,172,040 or 23% in expenditures and a decrease of \$1,698,343 or 10% in revenues. The \$6,870,383 difference between revenues and expenditures represents the use of fund balance.
- **Health Realignment Fund** accounts for revenue received from the State that are designated to support local health programs. Counties have two realignment revenue sources: a portion of state

sales tax collections and Vehicle License Fees. The FY 2020/21 budget represents an overall increase of \$1,354,239 or 11% in expenditures and a decrease of \$1,074,307 or 11% in revenues. The increase in expenditures is primarily due to the criminal justice healthcare contract and expenditures required to fulfill grant-funded and mandated activities.

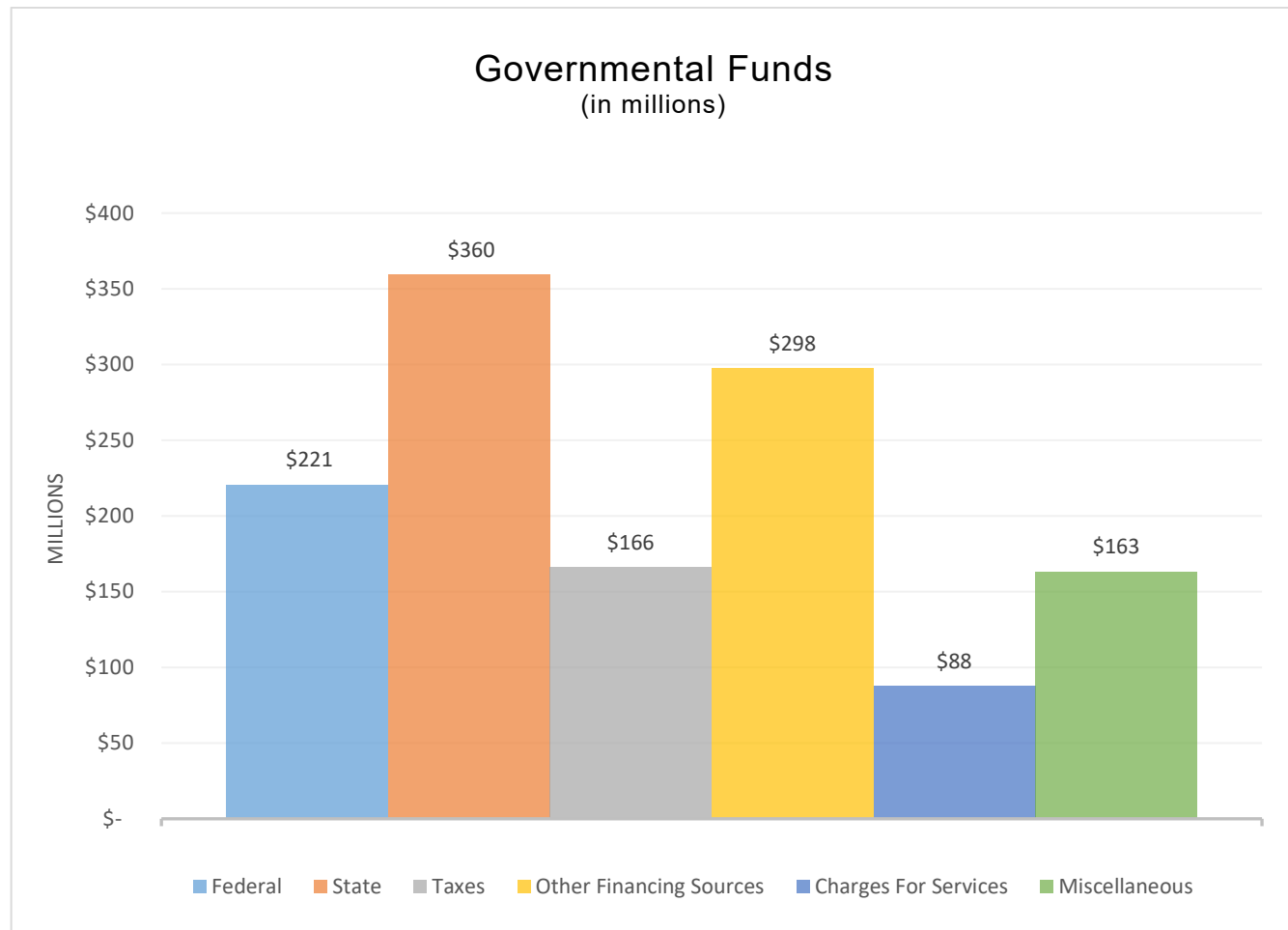
- **Social Services Realignment Fund** accounts for revenue received from the State and designated to support local Social Services, Juvenile Justice, and California Children's Services programs. Counties are provided with two realignment revenue sources: a portion of state sales tax collections and a portion of Vehicle License Fees. The FY 2020/21 budget represents an overall increase of \$13,530,573 or 13% in expenditures primarily due to increased CalWORKs Assistance payments to recipients based on the State's projected caseload increase. Revenue projections for FY 2020/21 increase \$7,100,146 or 7% primarily based on projected increase of CalWORKs recipients.
 - **Pension Obligation Bond Fund** accounts for the debt service payments of the County's Taxable Pension Obligation Bonds (POB), \$251 million, approved by the Board of Supervisors in April of 2018. An \$19.5 million POB debt service payment is scheduled for FY 2020/21, an increase of \$567,687 over FY 2019/20. POB payments are scheduled to continue until 6/30/2037.
 - **Housing Successor Agency** were created to oversee the dissolution process and all future Redevelopment Funds have been converted into Fiduciary Trust Funds. At this time, the Successor Agency continues the process of seeking the required authorization through the Oversight Board and the Department of Finance for related expenditures, which primarily consists of long-term debt. The recommended budget represents an overall increase of \$57,211 or 38% in expenditure due to increased fund balance.
- **County Service Area (CSA) Funds:** These funds account for eight sewer systems, three water systems, and one construction fund. The systems serve small, unincorporated, disadvantaged communities around the County. The purpose of the construction fund is to locate, develop, provide, and maintain potable water for residents of the unincorporated areas of the County. Overall, CSA appropriations represent a decrease of \$68,042 or 4.7%, in combination with the use of fund balance.
- **Enterprise and Assessment Funds:** These funds account for operations that are financed and operated in a manner similar to private businesses, where the intent of the government is to provide goods or services to the public on a continuing basis at a cost which is financed or recovered primarily through user charges. The County's Enterprise funds include Transit and Solid Waste Management. The Assessment District funds perform specific functions to provide long-term maintenance of storm drainage systems, landscape improvements, and road maintenance for residential subdivisions in unincorporated areas through district assessment fees.
- **Transit Fund** accounts for the operation of the Tulare County Area Transit (TCaT). Service has been provided in the form of community Dial-A-Ride service, rural fixed routes, and subsidies to residents since 1980. Transit operations are provided under a multi-year contract with a contracted

transportation service provider. The Recommended Budget of \$15.3 million includes approximately \$3.1 million for the purchase of six buses and \$439,690 for the purchase of transit security enhancements.

- **Solid Waste Fund** provides administration of the County Integrated Waste Management Plan, recycling programs, operation and maintenance of solid waste facilities, development of new solid waste facilities, regulation of solid waste collection services, and compliance with all applicable federal and state regulations. The Recommended Budget of \$26.1 million includes approximately \$9 million for the construction of the phase four expansion of the Visalia Landfill and \$2 million for heavy equipment.
 - **Assessment Funds** are used to budget for assessment districts and established to provide for the long-term maintenance of roads, storm drainage systems, and landscape belts within residential subdivisions of unincorporated areas. The Recommended Budget overall expenses increased \$139,659 or 11%. This increase results from an increase of budgeted maintenance and the addition of new assessment districts.
 - **Terra Bella Sewer Maintenance District** provides sanitary sewer collection, treatment, and disposal services to the community of Terra Bella. The Terra Bella Sewer District serves a population of approximately 1,500 residents. The Recommended Budget overall expenses increased \$12,890 or 1%.
- **Internal Service Funds (ISFs):** These funds provide services to departments within the County by taking advantage of operating efficiencies, providing better accountability, and control over costs previously provided within the General Fund. ISFs include services such as insurance, facilities, information and communication technology, copier, custodial, fleet, grounds, print, mail, and utilities. The rates for FY 2020/21 increased \$4,725,957 or 5.65%, in comparison to the prior fiscal year.
- **Special District Funds:** These are independent units of local government generally organized and funded through assessments to the beneficiaries of the districts to perform targeted functions for a specific area.
- **County Flood Control Fund** coordinates all countywide flood control activities with the ultimate goal of reducing the risk to life and property from flood damage. It coordinate with federal, state, and local water resource agencies and special districts to reduce the impact of flood damage caused by, and utilize the inherent value of storm water. The Recommended Budget overall expenses decreased by \$782,518 or 10%.

GOVERNMENTAL FUNDS: MEANS OF FINANCING BY MAJOR SOURCE

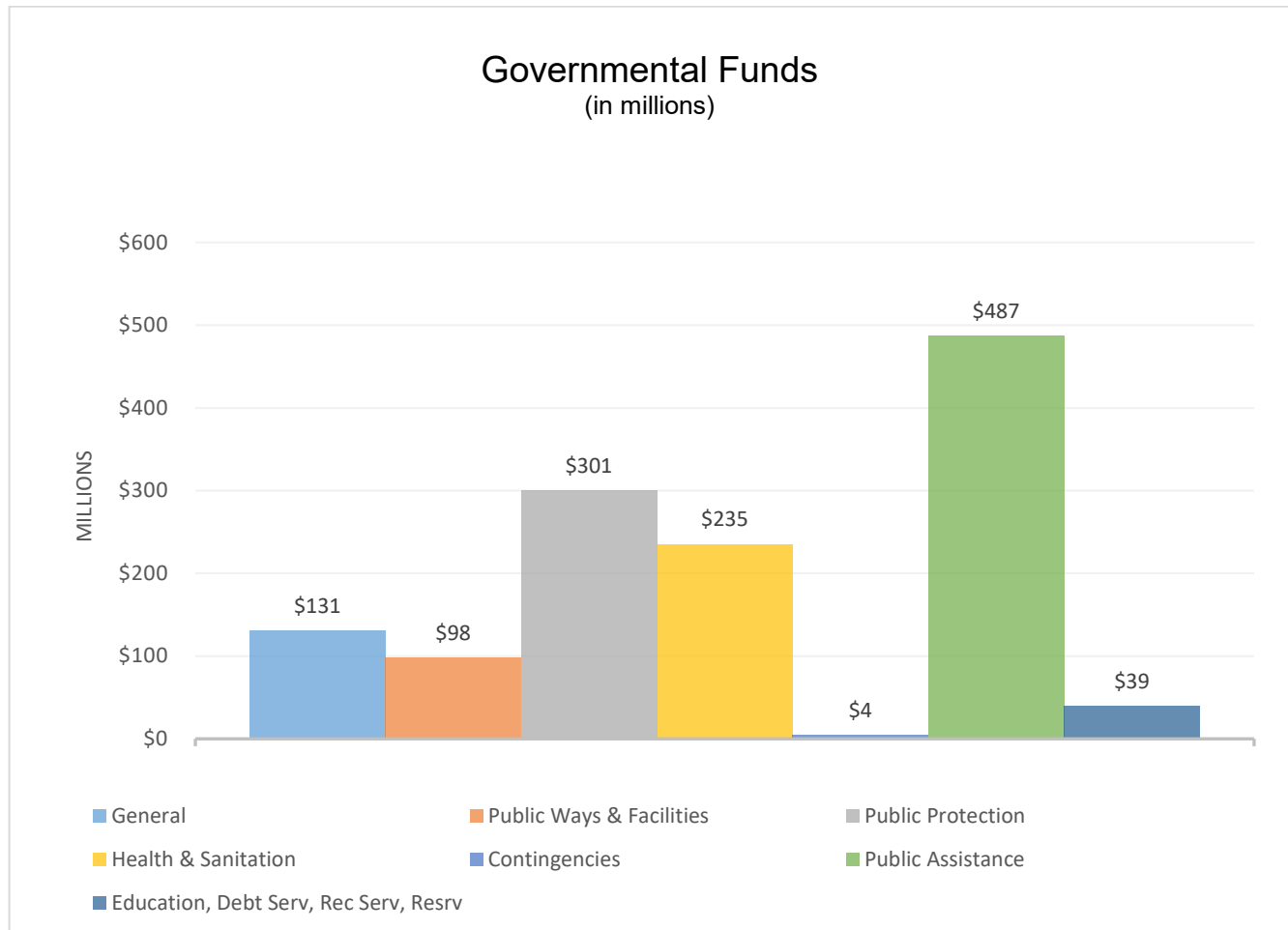
The following diagrams are a summary of financial resources by source and percentage of total revenues, \$1,294,713,411.



Means of Financing by Major Source		
Categories	Revenue Source	Percent of Total
Federal	\$220,653,887	17.04%
State	\$359,592,502	27.7%
Taxes	\$166,199,310	12.84%
Other Financing Sources	\$297,517,248	22.98%
Charges For Services	\$87,609,778	6.77%
Miscellaneous	\$163,140,686	12.60%
Total Appropriations	\$1,294,713,411	100%

GOVERNMENTAL FUNDS: APPROPRIATIONS BY FUNCTION

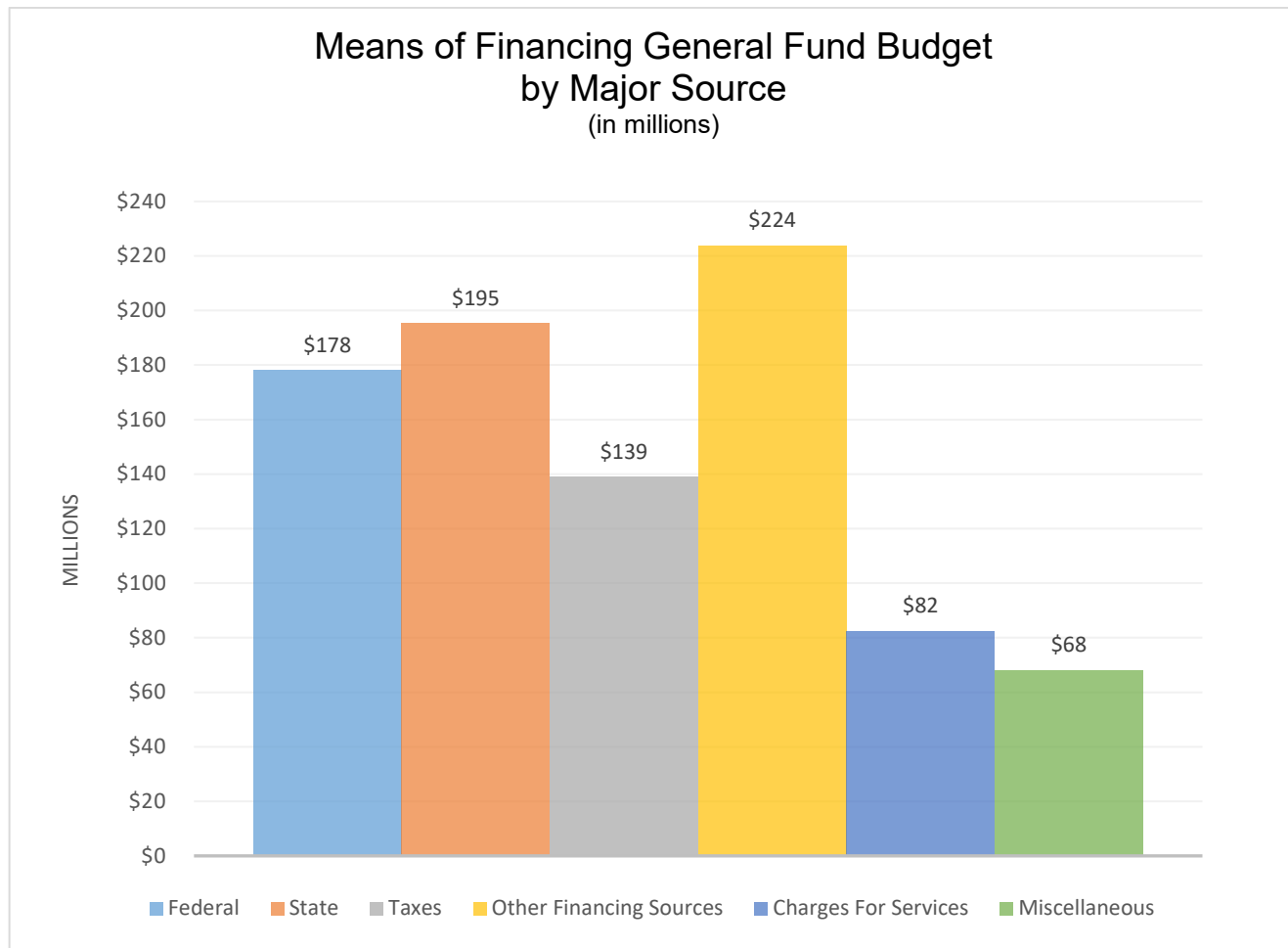
The following diagrams are a summary of appropriations by function and percentage of total appropriations, \$1,294,713,411.



Operating Budget by Major Function		
Categories	Appropriation Amount	Percent of Total
General	\$130,913,961	10.11%
Public Ways & Facilities	\$97,616,163	7.54%
Public Protection	\$300,559,769	23.21%
Health & Sanitation	\$235,152,085	18.16%
Contingencies	\$4,000,000	0.31%
Public Assistance	\$486,975,532	37.62%
Education, Debt Service, Recreational Service, Reserve	\$39,495,901	3.05%
Total Appropriations	\$1,294,713,411	100%

GENERAL FUND: MEANS OF FINANCING BY MAJOR SOURCE

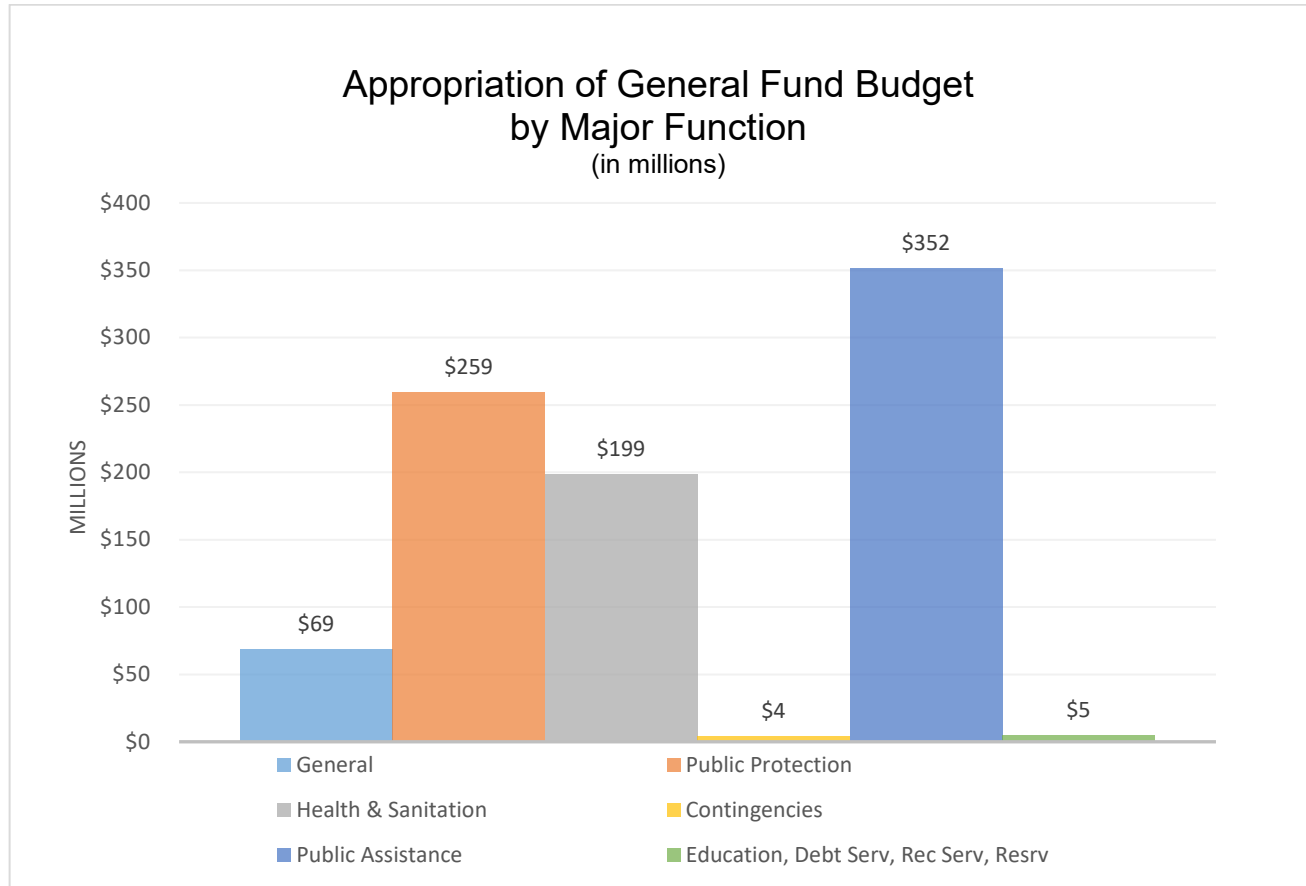
The following diagrams are a summary of General Fund financial resources by source and percentage of total revenues, \$886,780,331



General Fund Means of Financing by Major Source		
Categories	Revenue Source	Percent of Total
Federal	\$178,165,530	20.09%
State	\$195,256,990	22.02%
Taxes	\$138,978,700	15.67%
Other Financing Sources	\$223,809,707	25.24%
Charges For Services	\$82,465,826	9.30%
Miscellaneous	\$68,103,578	7.68%
Total Appropriations	\$886,780,331	100%

GENERAL FUND: APPROPRIATIONS BY FUNCTION

The following diagrams are a summary of General Fund appropriations by function and percentage of total appropriations, \$886,780,331.



General Fund Operating Budget by Major Function		
Categories	Appropriation Amount	Percent of Total
General	\$68,663,396	7.74%
Public Protection	\$259,280,379	29.24%
Health & Sanitation	\$198,613,443	22.40
Contingencies	\$4,000,000	0.45%
Public Assistance	\$351,511,319	39.64%
Education, Debt Serv, Rec Serv, Resrv	\$4,711,794	0.53%
Total Appropriations	\$886,780,331	100%

COUNTY OF TULARE STRATEGIC BUSINESS PLAN

In 2006, Tulare County adopted its first Strategic Business Plan (Plan). Essentially, this Plan reflects the vision of our County Board of Supervisors, our management, and the independently elected County officials. It represents the County's commitment to continuous improvement, innovation, and a can-do culture with which to better serve our fellow residents. The Plan sets forth the County's mission, the values by which it will be guided, and the goals we intend to achieve.

The Plan comprises four Strategic Initiatives and Goals: Safety and Security; Economic Well-Being; Quality of Life; and Organizational Performance.

In achieving the initiatives and goals of the Plan, we believe our employees are the County's most valued asset. Our commitment to the employees is to provide the best work environment and tools so that they may excel at their jobs, and thus, be able to deliver more efficient and effective services to the public.

In the larger sense, Tulare County's Vision for organizational performance is to:

- Provide quality public service measured by specific indications of our operational performance;
- Develop a skilled, solution-driven workforce whose contributions are valued and whose ideas are solicited, implemented, and rewarded resulting in an environment of continuous improvement;
- Acquire state-of-the-art technology with which to provide quality and timely information for the delivery of services directly to the public;
- Integrate information management systems where possible to organize the County's operations in a more efficient and productive manner;
- Conduct County business and operations in an open, transparent manner; and
- Provide stability of County operations through periods of economic fluctuations and changing priorities and service demands.

In this regard, the County is committed to finding innovative ways to collaborate internally and with our County's cities, schools, community organizations, business community, and the many other stakeholders to ensure coordination, pursue goals, solve problems, share information, and leverage resources. Our commitment is to act with our community for the benefit of the community. For reference, the current County's Strategic Business Plan is summarized in the following table:

THE COUNTY OF TULARE STRATEGIC BUSINESS PLAN SUMMARY

MISSION: To provide the residents of Tulare County with quality services in order to improve and sustain the region's safety, economic well-being, and quality of life

VISION: To earn the trust, respect, and support of the residents of Tulare County through collaboration and fair and effective service

VALUES: Respect, Innovation, Responsiveness, Fairness, Commitment, Accountability, Can-do Attitude, Compassion, Respect for Diversity, Professionalism

STRATEGIC INITIATIVES			
<p>Safety and Security</p> <p><i>Provide for the safety and security of the public</i></p> <ul style="list-style-type: none"> Promote personal responsibility for public safety Protect business and individuals from white collar crime Promote crime prevention by addressing contributors to crime including substance abuse, domestic violence, mental health issues, truancy, illiteracy, and gang activity Effectively and fairly investigate, arrest, prosecute, and punish individuals who engage in criminal behaviors Plan and provide coordinated emergency preparedness, response, recovery, and mitigation capabilities for both natural and man-made disasters Improve and maintain adequate transportation infrastructure Provide adequate facilities for protection of the public Collaborate with school districts, cities, and community-based nonprofit organizations to promote early intervention for youth involved in gang activities Promote County-wide loss prevention and workplace safety Provide an adequate and safe water supply 	<p>Economic Well-Being</p> <p><i>Promote economic development opportunities, effective growth management, and a quality standard of living</i></p> <ul style="list-style-type: none"> Attract and retain a diverse business community in all regions of the County Encourage growth consistent with the County General Plan Collaborate in developing and sustaining a well-qualified labor pool Promote and provide a business-friendly, can-do service ethic Continue to protect the County's agriculture-based economy Expand enterprise and redevelopment zones Collaborate with the Economic Development Corporation for unincorporated County business development commensurate to the County's contribution to the organization Promote tourist opportunities and services stressing Tulare County's historical heritage and proximity to the High Sierra and National Parks Promote locating a four-year college or university in Tulare County Promote vocational training 	<p>Quality of Life</p> <p><i>Promote public health and welfare educational opportunities, natural resource management, and continued improvement of environmental quality</i></p> <ul style="list-style-type: none"> Encourage innovative provision of quality supportive services for at-risk adults, youth, and children in the state and federally mandated dependency system that enables and supports success Link eligible needy children to no-cost or low-cost healthcare coverage Promote specific programs to raise literacy Countywide Encourage quality education opportunities for all County residents Promote youth-oriented activities in small communities Eliminate minority inequities through cultural education Provide greater recreational and cultural opportunities Promote a litter-free Tulare County Attract and retain a broad range of health and mental health service providers 	<p>Organizational Performance</p> <p><i>Continuously improve organizational effectiveness and fiscal stability</i></p> <ul style="list-style-type: none"> Provide the public with accessible high-quality information services that are timely and responsive Provide for the stability of County operations through periods of economic fluctuations and changing priorities and service demands Provide a qualified, productive, and competitively compensated County workforce Provide for effective communication, collaboration, and decision-making at, and between, all levels of the organization Provide state-of-the-art technology and infrastructure to support better service delivery Provide for the objective evaluation and measurement of County program performance Promote an organization that continuously demonstrates the value of its employees in fulfilling the County mission Continually evaluate the organizational structure to improve service delivery

In December 2016, the Board approved an update to the Strategic Business Plan. The theme of the approved amendments was to enhance the County's Strategic Management System, to coordinate closely with the Board of Supervisors, and to direct the County's Economic Development Strategy.

In this context, "Strategic Management" can be described as an organizational performance framework using a business model in which there is a proactive focus on a meaningful delivery of customer service, on a timelier basis, within budget, with a higher degree of quality, and with an emphasis on the project management method of implementation, reporting and measurement of results.

The key elements of Strategic Management are stated as follows:

- Organizational Mission and Goals;
- Proactive Thinking;
- Retain, Create, Increase, and Capture Value Through a Business Model;
- Use Best Management Practices to Improve Customer Service;
- Team-Based and Cross-Functional Collaboration;
- Project Management Method of Operational Implementation;
- Vetting, Monitoring and Progress Reporting;
- Delivery of Timely, Cost-Effective and Measurable Results;
- Organizational Development and Employee Empowerment;
- Focus on Continuous Learning, Improvement and Achievement;
- Emphasis on Prudent Fiscal Management; and
- Evaluation of Plans, Programs and Projects.

Applied here, the CAO's Strategic Management framework is based on a "Business Model" that defines and markets Tulare County's Mission as being "Open for Business" by the following activities:

- Proactively managing for public results with a customer-service focus;
- Expeditiously and effectively delivering public results within a collaborative, cross-functional, team-based, and continuously improving organization;
- Measuring actual performance with accountability by retaining, creating, increasing, and capturing "public value" through a Business Model; and, most importantly,
- Regularly reporting to the Board of Supervisors -- as the publically elected governing body of Tulare County -- for guidance and direction with respect to both strategic and operational activities.

Within this management framework, and in keeping with Tulare County's Strategic Business Plan and management system, performance in terms of a "Business Model" can be described by achieving the goals of Enhancing Public Safety and Security, Promoting Economic Well-Being, Improving Quality of Life and Strengthening Organizational Performance for the purpose of producing "Public Value."

More specifically, "Public Value" can be measured by the following:

- Completing capital project construction with a current focus on criminal justice projects, space planning implementation; and building maintenance and repairs designed to improve public service and enhance safety to the public and employees.
- Completing infrastructure construction such as roads, transit, water, wastewater, flood control, and park projects; and
- Promoting economic develop opportunities by preparing the conditions under which jobs are created, income is increased, and increase in durable real estate and business value.

In connection with the Economic Development Strategy, Tulare County can help to spur economic development by creating the conditions under which there can be an increase in jobs, increase in income, and increase in durable real estate and business value.

With this background in mind, the Economic Development Strategy can be outlined as follows:

- (1) Businesses should be retained, expanded, created, and recruited;
- (2) Planning projects and building permits should be processed efficiently and creatively with a “can do” approach;
- (3) Infrastructure projects should be planned, funded, constructed and operated as rapidly as possible;
- (4) A target marketing plan should be established and executed focusing on business development, tourism and film activities;
- (5) Business counselling, job training and community outreach should be emphasized;
- (6) Intergovernmental economic development opportunities should be maximized where feasible and appropriate; and
- (7) Explore creative ways in which a public-private development partnership can generate increased streams of revenue such as, for example, property taxes, sales taxes, transient occupancy taxes, and project revenue sharing.

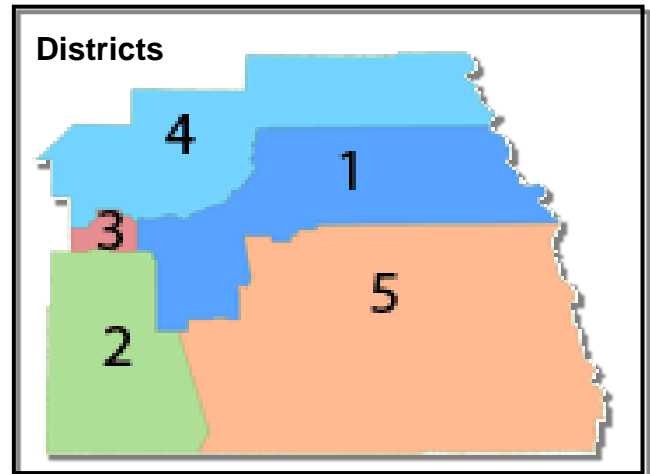
In March 2018, the Board of Supervisors approved a revised update to the Strategic Management Plan in that the Board stated that although it may not be feasible for every agency or department within county government to pursue a Business Model by generating new or expanded revenue, every agency or department should operate prudently within a framework of “budgetary sustainability” when proposing the addition of structural (i.e., ongoing) expenses or proposing substantial one-time costs; that is, expenditure growth at the budgetary level should be reasonably affordable over time and financially feasible.

Government Organization/Function

The County of Tulare is a General Law County created by the State Legislature in 1852 and the City of Visalia is the County Seat.

The function of the county is to provide services to residents as requested by them through laws enacted at the federal, state, and local level and through the election process.

The county is divided into five Supervisorial Districts based on population as required by state statute. Members of the Board of Supervisors are elected from each District, by the voters of that District, to serve staggered four-year terms. The Board is vested with legislative authority and the responsibility to set county policy.



The current County Board of Supervisors, the years in which their respective terms expire, and the areas of the County served are:

Supervisors	Term Ending	Communities Served
District 1 Kuyler Crocker	1/4/21	Exeter, Farmersville, Lemon Cove, Lindcove, Lindsay, Plainview, Strathmore, Three Rivers, Tooleville, Tonyville, part of Visalia, and Woodville.
District 2 Pete Vander Poel	1/4/21	Allensworth, Alpaugh, Earlimart, Matheny Tract, Pixley, Tipton, Tulare, Teviston, and Waukena.
District 3 Amy Shuklian	1/4/21	Serving Visalia.
District 4 Eddie Valero	1/2/23	Badger, Cutler, Dinuba, Goshen, Ivanhoe, part of Kingsburg, London, Monson, Sultana, Orosi, Seville, Traver, part of Visalia, Woodlake, and Yettem.
District 5 Dennis Townsend	1/2/23	California Hot Springs, Camp Nelson, Cotton Center, Ducor, East Porterville, Kennedy Meadows, Ponderosa, Poplar, Porterville, Posey, Richgrove, Springville, and Terra Bella.

Geography

The County is located in the southern region of California's San Joaquin Valley between San Francisco and Los Angeles, a 2.5-hour drive from California's Central Coast, and a short distance from Sequoia and Kings Canyon National Parks, Sequoia National Monument and Forests, and Inyo National Forest. State Highways 99 and 198 provide convenient access to these destinations.

The County's central California location, family-oriented lifestyle, and affordable housing contribute to its growing population and business community.

The County of Tulare is situated in a geographically diverse region. Mountain peaks of the Sierra Nevada Range rise to more than 14,000 feet in its eastern half, comprised primarily of public lands



Figure 1 – County of Tulare

within the Sequoia National Park, National Forest, Mineral King, Golden Trout, and Domelands Wilderness areas. Opportunities for all-season outdoor recreation include hiking, water and snow skiing, fishing, and boating.

Meanwhile, the extensively cultivated and very fertile valley floor in the western half has allowed the County to become the leading producer of agricultural commodities in the United States. In addition to substantial packing/shipping operations, light and medium manufacturing plants are becoming an important factor in the County's total economic picture.

In addition to the unincorporated areas, the County serves eight cities: Dinuba, Exeter, Farmersville, Lindsay, Porterville, Tulare, Visalia, and Woodlake. According to the State of California Department of Finance¹, the largest city in the County of Tulare is Visalia with a population of 138,649 compared to the total unincorporated population of 144,489.

The county government consists of 22 departments responsible for all county services (see **Department Listing**). The offices of Assessor/Clerk-Recorder, Auditor-Controller/Treasurer-Tax Collector, District Attorney, and Sheriff-Coroner are elected positions.

Benchmark Counties

The economic and demographic characteristics of a county govern the relationship between available resources and community need. The tax base primarily determines the availability of county revenue, while other factors affect demands for services such as public safety, health, and social services.

As such, regular evaluation of local economic and demographic characteristics allows county management to gauge the County's economic health and ability to deliver services to residents. One aspect of this evaluation includes comparing Tulare County characteristics to other "Benchmark Counties" with similar geographic environments and population sizes.

Benchmark Counties are considered similar when the total population is between 250,000 and 750,000 residents, and are suburban to rural environments, with no large metropolitan city having a population in excess of 300,000 residents. The ten Benchmark Counties that meet the criteria are included in the comparisons of populations and economic factors. The counties are ranked in Table 1 by highest percentage of population growth over the last decade.

Table 1. Total Population Change

CA Rank	County	4/1/2010	1/1/2020	2010 - 2020	%
1	Placer	348,432	403,711	55,279	15.9%
6	Merced	255,793	283,521	27,728	10.8%
15	Tulare	442,179	479,977	37,798	8.6%
16	Stanislaus	514,453	557,709	43,256	8.4%
22	Santa Barbara	423,895	451,840	27,945	6.6%
23	Solano	413,344	440,224	26,880	6.5%
25	Monterey	415,057	441,143	26,086	6.3%
30	Santa Cruz	262,382	271,233	8,851	3.4%
31	Marin	252,409	260,831	8,422	3.3%
32	San Luis Obispo	269,637	277,259	7,622	2.8%
37	Sonoma	483,878	492,980	9,102	1.9%

Population

California is the most populous state in the country, with over 39.7 million persons as of January 1, 2020. California represents 12.1% of the nation's 329 million persons, or one out of every eight persons, and the population of Tulare County represents 1.2% of the State.

The population base of the County is profiled in terms of age, education, labor skills, income levels, and how these factors change over time. Changes in population affect the demand for housing and related market values which in turn affect property tax revenues.

The County's population over a 10-year period indicates steady and constant growth. As shown in Table 2, the total county population has increased 8.6% since 2010. Of the 37,798-population growth, 32,794 or 87% of the growth has occurred in the cities of Dinuba, Visalia, Tulare, and Porterville. Notably, the City of Dinuba experienced the largest percentage increase in population at 21.2%.

Table 2. Tulare County Population Change by City

City	4/1/2010	1/1/2020	2010 - 2020	%
Total Unincorporated	142,872	144,489	1,617	1.1%
Total Incorporated	299,307	335,488	36,181	12.1%
Dinuba	21,453	25,994	4,541	21.2%
Exeter	10,334	11,030	696	6.7%
Farmersville	10,588	11,399	811	7.7%
Lindsay	11,768	13,154	1,386	11.8%
Porterville	54,165	59,655	5,490	10.1%
Tulare	59,278	67,834	8,556	14.4%
Visalia	124,442	138,649	14,207	11.4%
Woodlake	7,279	7,773	494	6.8%
Total County	442,179	479,977	37,798	8.6%

As shown in Figures 2 and 3, the County of Tulare maintains a low population density, with 99 persons per square mile of land. The majority (69.9%) of county residents are concentrated within the eight cities. When compared to the Benchmark Counties, Tulare County is the second least densely populated county, outranked only by San Luis Obispo County, with 84 persons per square mile. The other Benchmark Counties population density ranges from 134 to 609, with the average of 341 persons per square mile.

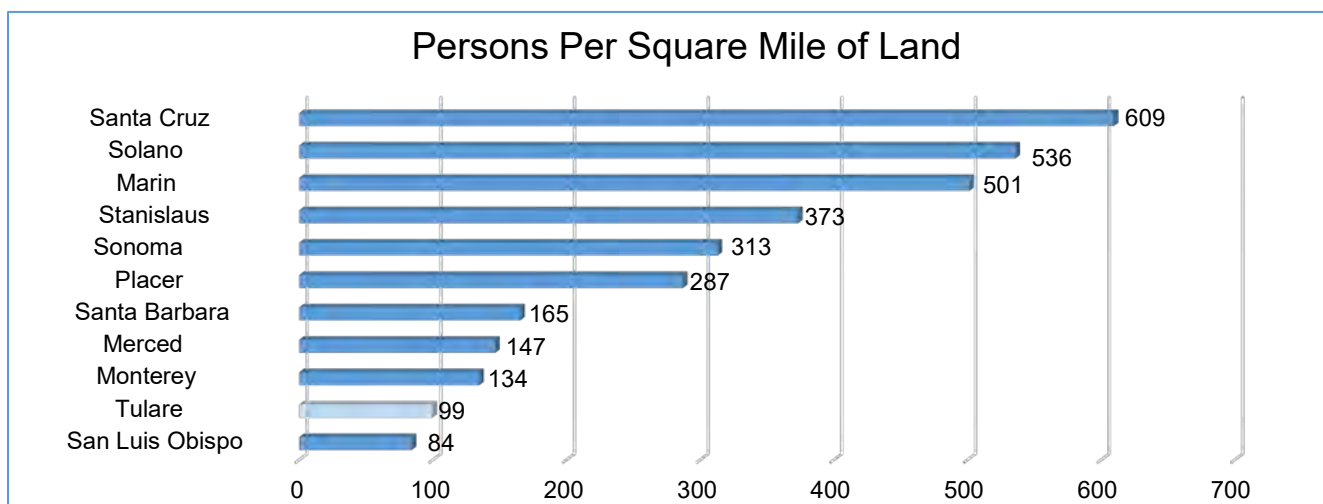


Figure 2– Persons per Square Mile

The County's General Plan, which directs growth toward its cities, has resulted in the urban concentration of the population. The unique mixture of a sizeable urban population and a large rural/agricultural economic base creates many challenges for county government. These include:

- Balancing the continued urban growth pressures with the need to preserve the economic agricultural land base and open spaces.
- Coordinating transitions and expansions of infrastructure from the growing urban areas to the rural areas (i.e., reliever routes, upgraded feeder streets and roads, and flood control).
- Addressing issues in the transition zones between urban and agricultural areas (i.e., land and pesticide use, odors, and vermin).
- Acquiring sufficient water to supply the needs of the large agricultural community as well as the rapidly increasing urban population.
- Resolving the conflict between a large urban driven need for health, public assistance, and law and justice services, with the limited ability of county government to control, influence, or fund initiatives in urban environments that create long-term improvements.

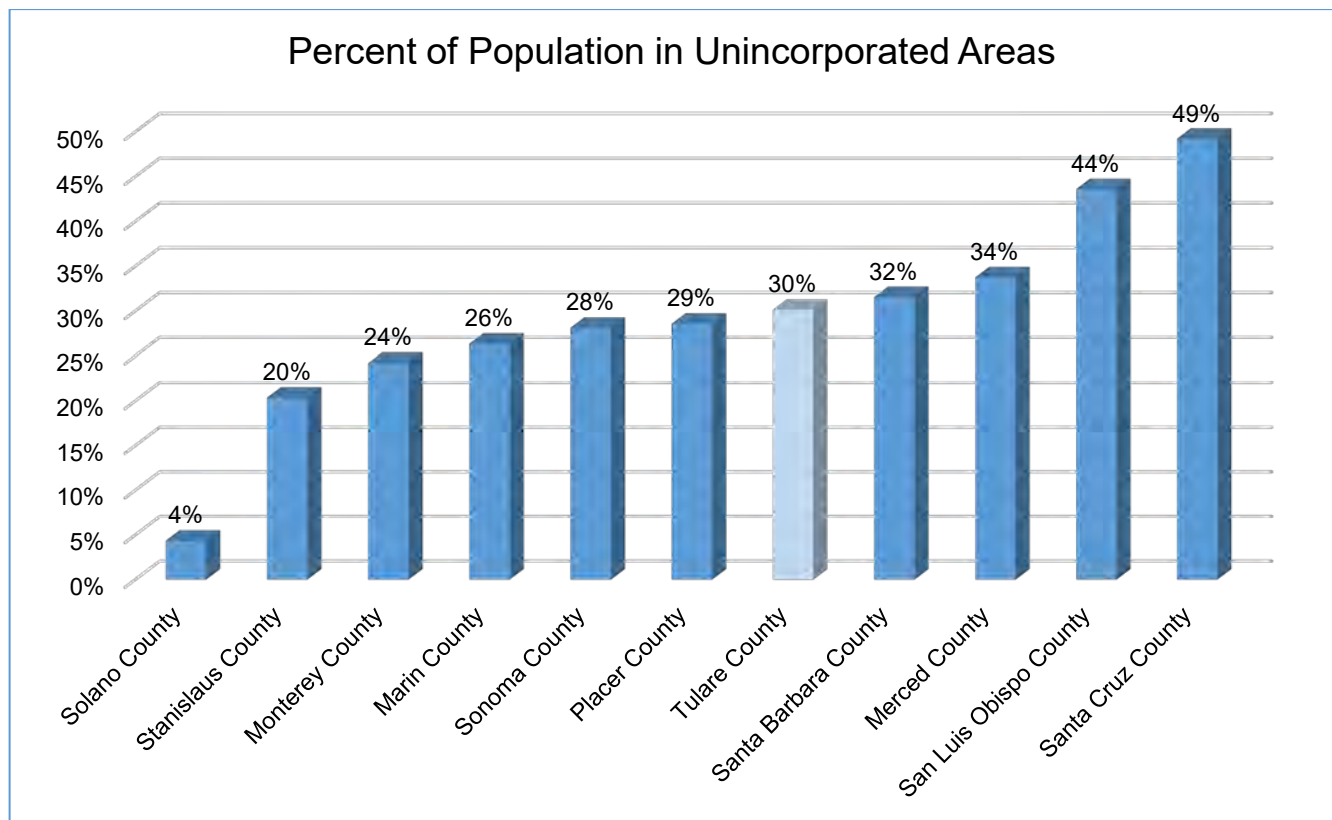


Figure 3 – Percent of Population in Unincorporated Areas

Population Living in Poverty

The U.S. Census Bureau's poverty data (Figure 4) shows that 25.5% of the County's population is living at or below poverty level, an increase of 2.6% since the 2010 survey. In terms of population numbers, there has been a 18,774 increase in the number of individuals living below poverty level in the County in 2018. The State average is 14.3% and reflects a 0.6% increase from 2010. The number of individuals living below the poverty level in the State in 2018 has increased by 567,196.

The U.S. Census Bureau's statistics on poverty provide an important measure of the country's economic well-being and are often used to assess need or eligibility for public assistance. The County's above-average poverty level places a greater strain on public assistance resources including increased demands for low-income housing, food stamps, discounted rates for water and sewer services, healthcare services, and assistance with vital services such as utilities and assistance.

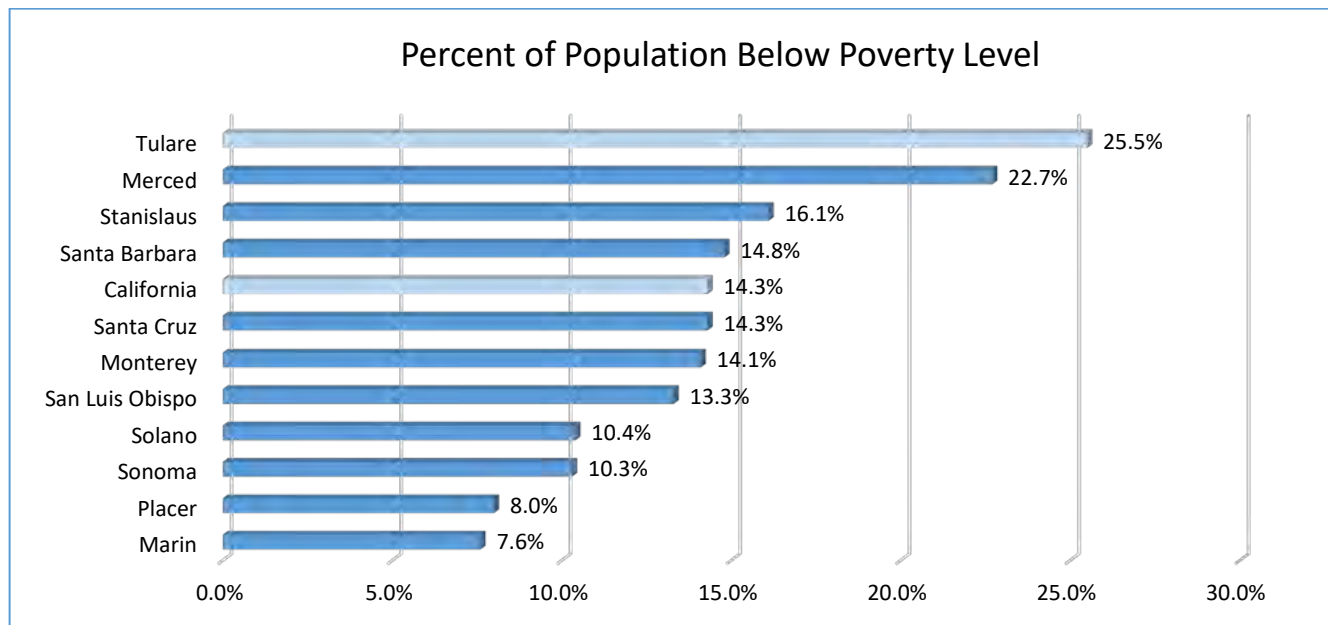


Figure 4 – Percent of Population Below Poverty Level

Major Private Sector Employers

County government, local municipalities, and education are the largest employers within the County. Additionally, a number of private sector entities operate in the County. Figure 5 shows the number of people employed by the top six private sector employers.

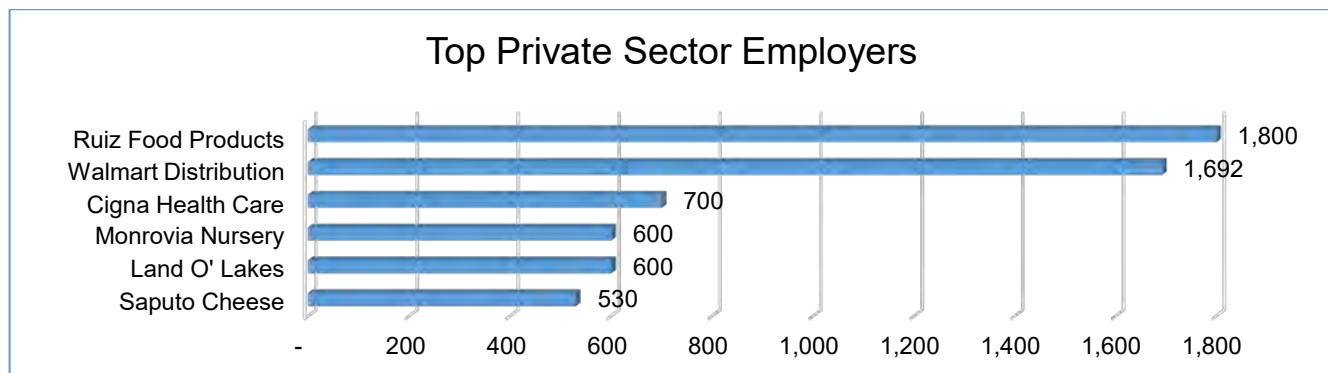


Figure 5 –Top Private Sector Employers

Employment and Economic Growth

The County unemployment rate experienced an unprecedented spike in March 2020 as a result of the COVID-19 pandemic. Rates have remained high since that time and, as of June 2020, do not show signs of recovery. As a result, the 2020 County unemployment rate is estimated to be 15.3% and the State average is estimated to be 10.3% (Figure 6).

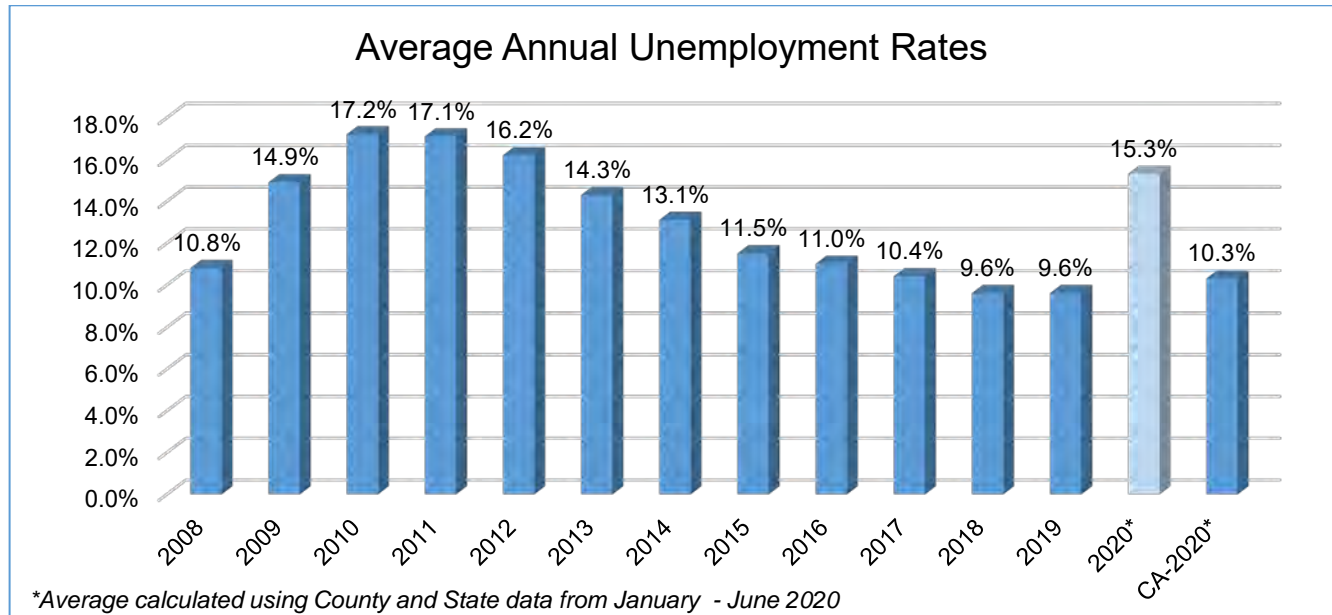


Figure 6 - Average Unemployment Rates

As shown in Figure 7, Tulare County's 2019 average wage per job was \$41,753. The 2019 average wage per job grew 4.45% when compared to 2018, yet remained the lowest amongst the ten Benchmark Counties.

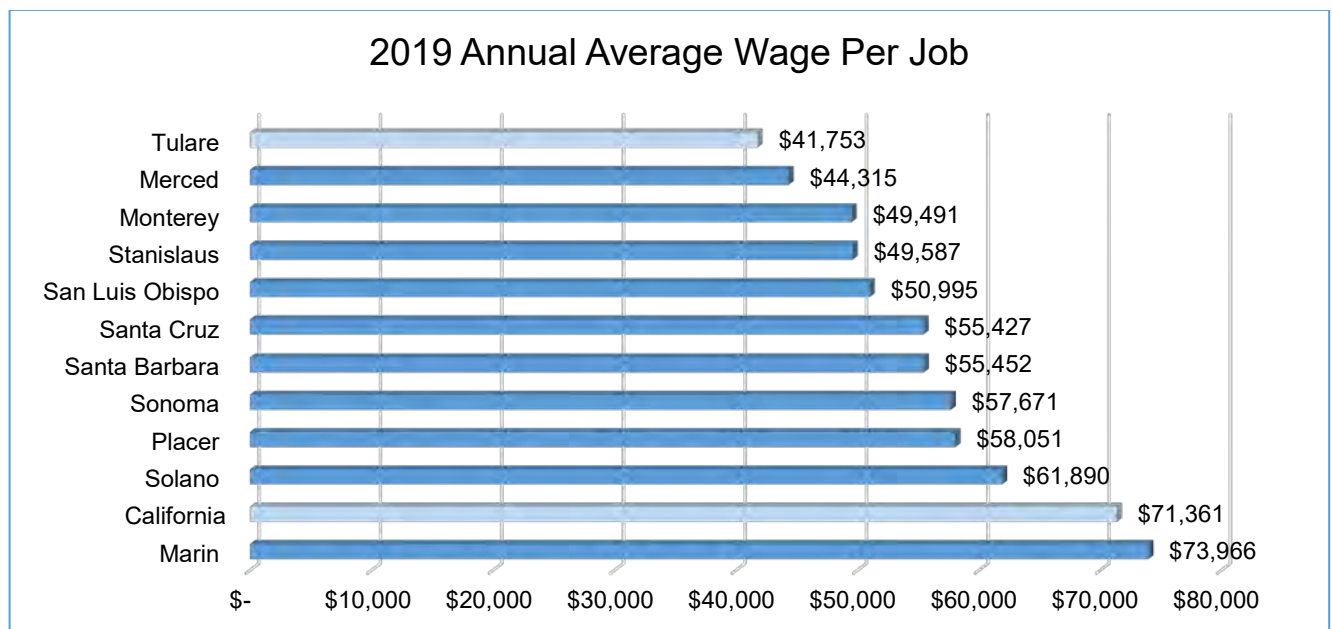


Figure 7 – Annual Average Wage Per Job

Figure 8 represents the distribution of the 167,000 civilian jobs in the Visalia and Porterville area. The industries with the most growth between 2018 and 2019 by overall annual gain were: Educational and Health Services with 900 new jobs; Government with 700 new jobs; and Leisure & Hospitality with 400 new jobs.

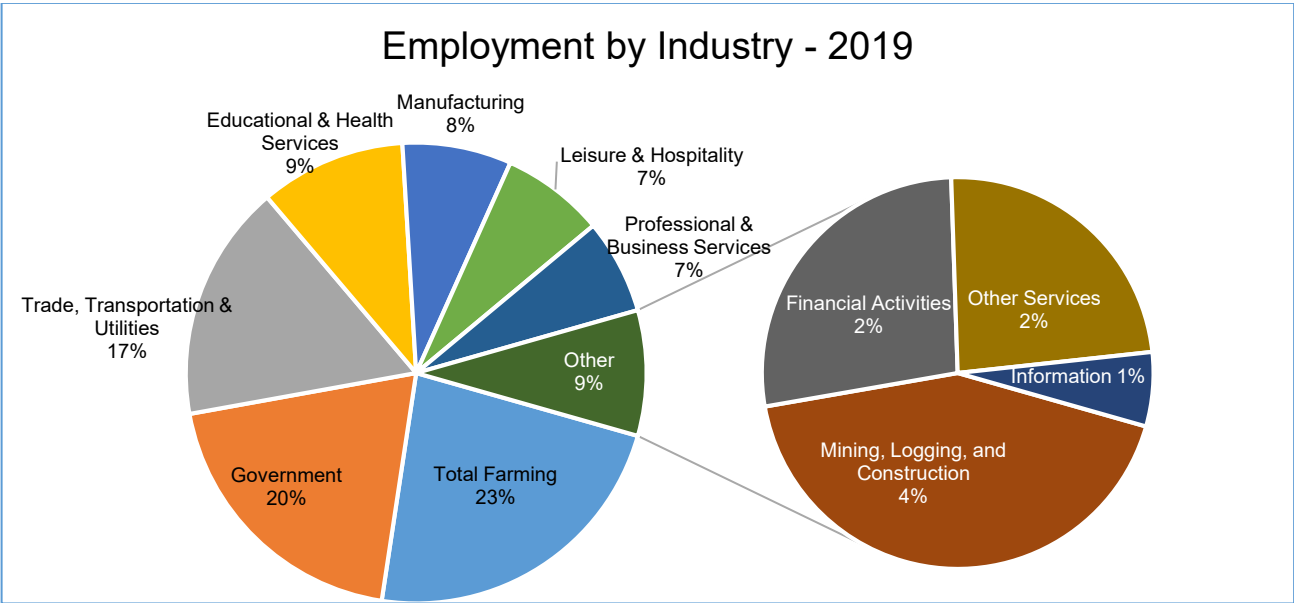


Figure 8 – Annual Average Employment by Industry

Gross Agricultural Crop Value

Agricultural commodities continue to be a mainstay of the County’s economy with a 2018 total gross production value of \$7.21 billion (Figure 9) and 1,622,089 acres in production. The value of agricultural crops for 2018 represents an increase of \$173 million over 2017 production values. And total acres in production has decreased by 69,513 acres compared to 2017.

The County’s agricultural products are diversified and include approximately 120 different commodities including livestock, milk, fruits, nuts, vegetables, grains, seed, and nursery stock. Milk continues to be the leading commodity in the County, although the gross value decreased by \$93 million or 5.2% compared to the prior year. It is the diversity of commodities that has helped to mitigate conditions related to pests and adequate water supplies, which negatively impact certain crops.

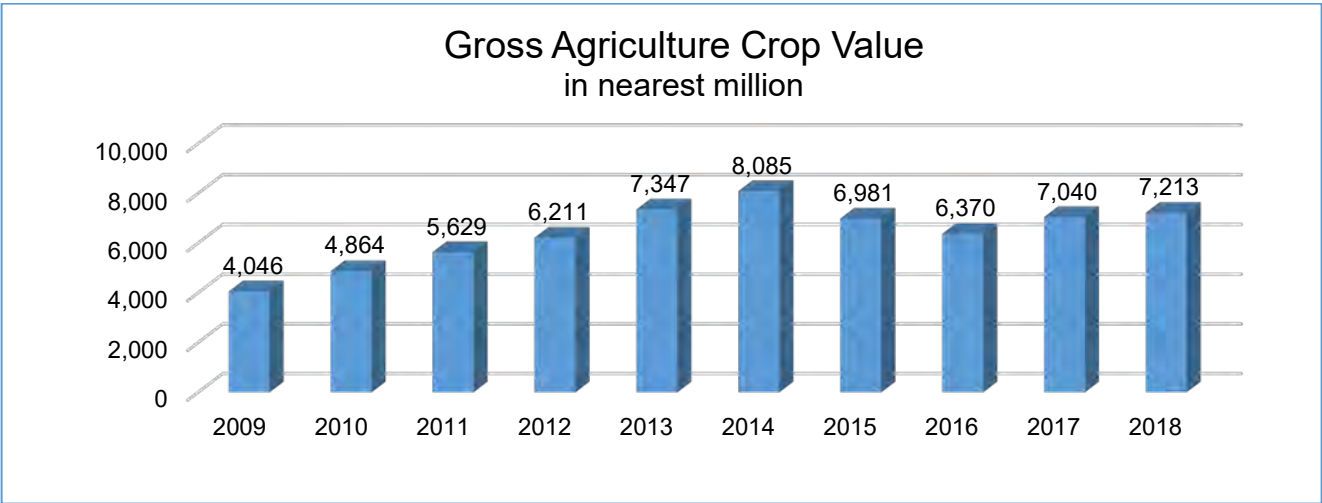


Figure 9 – Gross Annual Crop Value

County Assessed Values and Growth

Figure 10 illustrates the 10-year growth in assessed property values in the County of Tulare. Property taxes are a major source of local governmental revenues and are determined by assessed values of real and personal property. The property tax rate in California is currently 1% of assessed value.

The Preliminary Net Assessment Roll for fiscal year 2020/21 calculates property values in Tulare County at \$39.7 billion as of June 2020. This figure represents the net value of property, and does not account for Homeowners Exemptions. The net assessed value increased by \$1.9 billion or 5.04% over the prior year's value of \$37.8 billion. The increase is consistent with increases over the prior two fiscal years. The principal ten property tax payers in the County are listed in Table 3.

The growth in net assessed value starting in 2014 is attributable to the economic recovery from the 2010 recession. Positive growth has continued through this past fiscal year. However, future property values remain uncertain due various economic and environmental factors, including the impacts of the drought on agricultural property and the degree to which these impacts are mitigated by residential and commercial growth. At this time, it is not anticipated that the COVID-19 pandemic will negatively impact property values.

Property tax revenue comprises a large portion of the County's discretionary funds; and over 70% of discretionary monies is used to support public safety departments such as the Sheriff, District Attorney, Public Defender, Fire, and Probation.

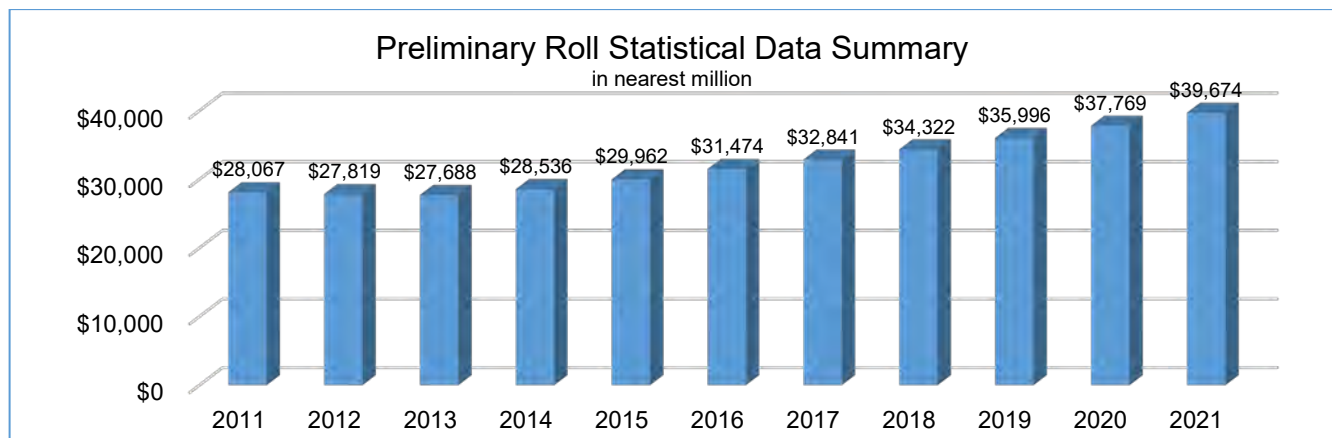


Figure 10 – Preliminary Roll Statistical Data Summary

Table 3. Top Ten Principal Property Tax Payers

Rank	Taxpayer	Taxable Assessed Value	% of AV
1	Southern California Edison Company	\$1,008,465,301	2.91%
2	Saputo Cheese USA Inc	\$244,148,970	0.70%
3	California Dairies/Milk Producers	\$217,147,610	0.63%
4	Land O' Lakes	\$177,432,710	0.51%
5	Southern California Gas Company	\$176,182,875	0.51%
6	Wal-Mart Stores/ Retail Trust	\$175,842,567	0.51%
7	Ventura Coastal	\$112,356,757	0.32%
8	Setton Pistachio	\$106,612,749	0.31%
9	Oscar Mayer Foods Corp	\$90,359,763	0.26%
10	Pacific Gas Electric Company	\$87,581,718	0.25%
Total Top Ten Principal Property Tax Payers		2,396,131,020	6.91%
Total Taxable Assessed Value		34,700,465,422	100%

Figure References:

Figure 1- County of Tulare

World Atlas. *Where is Tulare County, California?*, 2987-tulare-county-california. June 30, 2016;
www.worldatlas.com/na/us/ca/c-tulare-county-california.html.

Figure 2 - Persons Per Square Mile

State of California Department of Finance, (2020, May). *Report E-4 Estimates for Cities, Counties, and the State, 2011-2020, with 2010 Census Benchmark*.
<http://www.dof.ca.gov/Forecasting/Demographics/Estimates/>

Figure 3 - Percent of Population in Unincorporated Areas

State of California Department of Finance, (2020, May). *Report E-4 Estimates for Cities, Counties, and the State, 2011-2020, with 2010 Census Benchmark*.
<http://www.dof.ca.gov/Forecasting/Demographics/Estimates/>

State of California Department of Finance, (2012, November). *Report E-4 Estimates for Cities, Counties, and the State, 2001-2010, with 2000 & 2010 Census Counts*.
<http://www.dof.ca.gov/Forecasting/Demographics/Estimates/>

Figure 4 - Percent of Population Below Poverty Level

U.S. Census Bureau. *Poverty Status in The Past 12 Months, American Community Survey 5-Year Estimates*.
Table ID S1701.
<https://data.census.gov/cedsci/>

Figure 5 - Top Private Sector Employers

Tulare County Economic Development Corporation (2020 July). *Major Employers*.
www.sequoiavalley.com/major_employers.html

Figure 6 - Average Unemployment Rates

State of California, Employment Development Department (2020 June). *Unemployment Rate and Labor Force*.
Data Not Seasonally Adjusted.
<https://www.labormarketinfo.edd.ca.gov/data/unemployment-and-labor-force.html>

Figure 7 - Annual Average Wage Per Job

U.S. Bureau of Labor Statistics (2020, January). *Quarterly Census of Employment and Wages*.
https://data.bls.gov/cew/apps/table_maker/v4/table_maker.htm#type=2&st=06&year=2019&qtr=A&own=0&ind=10&supp=0

Figure 8 - Annual Average Employment by Industry

State of California, Employment Development Department (2020 June). *Industry Employment - Official Monthly Estimates (CES)*.
<https://www.labormarketinfo.edd.ca.gov/cgi/dataanalysis/areaselection.asp?tablename=ces>

Figure 9-Gross Agriculture Crop Value

Tulare County Agricultural Commissioner/Sealer (2019, October). *Tulare County Crop and Livestock Report 2018*.
<https://agcomm.co.tulare.ca.us/ag/index.cfm/standards-and-quarantine/crop-reports1/crop-reports-2011-2020/2018-crop-report/>

Figure 10 – Preliminary Roll Statistical Data Summary

Tulare County Assessor Clerk/Recorder (2020, June). *2020/2021 Preliminary Roll Statistical Data Summary.*

<http://maps.tularecounty.ca.gov/Temp/publications/TULARE%20COUNTY%20ASSESSOR%20PRELIMINARY%20ROLL%20VALUES%20COVER%20PAGE%20-%202020%20-%20Final%20-%20Signed.pdf>

Table References:

Table 1 - Total Population Change

State of California Department of Finance, (2020, May). *Report E-4 Estimates for Cities, Counties, and the State, 2011-2020, with 2010 Census Benchmark.*

<http://www.dof.ca.gov/Forecasting/Demographics/Estimates/>

State of California Department of Finance, (2012, November). *Report E-4 Estimates for Cities, Counties, and the State, 2001-2010, with 2000 & 2010 Census Counts.*

<http://www.dof.ca.gov/Forecasting/Demographics/Estimates/>

Table 2 - Total Population by City

State of California Department of Finance, (2020, May). *Report E-4 Estimates for Cities, Counties, and the State, 2011-2020, with 2010 Census Benchmark.*

<http://www.dof.ca.gov/Forecasting/Demographics/Estimates/>

State of California Department of Finance, (2012, November). *Report E-4 Estimates for Cities, Counties, and the State, 2001-2010, with 2000 & 2010 Census Counts.*

<http://www.dof.ca.gov/Forecasting/Demographics/Estimates/>

Table 3 - Top Ten Principal Property Tax Payers

Tulare County Auditor Controller-Treasurer-Tax Collector (2020 July). *Principal Tax Payers Fiscal Year 2020.*



Source: Tulare County Human Resources and Development – Wall Mural

Employee Total Compensation

The County of Tulare offers a wide range of salaries and benefits to its employees. The salaries and benefits reflect the County's commitment to invest in employees who are the most valuable asset in the delivery of efficient and effective public services. The Human Resources and Development Department (HRD) administers a comprehensive employee compensation and benefits program with the goal of meeting the diverse and changing needs of the county employees. Accordingly, these salaries and benefits implement the County's Strategic Business Plan through the Quality of Life and Organizational Performance Initiatives for its employees.

Tulare County Benefits for FY 2020/21

Tulare County provides employees a wide range of benefits described in the section entitled: Tulare County Benefits Defined. The benefits available to the County's employees vary based on bargaining unit. The Total Employee Compensation for Fiscal Year 2020/21 is budgeted at \$394 million. Additional County Contributions are estimated at \$38 million. Provided below are tables representing Total Employee Compensation and Additional County Contributions for County Employees.

Table 1 shows the appropriations for Total Employee Compensation for three fiscal years, namely, FY 2018/19 through 2020/21.

TABLE 1
Total Employee Compensation

Appropriations	FY 2018/19 Actuals	FY 2019/20 Actuals**	FY 2020/21 Recommended
Employee Salaries	\$238,774,901	\$249,025,862	\$301,794,139
Health Benefits	34,174,667	35,413,781	44,646,746
Retirement	30,353,580	32,604,942	40,924,472
Other Pay*	7,217,100	6,912,338	6,162,062***
Total Employee Compensation	\$310,520,248	\$323,956,923	\$393,527,419

*Other Pay includes pay types such as, car allowance, sick leave buy back and bilingual pay.

** FY 2019/20 Actuals as of 7/24/2020.

***This amount represents the budgeted County base amount not including any departmental additions.

As one can observe from Table 1, Total Employee Compensation goes beyond salary. Health Benefits, Retirement and Other Pay represent additional items of employee compensation providing a broader and transparent picture of the total monetary value that is authorized each fiscal year through the Tulare County Board of Supervisors at the time the budget is adopted in September.

Table 2 below identifies in detail Additional County Contributions for Employee Sick Leave, Life Insurance, Long Term Disability, Defined Contributions (County Match), Wellness Program, Tuition Reimbursement, Unemployment Insurance, Virtual On-Demand Primary Care, and Workers' Compensation.

TABLE 2
Additional County Contributions

	FY 2018/19	FY 2019/20**	FY 2020/21 Estimated
Employee Sick Leave*	\$8,949,514	\$9,823,974	\$10,783,879
Life Insurance	80,548	80,863	113,777
Long Term Disability	202,212	207,656	214,313
Defined Contributions (County Match)	1,243,643	1,192,095	1,250,000
Wellness Program	70,000	70,000	70,000
Employee Assist Program	87,493	89,247	93,096
Tuition Reimbursement	10,075	9,312	20,851
Unemployment Insurance	458,595	356,756	781,283
Virtual On-Demand Primary Care	-	36,660	36,660
Workers Compensation	17,111,225	17,412,554	24,604,172
Total	\$28,213,305	\$29,279,117	\$37,968,031

*Employee Sick Leave is represented in the employee salaries amount. (See Table 1)

** FY 2019/20 as of 6/30/2020

Tulare County Bargaining Units

Tulare County has eight Bargaining Units plus six units characterized as Unrepresented Employees. Essentially, a Bargaining Unit is a grouping of similar job classifications. Members of a unit may elect to be represented by a union or association.

These unions and associations represent employees for the purposes of expressing the employment needs of the unit's membership, and negotiating for salaries, benefits, other pay, working conditions, and other employment matters.

Table 3 reflects Tulare County's Bargaining Units (as of July 1, 2020) and the total number of employees represented in these units:

TABLE 3
Bargaining Units

Bargaining Unit Names	Total Enrolled
SEIU - Service Employees International Union (Units 01, 02, 03, 04, 06, and 07)	2,766
GLAW - Government Lawyers Association of Workers (Unit 08)	90
TCPA - Tulare County Probation Association (Unit 12)	173
TCDSA - Tulare County Deputy Sheriff's Association (Units 13 and 15)	506
PLEMA - Professional Law Enforcement Association (Unit 14)	26
PATCOP - Professional Association of Tulare County Physicians (Unit 16)	6
DACIATC - District Attorney Criminal Investigators Association Tulare County (Unit 22)	32
TCPFA - Tulare County Professional Firefighters Association (Unit 23)	87
Unrepresented Employees (Units 09, 10, 11, 19, 20, and 21)	647

Tulare County Benefits

Health Insurance – This benefit is administered and maintained by HRD. This benefit includes Medical, Dental and Vision. Tulare County and offers several different levels of employee plans which best fit their individual or family needs.

Benefit Amount – This is a financial contribution that the County provides to employees on a pre-tax basis to help offset a portion of the health insurance premiums. Benefit amounts vary by bargaining unit and salary grade.

Cash-in-Lieu of Benefits – Employees may elect to waive enrollment in the County's health insurance coverage. Employees who elect to waive enrollment may receive a cash payment in the amount of \$1,000 per year, paid bi-weekly as taxable income.

Sick Leave – Full-time Employees accumulate sick leave at the rate of 12 days per year. Part-time employees are covered by Health and Wellness Act hours for sick leave. Sick leave credits can be accrued with no cap limit.

Virtual On-Demand Primary Care – 98point6 is available to all eligible enrolled County of Tulare employees, retirees, and special districts. Physicians deliver on-demand primary care—diagnoses, treatments, medical consults, prescriptions and labs—via secure, in-app messaging. There is no cost to PPO plan participants, and only \$5 for those with a High Deductible Health Plan.

Wellness Programs – The County of Tulare promotes physical activity and healthy lifestyle choices and offers a wide array of programs and activities. Employees can learn ways to develop and incorporate healthful choices into their lifestyle through education and activity, resulting in healthier employees, improved morale, reduced absenteeism, and healthcare savings.

Annually, HRD sponsors a Health and Wellness Fair at which time vendors from the Employee Discount Program, and representatives from the medical, dental, vision, prescription, and voluntary plans provide information on wellness and healthcare.

Free flu shots, onsite mammography screening, PINK Tuesday, health risk evaluations, biometric screenings, and walking challenges are also activities held throughout the year.

Employee Assistance Program – The County of Tulare has contracted with Anthem Blue Cross to provide the Employee Assistance Program (EAP). The EAP is a confidential service designed to help employees and their families identify, assess and resolve issues that may be affecting their personal life and/or job performance.

The EAP is available to the employee and/or anyone in the employee's immediate family who is living in the employee's home. The cost of the services is covered by the County of Tulare. The EAP also offers wellness education seminar and financial counseling which are designed to target specific problems or issues.

Holiday Leave – Tulare County observes 11 holidays per year and as such employees earn eight hours of credit.

Personal Holiday – One Personal Holiday is available annually to regular and probationary employees. The Personal Holiday is valued at eight hours paid.

Vacation – As a general rule, for each one hour of service other than overtime, employees can earn and accumulate vacation leave with pay in accordance with the Vacation Leave Schedule described in Table 4 below.

TABLE 4
Vacation Accrual

Years of Continuous Service*	Pay Periods of Continuous Service	Earning Rate Per Hour	Earning Rate Hours Per Pay Period	Earning Rate Weeks Per Year for FLSA covered employees**
0 – 3	1 - 78	.03846	3.077	2
3 – 7	79 - 182	.05769	4.615	3
7 – 11	183-286	.07692	6.154	4
Over 11	More than 286	.09615	7.692	5

* Day one of Year (4), employee (EE) begins to accrue 3 weeks of vacation. Day one of Year (8), EE begins to accrue 4 weeks of vacation. Day one of Year (12), EE begins to accrue 5 weeks of vacation.

**FLSA exempt employees accrue an additional 5 days of vacation per year.

Defined Contributions – The County of Tulare offers a 457 Deferred Compensation Plan (DCP) and a 457 Roth Plan as an employee benefit available. The County of Tulare has contracted with Empower Retirement Services (formerly Great-West) to provide administrative services for the DCP.

The DCP allows eligible employees to supplement any existing retirement and pension benefits by saving and investing before-tax dollars through a voluntary contribution. Contributions and any employees' earnings are tax-deferred until money is withdrawn.

Employee Discounts – HRD has worked to obtain discounts on services, products and entertainment, for our County employees. These incentives and opportunities for services or products are at reduced, or lower costs, and is a benefit to create economic wellness for our employees and their families and to help support local and regional businesses.

Flexible Spending Accounts – A Flexible Spending Account (FSA) allows an employee to set aside a certain amount of their paycheck into an account – before paying income taxes. During the year employees have access to this account for reimbursement of expenses, such as healthcare and dependent daycare. This is a voluntary benefit offered by the County.

Life Insurance & Disability – The County of Tulare provides all benefit eligible employees with Basic Life Insurance and Accidental Death and Dismemberment coverage - the policy will pay double the policy's value in the event that the insured dies as a result of an accident. Long term disability is available to employees based on their bargaining unit. The disability benefit is provided at no cost to County employees based on their bargaining unit.

Tuition Reimbursement – The Tuition Reimbursement Program is intended for employees, who in their off-duty hours, attend educational or training courses which benefit both themselves and the County of Tulare. The program reimburses for the first \$350 of covered expenses in a fiscal year.

Voluntary Products – Tulare County partners with Chimienti & Associates to offer voluntary benefits through payroll deduction on a pre and post-tax basis. These voluntary benefits are 100% employee paid.

Retirement – The Tulare County Employees Retirement System is a group plan administered by the Tulare County Retirement Association and the Retirement Board of Directors pursuant to state law, namely, the County Employees' Retirement Act of 1937. If the employee works forty (40) hours or more per pay period, then the employee automatically becomes a member of the Retirement System at the time of employment. Both the employee and the County will contribute to retirement each pay period.

To address the current unfunded liability issue, the Board of Supervisors established the Strategic Financing Plan Ad Hoc Committee in 2017. During the course of several months of expert testimony and discussion, the Board established a

Employee Total Compensation

Section 115 Trust for pension stabilization and funded the trust in the amount of \$3 million. Debt issuance in the amount of \$251 million for Pension Obligation Bonds was approved by the Board of Supervisors in April 2018.

Table 5 below reflects actual and estimated Retirement Contributions provided by the Employer and Employee through the period 2019 through 2039. It should be noted that Table 5 represents the estimated contributions based on assumptions as of the actuary's valuation date and are subject to change by the Tulare County Retirement Board.

TABLE 5
Retirement Contributions

Valuation Year	Employer Normal Cost Contribution	Employer UAL Amortization Contribution	Total Employer Contributions	Employer Rate (%)	Employee Contribution	Employee Rate (%)
2019	\$ 25,018,099	\$ 13,660,603	\$ 38,678,702	13.8%	\$ 23,369,297	8.3%
2020	25,647,382	15,003,086	40,650,468	14.1%	24,071,220	8.3%
2021	26,304,190	16,909,494	43,213,683	14.5%	24,794,352	8.3%
2022	26,980,627	18,153,817	45,134,443	14.7%	25,542,290	8.3%
2023	27,681,616	19,597,655	47,279,271	15.0%	26,315,189	8.3%
2024	28,406,899	21,712,108	50,119,007	15.4%	27,111,451	8.3%
2025	29,157,935	23,332,175	52,490,110	15.7%	27,935,296	8.3%
2026	29,937,289	24,062,929	54,000,217	15.6%	28,785,248	8.3%
2027	30,743,392	24,815,346	55,558,737	15.6%	29,661,123	8.3%
2028	31,577,053	25,875,313	57,452,366	15.7%	30,565,519	8.3%
2029	32,439,446	26,449,327	58,888,773	15.6%	31,495,517	8.3%
2030	33,330,633	27,220,045	60,550,677	15.6%	32,456,205	8.3%
2031	34,253,031	28,028,342	62,281,373	15.6%	33,443,339	8.4%
2032	35,204,234	28,862,389	64,066,624	15.5%	34,457,961	8.4%
2033	36,116,991	2,553,648	38,670,639	9.1%	35,504,421	8.4%
2034	37,134,060	(2,480,478)	34,653,582	7.9%	36,579,772	8.4%
2035	38,185,106	14,252,550	52,437,656	11.6%	37,687,377	8.4%
2036	39,267,797	11,488,358	50,756,156	10.9%	38,824,727	8.4%
2037	40,384,178	10,188,729	50,572,906	10.6%	39,993,848	8.4%
2038	41,536,994	8,906,591	50,443,585	10.2%	41,197,604	8.4%
2039	42,727,995	6,694,510	49,422,505	9.7%	42,435,643	8.4%

*Table 5 represents the estimated retirement contributions based on actuarial valuation assumptions and are subject to change per the Tulare County Employees Retirement Association.

Table 6 below reflects Tulare County's debt schedule payments through the period ending 2017 through 2037 as a result of issuing a \$251 million Pension Obligation Bond (POB).

As a note, FY 2020/21 POB Debt Service charges amounted to \$19.5 million. Of this amount, \$17.7 million was charged to the General Fund in FY 2020/21 with the General Fund paying \$7.3 million. In addition, \$10.4 million will be addressed by subvented agencies and departments. Outside funds account for about \$1.8 million.

TABLE 6
POB Debt Service Schedule

Period Ending	Principal	Coupon	Interest	Debt Service
06/30/2019	\$9,105,000.00	2.691%	\$9,268,153.72	\$18,373,153.72
06/30/2020	9,240,000.00	2.893%	9,685,149.16	18,925,149.16
06/30/2021	10,075,000.00	3.056%	9,417,835.96	19,492,835.96
06/30/2022	10,720,000.00	3.198%	9,109,943.96	19,829,943.96
06/30/2023	11,060,000.00	3.348%	8,767,118.36	19,827,118.36
06/30/2024	11,435,000.00	3.560%	8,396,829.56	19,831,829.56
06/30/2025	11,840,000.00	3.710%	7,989,743.56	19,829,743.56
06/30/2026	12,280,000.00	3.859%	7,550,479.56	19,830,479.56
06/30/2027	12,755,000.00	3.959%	7,076,594.36	19,831,594.36
06/30/2028	13,260,000.00	4.009%	6,571,623.90	19,831,623.90
06/30/2029	13,790,000.00	4.109%	6,040,030.50	19,830,030.50
06/30/2030	14,355,000.00	4.159%	5,473,399.40	19,828,399.40
06/30/2031	14,955,000.00	4.259%	4,876,374.96	19,831,374.96
06/30/2032	15,590,000.00	4.309%	4,239,441.50	19,829,441.50
06/30/2033	16,260,000.00	4.309%	3,567,668.40	19,827,668.40
06/30/2034	16,965,000.00	4.445%	2,867,025.00	19,832,025.00
06/30/2035	17,715,000.00	4.445%	2,112,930.76	19,827,930.76
06/30/2036	16,750,000.00	4.445%	1,325,499.00	18,075,499.00
06/30/2037	13,070,000.00	4.445%	580,961.50	13,650,961.50
	\$251,220,000.00		\$114,916,803.12	\$366,136,803.12

Sub Fund and Fund Balance Summary

Governmental Funds, Fiduciary Funds, and Strategic Reserve Summary

This section provides a summary of governmental fund balance classifications, fiduciary funds (i.e., third-party trust funds), and the Strategic Reserve of the County of Tulare (the County).

I. Governmental Fund Balance Classifications

- A. *Nonspendable*: Amounts that are not in spendable form (i.e., prepaid items) or amounts legally or contractually required to be maintained intact.
- B. *Restricted*: Amounts restricted (confined) by external parties (i.e., proceeds from granting agencies and laws/regulations of other governmental entities).
- C. *Committed*: Amounts that can only be used for a specific purpose pursuant to constraints imposed by formal action of the County's highest level of decision-making authority (i.e., Board of Supervisors). Committed amounts cannot be used for any other purpose unless the County's Board removes or changes the specified use by taking the same type of action it employed to previously commit those funds (e.g., resolution adopted by the Board). The formal action must occur prior to the end of the reporting period.
- D. *Assigned*: Amounts constrained by the County's intent to be used for specific purposes. Intent should be expressed by either the Board or by a body or an official to which the Board has delegated the authority. The Board, by board resolution, delegates the authority to assign fund balances to the County Administrative Office.
- E. *Unassigned*: Resources that are in spendable form and neither restricted, committed, nor assigned.

Table 1 below provides a summary of the County's General Fund balance for Fiscal Years 2015/16 through 2019/20.

TABLE 1
General Fund Balance Summary
Fiscal Years 2015/16 through 2019/20

Fund Balance Classification	Fiscal Year				
	2020 ⁽¹⁾	2019	2018	2017	2016
Nonspendable	\$ 13,572,000	\$ 13,543,000	\$ 8,755,000	\$ 6,805,000	\$ 1,849,000
Restricted	94,133,000	84,545,000	74,630,000	52,072,000	45,270,000
Committed	57,821,000	57,394,000	44,446,000	39,359,000	14,524,000
Assigned	40,968,000	37,631,000	13,462,000	20,732,000	-
Unassigned	34,370,000	42,267,000	50,137,000	49,238,000	84,868,000
Total Fund Balance	\$ 240,864,000	\$ 235,380,000	\$ 191,430,000	\$ 168,206,000	\$ 146,511,000

(1) Amounts as of 8/3/20

Sub Fund and Fund Balance Summary

II. Fiduciary Funds

Fiduciary funds account for resources held by the County in a trustee capacity or as an agent on behalf of an outside or third party. The resources cannot be used to support the County's own programs.

Table 2 below provides a summary of the County's governmental and fiduciary cash balances as of June 30, 2020.

TABLE 2
Governmental and Fiduciary Funds Summary
Cash Balance as of June 30, 2020

Agency/Department/Office	Governmental				Fiduciary
	Restricted	Committed	Assigned	Unassigned	
Agricultural Commissioner	\$ 34,278	\$ -	\$ -	\$ -	\$ 23,010
Assessor/Clerk-Recorder	10,461,714	-	-	(179)	775,263
Auditor-Controller/Treasurer-Tax Collector	4,256,009	-	958,401	40,162	3,288,645
Child Support Services	2,248,104	-	-	-	-
County Administrative Office	-	-	39,888,064	-	-
District Attorney	937,649	-	-	213,550	2,942,106
General Services Agency	197	4,293,940	8,748,116	-	-
Health and Human Services Agency	64,170,096	8,884,147	-	-	600,167
Human Resources and Development	-	-	-	-	2,657,656
Library	20,655	-	-	-	-
Probation	44,914,646	-	6,034	-	993,572
Public Defender	1,976,892	-	-	-	12,650
Tulare County Employee Retirement Association	-	-	-	-	27,241,361
Resource Management Agency	1,994,700	213,704	-	163,010	1,210,140
Sheriff-Coroner	8,876,320	347,376	-	-	-
Tulare County Association of Government	2,936	-	-	-	3,048,310
Information and Communications Technology	-	12,295,273	-	-	-
Law Library	-	-	-	-	629,316
Total	\$ 139,894,195	\$ 26,034,440	\$ 49,600,614	\$ 416,543	\$ 43,422,195

III. Strategic Reserve

The County's Strategic Reserve is comprised of Committed fund balance and considered a stabilization arrangement. The Board strives to commit an amount equivalent to no less than 8% (approximately 30 days working capital) of the most recent audited General Fund operating revenues. The purpose of this reserve is to:

- A. Provide resources to make up for temporarily decreased revenues that result from State or Federal budget actions;
- B. Provide temporary resources in the event of an economic downturn;
- C. Provide resources in the event of a disaster or emergency declared by the Board of Supervisors, the state, or the federal government, for disaster costs or costs associated with emergencies;
- D. Absorb liability settlements in excess of available resources.

The amount determined will be classified as "committed" from the total amount of available Fund Balance to the Strategic Reserve prior to appropriations for all other funds. This amount shall be committed annually by the Board as part of the recommended budget approval process.

Annual commitment of funds to the Strategic Reserve shall be approved by the Board during the Annual Budget Hearings. In the event funds are to be appropriated to cover essential core functions of the County, the access of funds shall be determined by the Board by a four-fifths vote during the annual Budget Hearings or during action on the Mid-Year Budget Report. If there is a declared local, state, or federal government disaster or

Sub Fund and Fund Balance Summary

emergency, then the Board, by four-fifths vote, may access the strategic reserve at a regularly scheduled Board meeting.

The monies committed to the Strategic Reserve are only to be used for the purposes stated above. If the funding level of the Strategic Reserve falls below the 8% target level, the CAO shall present a plan to be approved by the Board to replenish the Strategic Reserve within twenty-four (24) months thereafter. The Board may choose to extend the timeframe to replenish the Strategic Reserve if the Board finds that it is in the County's best interest to do so.

At the present time, the County has \$32 million in the Strategic Reserve.

The County's estimated total operating revenues for Fiscal Year Ended June 30, 2020 are \$644 million and the total estimated unrestricted fund balance is \$133 million.

TABLE 3
Estimated Fund Balance Summary of the General Fund
For the Last Five Fiscal Years

FY 2020 amounts based on the County's financial statements (CAFR) as of 8/3/20
(amounts expressed in thousands)

Fund Balance Classification	Other General Fund (Trust Funds, PARS, and TRAN)		2020 Total General Fund	2019 Total General Fund	2018 Total General Fund	2017 Total General Fund	2016 Total General Fund
	General Fund (001)						
Nonspendable	\$ 13,572	\$ -	\$ 13,572	\$ 13,543	\$ 8,755	\$ 6,805	\$ 1,849
Restricted	-	94,133	94,133	84,545	74,630	52,072	45,270
Committed	32,000	25,821	57,821	57,394	44,446	39,359	14,524
Assigned	116	40,852	40,968	37,631	13,462	20,732	-
Unassigned	34,222	148	34,370	42,267	50,137	49,238	84,868
Total fund balance	\$ 79,910	\$ 160,954	\$ 240,864	\$ 235,380	\$ 191,430	\$ 168,206	\$ 146,511
Annual dollar increase			\$ 5,484	\$ 43,950	\$ 23,224	\$ 21,695	\$ 18,895
Annual percentage increase			2.33%	22.96%	13.81%	14.81%	14.81%

Level of Unrestricted Fund Balance in the General Fund

The GFOA Best Practice recommends maintaining unrestricted fund balance in the General Fund of no less than two months (or no less than 16%) of operating revenues or operating expenditures, which for the County would be \$103,057 (16% of \$644,107 estimated operating revenues) for Fiscal Year 2020. However, the County's estimated level of fund balance in the General Fund for Fiscal Year 2020 is as follows:

Estimated operating revenues	\$ 644,107
Committed fund balance	\$ 57,821
Assigned fund balance	40,968
Unassigned fund balance	34,370
Total unrestricted fund balance	\$ 133,159
% of operating revenues	20.67%

Therefore, the County has a fund balance of \$30,102 in excess of the GFOA Best Practice minimum.

The following pages provide detail as of June 30, 2020 regarding the classifications and cash balance amounts attributed to the County's agencies, departments, and offices by fund number and by department.

Sub Fund and Fund Balance Summary

Governmental and Fiduciary Funds

Cash Balances as of Fiscal Year Ended June 30, 2020

By fund number

Fund	Fund Group	Fund Name	Cash Balance as of 06/30/2020	Classification	Responsible Department
402	Governmental	Abandoned Vehicle Abatement	\$ 2,935.78	Restricted	Tulare County Association of Governments
403	Governmental	Building Department	9,630.00	Unassigned	Resource Management Agency
404	Fiduciary	Auditors	20,370.40	Held for Others	Auditor-Controller/Treasurer-Tax Collector
405	Fiduciary	Home Owners Tax Exemption Tr	1,494.35	Held for Others	Auditor-Controller/Treasurer-Tax Collector
406	Fiduciary	Building Seismic	12,982.21	Held for Others	Resource Management Agency
408	Fiduciary	Automobile Insurance Fraud	(0.00)	Held for Others	District Attorney
409	Fiduciary	Workers Comp Fraud	4,155.72	Held for Others	District Attorney
410	Governmental	Public Health Emergency Preparedness Advance Fund	449,375.99	Restricted	Health and Human Services Agency
41A	Governmental	Van Beek Brothers Environmental Impact Review	15,684.73	Restricted	Resource Management Agency
411	Governmental	Micrographics	9,662,526.75	Restricted	Assessor/Clerk-Recorder
412	Governmental	County Children	64,282.91	Restricted	Health and Human Services Agency
413	Governmental	Conditional Release Prog-MH	27,235.95	Restricted	Health and Human Services Agency
414	Fiduciary	Deceased Trust Probate	77,629.41	Held for Others	Auditor-Controller/Treasurer-Tax Collector
415	Governmental	Domestic Violence Program	19,016.40	Restricted	Health and Human Services Agency
416	Fiduciary	DNA Identification Fund	18,983.24	Held for Others	Auditor-Controller/Treasurer-Tax Collector
417	Governmental	AB 818	422,551.49	Restricted	Assessor/Clerk-Recorder
418	Governmental	Child Support Federal Fund	-	Restricted	Child Support Services
419	Governmental	Compliance Inspection	102,203.14	Restricted	Resource Management Agency
421	Fiduciary	Employees Retirement	26,908,399.59	Held for Others	Tulare County Employee Retirement Association
422	Fiduciary	TCERA Property	332,961.05	Held for Others	Tulare County Employee Retirement Association
423	Fiduciary	Consumer Fraud	2,480,145.48	Held for Others	District Attorney
424	Governmental	MHSA Local Prudent Reserve	5,029,487.55	Restricted	Health and Human Services Agency
425	Governmental	Alcohol & Drug Prior Year Unexpended	3,097,083.11	Restricted	Health and Human Services Agency
426	Governmental	Public Safety Power Shutoff Resiliency Program	277,683.33	Restricted	Health and Human Services Agency
427	Fiduciary	Public Safety Augmentation Fd	-	Held for Others	Temporary Holding Account
428	Fiduciary	Juv Inmate Welfare Benefit Fd	169,641.95	Held for Others	Probation
429	Fiduciary	Incorp Cities & States Fines	84,670.86	Held for Others	Auditor-Controller/Treasurer-Tax Collector
430	Governmental	Inmate Welfare Trust	2,116,857.24	Restricted	Sheriff-Coroner
431	Fiduciary	Railroad Education	17,393.27	Held for Others	Resource Management Agency
432	Governmental	Harmon Field Clean-Up	197.48	Restricted	General Services Agency
434	Governmental	Aids Education	95,242.64	Restricted	Health and Human Services Agency
435	Governmental	Drug Prevention	160,924.20	Restricted	Health and Human Services Agency
436	Governmental	Alcohol Prevention	571,259.72	Restricted	Health and Human Services Agency
437	Fiduciary	Victim Witness Assistance	418,211.85	Held for Others	District Attorney
438	Governmental	Mental Health Services Act	45,269,663.83	Restricted	Health and Human Services Agency
439	Fiduciary	Law Library Trust	629,316.18	Held for Others	Law Library
440	Governmental	Alcohol Trust Statham	966,420.24	Restricted	Health and Human Services Agency
441	Governmental	First Offender Program Fees	25,831.79	Restricted	Health and Human Services Agency
442	Governmental	Mental Health Training	21,561.39	Restricted	Sheriff-Coroner
444	Governmental	DUI Laboratory	68,840.81	Restricted	Auditor-Controller/Treasurer-Tax Collector
445	Governmental	Program Income (CDBG)	347,402.42	Restricted	Resource Management Agency
446	Governmental	Probation Sustaining Fund	6,515.59	Restricted	Probation
447	Governmental	Library	8,526.02	Restricted	Library
448	Governmental	George Stewart Historical Collection	12,128.53	Restricted	Library
449	Governmental	Off Highway Vehicle (014)	62,567.62	Restricted	Sheriff-Coroner
450	Fiduciary	Probation Officers Restitution	804,665.12	Held for Others	Probation
452	Governmental	Cal-MMET (Cleu)	-	Restricted	Sheriff-Coroner
453	Fiduciary	PO Misc.	19,264.98	Held for Others	Probation
454	Fiduciary	Public Defender Agency Trust	12,649.56	Held for Others	Public Defender
455	Fiduciary	Yokohol Valley General Plan Amendment	-	Held for Others	Resource Management Agency
456	Governmental	State Asset Forfeitures 15% Trust	89,167.52	Restricted	Probation
457	Governmental	Social Security Truncation	363,760.23	Restricted	Assessor/Clerk-Recorder
458	Governmental	Range Improvement Grazing D#1	34,277.88	Restricted	Agricultural Commissioner
459	Governmental	Real Property Transfer Tax	(179.30)	Unassigned	Assessor/Clerk-Recorder
460	Fiduciary	Public Works	1,172,073.59	Held for Others	Resource Management Agency
461	Governmental	Sheriff Civil Trust Fund	363,670.98	Restricted	Sheriff-Coroner
462	Governmental	County Prop 69 DNA Finger Printing	276.40	Restricted	Sheriff-Coroner
463	Governmental	Criminal Justice Facility	(0.00)	Debt Service	Auditor-Controller/Treasurer-Tax Collector (Sub-fund of Debt Service 024)
464*	Fiduciary	Courthouse Temp. Construction	3,134.32	Held for Others	Auditor-Controller/Treasurer-Tax Collector
465	Fiduciary	State Fund	2,499.50	Held for Others	Auditor-Controller/Treasurer-Tax Collector
467	Fiduciary	State Trust surcharge of Vital Stats & Environmental Health	163,067.31	Held for Others	Health and Human Services Agency
468	Governmental	Federal Ntf [narcotics asset forfeitures]	571,989.53	Restricted	Sheriff-Coroner
469	Fiduciary	State Sales Tax	9,354.08	Held for Others	Auditor-Controller/Treasurer-Tax Collector
470*	Fiduciary	Dinuba Courthouse Construction	0.38	Held for Others	Auditor-Controller/Treasurer-Tax Collector
471	Fiduciary	State Transit Assistance	2,091,329.71	Held for Others	Tulare County Association of Governments
472	Governmental	Title IV-E	49,372.58	Restricted	Probation
473	Governmental	Survey Monument Preservation	131,709.47	Committed	Resource Management Agency
475	Fiduciary	Life & Annuity Program	0.01	Held for Others	District Attorney
476	Governmental	TRAN Proceeds	-	Unassigned	Auditor-Controller/Treasurer-Tax Collector
477	Governmental	Officers Cash Overage	40,162.42	Unassigned	Auditor-Controller/Treasurer-Tax Collector
478	Governmental	Standards In Training Ben-Prob	192,837.41	Restricted	Probation
479	Governmental	Supplemental Law Enforcement Services COPS	245,627.13	Restricted	District Attorney
480	Governmental	Local Enforcement Agency (LEA)	217,556.24	Restricted	Health and Human Services Agency
481	Governmental	Used Oil Recycling Block Grant	628,602.41	Restricted	Health and Human Services Agency

Sub Fund and Fund Balance Summary

Governmental and Fiduciary Funds

Cash Balances as of Fiscal Year Ended June 30, 2020

By fund number

Fund	Fund Group	Fund Name	Cash Balance as of 06/30/2020	Classification	Responsible Department
482	Governmental	Treasurer	525,961.10	Restricted	Auditor-Controller/Treasurer-Tax Collector
483	Fiduciary	Dinuba Transportation Tax	4,655.28	Held for Others	Tulare County Association of Governments
484	Fiduciary	Exeter Transportation Tax	17,400.01	Held for Others	Tulare County Association of Governments
485	Fiduciary	Farmersville Transportation Tax	42,892.10	Held for Others	Tulare County Association of Governments
486	Fiduciary	Lindsay Transportation Tax	1,602.42	Held for Others	Tulare County Association of Governments
487	Fiduciary	Porterville Transportation Tax	123,605.51	Held for Others	Tulare County Association of Governments
488	Fiduciary	Tulare Transportation Tax	13,790.51	Held for Others	Tulare County Association of Governments
489	Fiduciary	Visalia Transportation Tax	128,574.73	Held for Others	Tulare County Association of Governments
490	Fiduciary	Woodlake Transportation Tax	21,725.14	Held for Others	Tulare County Association of Governments
491	Fiduciary	Tulare County Transport Tax	602,734.43	Held for Others	Tulare County Association of Governments
494	Governmental	Behavioral Health and Homelessness Multi Year Initiatives	587,707.41	Restricted	Health and Human Services Agency
495	Governmental	Home Program Investment	694,737.46	Restricted	Resource Management Agency
496	Governmental	Grants (All receipts)	397,836.54	Restricted	Resource Management Agency
497	Governmental	Standards & Training For Corrections	0.00	Committed	Sheriff-Coroner
498	Fiduciary	IHSS Trust	74,259.16	Held for Others	Health and Human Services Agency
499	Fiduciary	Treasury - Minor Beneficiary	8,505.89	Held for Others	Auditor-Controller/Treasurer-Tax Collector
500	Governmental	Asset Forfeiture	207,101.54	Unassigned	District Attorney
501	Fiduciary	Tax Collectors Deposits in Transit	(961,272.69)	Held for Others	Auditor-Controller/Treasurer-Tax Collector
502	Governmental	Sheriff's Automation Fund	375,732.92	Restricted	Sheriff-Coroner
503	Governmental	Vital and Health Statistic	12,875.15	Restricted	Assessor/Clerk-Recorder
504	Governmental	Jail Medical Fund	6,087,787.88	Assigned	County Administrative Office
505	Governmental	Suppl Law Enforce Serv - Jails	146,660.47	Restricted	Sheriff-Coroner
506	Fiduciary	K/T Area Agency on Aging Assets	307,901.36	Held for Others	Health and Human Services Agency
507	Fiduciary	SB1473 Surcharge	5,385.00	Held for Others	Resource Management Agency
508	Governmental	Dairy Inspection Program	701,628.83	Committed	Health and Human Services Agency
509	Governmental	Youthful Offender Block Grant Fund (SB81)	17,225,769.79	Restricted	Probation
510	Governmental	Sheriff's Fleet Veh Replacement	758,175.47	Restricted	Sheriff-Coroner
511	Governmental	Environmental Litigation	328,072.03	Restricted	Health and Human Services Agency
512	Fiduciary	Agricultural Commissioner - CDFA Bait Surcharge	23,010.32	Held for Others	Agricultural Commissioner
513	Governmental	Child Restraint System Loaner	144,023.50	Restricted	Health and Human Services Agency
514	Governmental	Vital and Health Statistic	268,399.77	Restricted	Health and Human Services Agency
515	Governmental	Bioterrorism Preparedness Plan	88,217.69	Restricted	Health and Human Services Agency
516	Governmental	Federal Forest Reserve	69,420.84	Restricted	Resource Management Agency
517	Governmental	Equipment and Vehicle Replacement Fund	3,019,369.90	Assigned	County Administrative Office
518	Fiduciary	Public Health Preparedness	49,577.02	Held for Others	Health and Human Services Agency
519	Fiduciary	Education Rev Augmentation Fd	17,895.65	Held for Others	Auditor-Controller/Treasurer-Tax Collector
521	Fiduciary	New Hire Insurance Premium Fun Pool	-	Held for Others	Human Resources and Development
522	Governmental	Future Construction	8,748,115.63	Assigned	General Services Agency
523	Governmental	Local Community Corrections Fund	14,236,878.56	Restricted	Probation
524	Governmental	Proposition 99	218,210.28	Restricted	Health and Human Services Agency
526	Governmental	Sheriff's Farm Expansion Fund	346,831.53	Committed	Sheriff-Coroner
527	Governmental	Vehicle Internal Borrowing	958,400.97	Assigned	Auditor-Controller/Treasurer-Tax Collector
528	Governmental	DMV Auto Theft	647,172.22	Restricted	District Attorney
529	Governmental	Natural Resources Fund	1,000,000.00	Assigned	County Administrative Office
530	Governmental	Ivanhoe Community Drainage	30,920.00	Restricted	Resource Management Agency
531	Governmental	Public Guardian Interest	3,572,640.49	Restricted	Health and Human Services Agency
532	Governmental	Financial System Project Fund	10,000,000.00	Assigned	County Administrative Office
533	Governmental	Elections Trust Fund	5,540,145.18	Assigned	County Administrative Office
534	Governmental	Local Law Enforcement Service Acct. (LESA)	2,386,562.49	Restricted	Sheriff-Coroner
535	Governmental	Seized Narcotic Funds [State dist to 466 or 568]	1,082,213.60	Restricted	Sheriff-Coroner
536	Governmental	Conflict Defender Fund	1,500,000.00	Assigned	County Administrative Office
537	Governmental	Fish and Game Fees	153,380.16	Unassigned	Resource Management Agency
541	Governmental	Supplemental Law Enforcement Services	-	Restricted	Auditor-Controller/Treasurer-Tax Collector
542	Governmental	Children's Wraparound Plan	2,051,557.01	Restricted	Health and Human Services Agency
543	Governmental	LSPF-Local Safety and Protection Fund	5,308,106.60	Restricted	Probation
544	Governmental	Sheriff's Local Law Enforcement Grant (K9)	182.93	Restricted	Sheriff-Coroner
545	Governmental	Special Projects	6,448.58	Unassigned	District Attorney
546	Governmental	Community Corrections Performance Incentive Fund	52,255.05	Restricted	Probation
548	Fiduciary	DNA Penalty Assessment Ab1806	192,798.17	Held for Others	Auditor-Controller/Treasurer-Tax Collector
549	Governmental	State Criminal Alien Assistance Program	544.48	Committed	Sheriff-Coroner
550	Governmental	Federal Equitable Sharing	6,033.56	Assigned	Probation
551	Governmental	Suppl Law Enf Serv Front Line	799,562.62	Restricted	Sheriff-Coroner
552	Governmental	SLESF Juvenile Justice	6,138,812.21	Restricted	Probation
553	Governmental	CalHome	336,494.60	Restricted	Resource Management Agency
554	Governmental	Real Estate Fraud Protection	44,849.97	Restricted	District Attorney
555	Fiduciary	Asset Forfeiture NTF	39,593.36	Held for Others	District Attorney
558	Governmental	Pandemic Influenza Healthcare Preparedness Improvements for States	11,601.16	Restricted	Health and Human Services Agency
559	Fiduciary	Public Health Emergency Response	2,675.00	Held for Others	Health and Human Services Agency
560	Fiduciary	Public Works Permittee Trust Min King Dairy	2,306.14	Held for Others	Resource Management Agency
561	Governmental	Eminent Domain	81,994.98	Committed	Resource Management Agency
562	Fiduciary	Public Health Emergency Response Phase III	2,686.89	Held for Others	Health and Human Services Agency
563	Governmental	Dairy Cares General Plan Amendment	-	Committed	Resource Management Agency
564	Fiduciary	Emergency Medical Air Transportation Act	21,131.59	Held for Others	Auditor-Controller/Treasurer-Tax Collector

Sub Fund and Fund Balance Summary

Governmental and Fiduciary Funds

Cash Balances as of Fiscal Year Ended June 30, 2020

By fund number

Fund	Fund Group	Fund Name	Cash Balance as of 06/30/2020	Classification	Responsible Department
567	Governmental	Emergency Medical Services	173,444.65	Committed	Health and Human Services Agency
568	Governmental	Narcotics Task Force State NTF	101,138.37	Restricted	Sheriff-Coroner
569	Governmental	Neighborhood Stabilization Program (NSP1)	-	Restricted	Resource Management Agency
571	Fiduciary	Health Insurance	2,657,655.81	Held for Others	Human Resources and Development
573	Fiduciary	Redemption Reserve Trust Tc/Tr	1,470,015.86	Held for Others	Auditor-Controller/Treasurer-Tax Collector
574	Fiduciary	PIMS Trust Tc/Tr	772,080.57	Held for Others	Auditor-Controller/Treasurer-Tax Collector
575	Fiduciary	Tax Collector - Map Clearances	496,123.76	Held for Others	Auditor-Controller/Treasurer-Tax Collector
578	Fiduciary	Tax Collector Mobile Home Clearances	21,510.00	Held for Others	Auditor-Controller/Treasurer-Tax Collector
579	Fiduciary	Tax Collector - Bulk Transfers & Bankruptcies	37,476.04	Held for Others	Auditor-Controller/Treasurer-Tax Collector
580	Proprietary	Energy Management Control (081)	726,278.96	ISF	General Services Agency (Sub-fund of Utilities 081)
581	Governmental	Child Support ADM/INCENTIVE	2,248,104.40	Restricted	Child Support Services
582	Fiduciary	Tax Collector - Misc.	994,242.45	Held for Others	Auditor-Controller/Treasurer-Tax Collector
583	Fiduciary	SJVA Investment Fund	0.78	Held for Others	Auditor-Controller/Treasurer-Tax Collector
584	Proprietary	TCICT Equipment Replacement	0.58	Committed	Information and Communications Technology
585	Governmental	Future Economic Development	5,721,778.50	Assigned	County Administrative Office
586	Governmental	Step-Up and Community Outreach	628,982.63	Assigned	County Administrative Office
589	Governmental	Homelessness and Community Activity	400,000.00	Assigned	County Administrative Office
590	Governmental	Local Revenue Fund 2011 (AB118)	3,661,206.74	Restricted	Auditor-Controller/Treasurer-Tax Collector
591	Governmental	IT Projects - County wide etc.	12,295,272.01	Committed	Information and Communications Technology
592	Governmental	Litigation Trust Fund	5,990,000.00	Assigned	County Administrative Office
594	Governmental	Local Community Corrections Special Growth Fund	1,704,098.18	Restricted	Probation
595	Governmental	Public Defender General Purpose	1,976,892.21	Restricted	Public Defender
596	Governmental	Building and Property Improvement	4,293,939.58	Committed	General Services Agency
597	Governmental	Tobacco Control Proposition 56	0.00	Restricted	Health and Human Services Agency
598	Fiduciary	SB2 Affordable Housing Fee	775,262.51	Held for Others	Assessor/Clerk-Recorder
599	Governmental	Blue Cross Sharable Revenue	8,009,074.00	Committed	Health and Human Services Agency

Grand Total \$ 260,094,266.40

NOTES:

*Trust Fund 464 and 470: 8/6/18 Per CAO included with Auditor's Office fund groups

Governmental Funds: Used to account for activities related to serving the public.

Fiduciary Funds: Used to account for financial resources held for others as trustee.

Proprietary Funds: Used to account for business-type activities.

Sub Fund and Fund Balance Summary

Governmental and Fiduciary Funds

Cash Balance as of Fiscal Year Ended June 30, 2020

By department

Fund	Fund Group	Fund Name	Cash balance as of 06/30/2020	Classification
Agricultural Commissioner/Sealer of Weights & Measures				
512	Fiduciary	Agricultural Commissioner - CDFA Bait Surcharge	\$ 23,010.32	Held for Others
458	Governmental	Range Improvement Grazing D#1	\$ 34,277.88	Restricted
Agricultural Commissioner/Sealer of Weights & Measures Total			57,288.20	
Assessor/Clerk-Recorder				
598	Fiduciary	SB2 Affordable Housing Fee	\$ 775,262.51	Held for Others
411	Governmental	Micrographics	\$ 9,662,526.75	Restricted
417	Governmental	AB 818	\$ 422,551.49	Restricted
457	Governmental	Social Security Truncation	\$ 363,760.23	Restricted
503	Governmental	Vital and Health Statistic	\$ 12,875.15	Restricted
459	Governmental	Real Property Transfer Tax	\$ (179.30)	Unassigned
Assessor/Clerk-Recorder Total			11,236,796.83	
Auditor-Controller/Treasurer-Tax Collector				
404	Fiduciary	Auditors	\$ 20,370.40	Held for Others
405	Fiduciary	Home Owners Tax Exemption Tr	\$ 1,494.35	Held for Others
414	Fiduciary	Emergency Medical Air Transportation Act	\$ 77,629.41	Held for Others
416	Fiduciary	Incorp Cities & States Fines	\$ 18,983.24	Held for Others
427	Fiduciary	Deceased Trust Probate	\$ -	Held for Others
429	Fiduciary	Public Safety Augmentation Fd	\$ 84,670.86	Held for Others
464	Fiduciary	DNA Identification Fund	\$ 3,134.32	Held for Others
465	Fiduciary	Courthouse Temp. Construction	\$ 2,499.50	Held for Others
469	Fiduciary	State Fund	\$ 9,354.08	Held for Others
470	Fiduciary	State Sales Tax	\$ 0.38	Held for Others
499	Fiduciary	Dinuba Courthouse Construction	\$ 8,505.89	Held for Others
501	Fiduciary	Treasury - Minor Beneficiary	\$ (961,272.69)	Held for Others
519	Fiduciary	Tax Collectors Deposits in Transit	\$ 17,895.65	Held for Others
548	Fiduciary	Education Rev Augmentation Fd	\$ 192,798.17	Held for Others
564	Fiduciary	DNA Penalty Assessment Ab1806	\$ 21,131.59	Held for Others
573	Fiduciary	Redemption Reserve Trust Tc/Tr	\$ 1,470,015.86	Held for Others
574	Fiduciary	PIMS Trust Tc/Tr	\$ 772,080.57	Held for Others
575	Fiduciary	Tax Collector - Map Clearances	\$ 496,123.76	Held for Others
578	Fiduciary	Tax Collector Mobile Home Clearances	\$ 21,510.00	Held for Others
579	Fiduciary	Tax Collector - Bulk Transfers & Bankruptcies	\$ 37,476.04	Held for Others
582	Fiduciary	Tax Collector - Misc	\$ 994,242.45	Held for Others
583	Fiduciary	SJVA Investment Fund	\$ 0.78	Held for Others
444	Governmental	DUI Laboratory	\$ 68,840.81	Restricted
541	Governmental	Supplemental Law Enforcement Services	\$ -	Restricted
590	Governmental	Local Revenue Fund 2011 (AB118)	\$ 3,661,206.74	Restricted
482	Governmental	Treasurers	\$ 525,961.10	Restricted
527	Governmental	Vehicle Internal Borrowing	\$ 958,400.97	Assigned
476	Governmental	TRAN Proceeds	\$ -	Unassigned
477	Governmental	Officers Cash Overage	\$ 40,162.42	Unassigned
463	Governmental	Criminal Justice Facility	\$ (0.00)	Debt Service
Auditor-Controller/Treasurer-Tax Collector Total			8,543,216.65	
Child Support Services				
418	Governmental	Child Support Federal Fund	\$ -	Restricted
581	Governmental	Child Support ADM/INCENTIVE	\$ 2,248,104.40	Restricted
Child Support Services Total			2,248,104.40	
County Administrative Office				
504	Governmental	Jail Medical Fund	\$ 6,087,787.88	Assigned
517	Governmental	Equipment and Vehicle Replacement Fund	\$ 3,019,369.90	Assigned
529	Governmental	Natural Resources Fund	\$ 1,000,000.00	Assigned

Sub Fund and Fund Balance Summary

Governmental and Fiduciary Funds

Cash Balance as of Fiscal Year Ended June 30, 2020

By department

Fund	Fund Group	Fund Name	Cash balance as of 06/30/2020	Classification
532	Governmental	Financial System Project Fund	\$ 10,000,000.00	Assigned
533	Governmental	Elections Trust Fund	\$ 5,540,145.18	Assigned
536	Governmental	Conflict Defender Fund	\$ 1,500,000.00	Assigned
585	Governmental	Future Economic Development	\$ 5,721,778.50	Assigned
586	Governmental	Step-Up and Community Outreach	\$ 628,982.63	Assigned
589	Governmental	Homelessness and Community Activity	\$ 400,000.00	Assigned
592	Governmental	Litigation Trust Fund	\$ 5,990,000.00	Assigned
County Administrative Office Total			39,888,064.09	
District Attorney				
555	Fiduciary	Asset Forfeiture NTF	\$ 39,593.36	Held for Others
408	Fiduciary	Automobile Insurance Fraud	\$ (0.00)	Held for Others
409	Fiduciary	Workers Comp Fraud	\$ 4,155.72	Held for Others
423	Fiduciary	Consumer Fraud	\$ 2,480,145.48	Held for Others
437	Fiduciary	Victim Witness Assistance	\$ 418,211.85	Held for Others
475	Fiduciary	Life & Annuity Program	\$ 0.01	Held for Others
528	Governmental	DMV Auto Theft	\$ 647,172.22	Restricted
479	Governmental	Supplemental Law Enforcement Services COPS	\$ 245,627.13	Restricted
554	Governmental	Real Estate Fraud Protection	\$ 44,849.97	Restricted
500	Governmental	Asset Forfeiture	\$ 207,101.54	Unassigned
545	Governmental	Special Projects	\$ 6,448.58	Unassigned
District Attorney Total			4,093,305.86	
General Services Agency				
432	Governmental	Harmon Field Clean-Up	\$ 197.48	Restricted
522	Governmental	Future Construction	\$ 8,748,115.63	Assigned
596	Governmental	Building and Property Improvement	\$ 4,293,939.58	Committed
580	Proprietary	Energy Management Contr (081)	\$ 726,278.96	ISF
General Services Agency Total			13,768,531.65	
Health and Human Services Agency				
467	Fiduciary	State Trust surcharge of Vital Stats & Environmental Health	\$ 163,067.31	Held for Others
498	Fiduciary	IHSS Trust	\$ 74,259.16	Held for Others
506	Fiduciary	K/T Area Agency on Aging Assets	\$ 307,901.36	Held for Others
518	Fiduciary	Public Health Preparedness	\$ 49,577.02	Held for Others
559	Fiduciary	Public Health Emergency Response	\$ 2,675.00	Held for Others
562	Fiduciary	Public Health Emergency Response Phase III	\$ 2,686.89	Held for Others
410	Governmental	Public Health Emergency Preparedness Advance Fund	\$ 449,375.99	Restricted
412	Governmental	County Children	\$ 64,282.91	Restricted
413	Governmental	Conditional Release Prog-MH	\$ 27,235.95	Restricted
415	Governmental	Domestic Violence Program	\$ 19,016.40	Restricted
424	Governmental	MHSA Local Prudent Reserve	\$ 5,029,487.55	Restricted
425	Governmental	Alcohol & Drug Prior Year Unexpended	\$ 3,097,083.11	Restricted
426	Governmental	Public Safety Power Shutoff Resiliency Program	\$ 277,683.33	Restricted
434	Governmental	Aids Education	\$ 95,242.64	Restricted
435	Governmental	Drug Prevention	\$ 160,924.20	Restricted
436	Governmental	Alcohol Prevention	\$ 571,259.72	Restricted
438	Governmental	Mental Health Services Act	\$ 45,269,663.83	Restricted
440	Governmental	Alcohol Trust Statham	\$ 966,420.24	Restricted
441	Governmental	First Offender Program Fees	\$ 25,831.79	Restricted
480	Governmental	Local Enforcement Agency (LEA)	\$ 217,556.24	Restricted
481	Governmental	Used Oil Recycling Block Grant	\$ 628,602.41	Restricted
494	Governmental	Behavioral Health and Homelessness Multi Year Initiatives	\$ 587,707.41	Restricted
511	Governmental	Environmental Litigation	\$ 328,072.03	Restricted
513	Governmental	Child Restraint System Loaner	\$ 144,023.50	Restricted
514	Governmental	Vital and Health Statistic	\$ 268,399.77	Restricted

Sub Fund and Fund Balance Summary

Governmental and Fiduciary Funds

Cash Balance as of Fiscal Year Ended June 30, 2020

By department

Fund	Fund Group	Fund Name	Cash balance as of 06/30/2020	Classification
515	Governmental	Bioterrorism Preparedness Plan	\$ 88,217.69	Restricted
524	Governmental	Proposition 99	\$ 218,210.28	Restricted
531	Governmental	Public Guardian Interest	\$ 3,572,640.49	Restricted
542	Governmental	Children's Wraparound Plan	\$ 2,051,557.01	Restricted
558	Governmental	Pandemic Influenza Healthcare Preparedness Improvements for States	\$ 11,601.16	Restricted
597	Governmental	Tobacco Control Proposition 56	\$ 0.00	Restricted
508	Governmental	Dairy Inspection Program	\$ 701,628.83	Committed
567	Governmental	Emergency Medical Services	\$ 173,444.65	Committed
599	Governmental	Blue Cross Sharable Revenue	\$ 8,009,074.00	Committed
Health and Human Services Agency Total			73,654,409.87	
Human Resources and Development				
521	Fiduciary	New Hire Insurance Premium Fun Pool	\$ -	Held for Others
571	Fiduciary	Health Insurance	\$ 2,657,655.81	Held for Others
Human Resources and Development Total			2,657,655.81	
Information and Communications Technology				
591	Governmental	IT Projects - County wide etc.	\$ 12,295,272.01	Committed
584	Proprietary	TCiCT Equipment Replacement	\$ 0.58	Committed
Information and Communications Technology Total			12,295,272.59	
Law Library				
439	Fiduciary	Law Library Trust	\$ 629,316.18	Held for Others
Law Library Total			629,316.18	
Library				
447	Governmental	Library	\$ 8,526.02	Restricted
448	Governmental	George Stewart Historical Collection	\$ 12,128.53	Restricted
Library Total			20,654.55	
Probation				
450	Fiduciary	Probation Officers Restitution	\$ 804,665.12	Held for Others
428	Fiduciary	Juv Inmate Welfare Benefit Fd	\$ 169,641.95	Held for Others
453	Fiduciary	PO Misc	\$ 19,264.98	Held for Others
472	Governmental	Title IV-E	\$ 49,372.58	Restricted
478	Governmental	Standards In Training Ben-Prob	\$ 192,837.41	Restricted
523	Governmental	Local Community Corrections Fund	\$ 14,236,878.56	Restricted
543	Governmental	LSPF-Local Safety and Protection Fund	\$ 5,308,106.60	Restricted
546	Governmental	Community Corrections Performance Incentive Fund	\$ 52,255.05	Restricted
552	Governmental	SLESF Juvenile Justice	\$ 6,138,812.21	Restricted
446	Governmental	Probation Sustaining Fund	\$ 6,515.59	Restricted
509	Governmental	Youthful Offender Block Grant Fund (SB81)	\$ 17,225,769.79	Restricted
594	Governmental	Local Community Corrections Special Growth Fund	\$ 1,704,098.18	Restricted
550	Governmental	Federal Equitable Sharing	\$ 6,033.56	Assigned
Probation Total			45,914,251.58	
Public Defender				
454	Fiduciary	Public Defender Agency Trust	\$ 12,649.56	Held for Others
595	Governmental	Public Defender General Purpose	\$ 1,976,892.21	Restricted
Public Defender Total			1,989,541.77	
Resource Management Agency				
406	Fiduciary	Building Seismic	\$ 12,982.21	Held for Others
431	Fiduciary	Railroad Education	\$ 17,393.27	Held for Others
455	Fiduciary	Yokohol Valley General Plan Amendment	\$ -	Held for Others
460	Fiduciary	Public Works	\$ 1,172,073.59	Held for Others
507	Fiduciary	SB1473 Surcharge	\$ 5,385.00	Held for Others
560	Fiduciary	Public Works Permittee Trust Min King Dairy	\$ 2,306.14	Held for Others
419	Governmental	Compliance Inspection	\$ 102,203.14	Restricted
445	Governmental	Program Income (CDBG)	\$ 347,402.42	Restricted
516	Governmental	Federal Forest Reserve	\$ 69,420.84	Restricted
530	Governmental	Ivanhoe Community Drainage	\$ 30,920.00	Restricted
553	Governmental	CalHome	\$ 336,494.60	Restricted

Sub Fund and Fund Balance Summary

Governmental and Fiduciary Funds

Cash Balance as of Fiscal Year Ended June 30, 2020

By department

Fund	Fund Group	Fund Name	Cash balance as of 06/30/2020	Classification
569	Governmental	Neighborhood Stabilization Program (NSP1)	\$ -	Restricted
41A	Governmental	Van Beek Brothers Environmental Impact Review	\$ 15,684.73	Restricted
495	Governmental	Home Program Investment	\$ 694,737.46	Restricted
496	Governmental	Grants (All receipts)	\$ 397,836.54	Restricted
561	Governmental	Eminent Domain	\$ 81,994.98	Committed
563	Governmental	Dairy Cares General Plan Amendment	\$ -	Committed
473	Governmental	Survey Monument Preservation	\$ 131,709.47	Committed
403	Governmental	Building Department	\$ 9,630.00	Unassigned
537	Governmental	Fish and Game Fees	\$ 153,380.16	Unassigned
Resource Management Agency Total			3,581,554.55	
Sheriff-Coroner				
430	Governmental	Inmate Welfare Trust	\$ 2,116,857.24	Restricted
442	Governmental	Mental Health Training	\$ 21,561.39	Restricted
452	Governmental	Cal-MMET (Cieu)	\$ -	Restricted
456	Governmental	State Asset Forfeitures 15% Trust	\$ 89,167.52	Restricted
462	Governmental	County Prop 69 DNA Finger Printing	\$ 276.40	Restricted
468	Governmental	Federal Ntf [narcotics asset forfeitures]	\$ 571,989.53	Restricted
502	Governmental	Sheriff's Automation Fund	\$ 375,732.92	Restricted
505	Governmental	Suppl Law Enforce Serv - Jails	\$ 146,660.47	Restricted
510	Governmental	Sheriff's Fleet Veh Replacement	\$ 758,175.47	Restricted
534	Governmental	Local Law Enforcement Service Acct. (LESA)	\$ 2,386,562.49	Restricted
544	Governmental	Sheriff's Local Law Enforcement Grant Sheriffs (K9)	\$ 182.93	Restricted
551	Governmental	Suppl Law Enf Serv Front Line	\$ 799,562.62	Restricted
568	Governmental	Narcotics Task Force State NTF	\$ 101,138.37	Restricted
449	Governmental	Off Highway Vehicle (014)	\$ 62,567.62	Restricted
461	Governmental	Sheriff Civil Trust Fund	\$ 363,670.98	Restricted
535	Governmental	Seized Narcotic Funds [State dist to 466 or 568]	\$ 1,082,213.60	Restricted
497	Governmental	Standards & Training For Corrections	\$ 0.00	Committed
526	Governmental	Sheriff's Farm Expansion Fund	\$ 346,831.53	Committed
549	Governmental	State Criminal Alien Assistance Program	\$ 544.48	Committed
Sheriff-Coroner Total			9,223,695.56	
Tulare County Association of Governments				
471	Fiduciary	State Transit Assistance	\$ 2,091,329.71	Held for Others
483	Fiduciary	Dinuba Transportation Tax	\$ 4,655.28	Held for Others
484	Fiduciary	Exeter Transportation Tax	\$ 17,400.01	Held for Others
485	Fiduciary	Farmersville Transportation Tax	\$ 42,892.10	Held for Others
486	Fiduciary	Lindsay Transportation Tax	\$ 1,602.42	Held for Others
487	Fiduciary	Porterville Transportation Tax	\$ 123,605.51	Held for Others
488	Fiduciary	Tulare Transportation Tax	\$ 13,790.51	Held for Others
489	Fiduciary	Visalia Transportation Tax	\$ 128,574.73	Held for Others
490	Fiduciary	Woodlake Transportation Tax	\$ 21,725.14	Held for Others
491	Fiduciary	Tulare County Transport Tax	\$ 602,734.43	Held for Others
402	Governmental	Abandoned Vehicle Abatement	\$ 2,935.78	Restricted
Tulare County Association of Governments Total			3,051,245.62	
Tulare County Employee Retirement Association				
421	Fiduciary	Employees Retirement	\$ 26,908,399.59	Held for Others
422	Fiduciary	TCERA Property	\$ 332,961.05	Held for Others
Tulare County Employee Retirement Association Total			27,241,360.64	

Grand Total \$ 260,094,266.40

NOTES:

Governmental Funds: Used to account for activities related to serving the public.

Fiduciary Funds: Used to account for financial resources held for others as trustee.

Proprietary Funds: Used to account for business-type activities.

An important part of the annual budget development cycle is the identification and prioritization of the County's capital expenditures which includes capital assets, capital lease arrangements, and capital projects. The capital expenditures must align with and support the Board's countywide strategic business priorities.

Capital Assets

The county policy for capital asset accounting and budgeting conforms to State definitions and regulations as set forth in the manual of Accounting Standards and Procedures for Counties and reflects current values. The policy establishes the basis for financial classification.

The County of Tulare Auditor - Controller's Office issues the capital asset guidelines providing definitions, capital asset categories, and thresholds. Capital assets are assets with an initial individual cost of \$5,000 or more and an estimated useful life in excess of one year. Capital assets include land, land improvements, buildings, building improvements, infrastructure, additions, betterments, equipment, vehicles, intangible property, and sensitive assets. To obtain more information regarding Capital Asset Definitions (refer to the **Budget Glossary**). The Capital Assets are accounted for in the respective department budgets and a comprehensive list is also provided (refer to the **Capital Asset Summary**).

New Probation Vocational Education Building



Capital Lease Purchase Policy

To enter into a capital lease arrangement for the acquisition of a capital asset, a department must complete several steps. First, the agreement between the County and the vendor is approved (by the Board of Supervisors, County Counsel, and the Purchasing Agent). The department must then establish a corresponding budget within the county financial system. Once the budget is approved and an agreement has been established, the asset may be ordered. Upon delivery of the asset, an accounting entry will be made by journal voucher to record the acquiring of the capital asset and the incurring of the long-term debt.

Capital Projects Funds

County Capital Projects Funds include the Capital Projects Fund, managed by the Capital Projects Division of the General Services Agency, and the Information and Communications Technology (ICT) Special Projects Fund, managed by the ICT Department. In 2009, the Board of Supervisors also established Future Construction Fund 522, into which revenues from the sale of real property is deposited and assigned to future capital improvement projects. Together, these funds are utilized to continuously improve the condition and technological infrastructure of over 100 county-buildings, totaling approximately two million square feet of space.

The management of these funds requires regular strategic planning and the coordination of various revenue sources. In accordance with the County Financial Policies, each year the Capital Projects Division assesses and prioritizes facility improvement and construction projects within the County, which are then vetted by the County Administrative Officer and brought before the Board of Supervisors for approval in the form of a five-year Capital Improvement Plan (CIP). Similarly, the ICT Department prepares an annual technology infrastructure improvement plan, which is vetted by the County Administrative Officer and brought to the Board of Supervisors for approval through the annual budget process.

1. Capital Projects Fund

The Capital Projects Fund budget for Fiscal Year (FY) 2020/21 is \$50.6 million, and includes projects not accounted for in other department budgets as well as \$1.2 million for undesignated major maintenance, which is used to address improvements and maintenance when no other funding is available. Capital improvement projects administered by other departments are not included in the Capital Projects Fund budget. Examples of such projects include \$440,000 of security enhancements to the Transit Operations Maintenance Facility, currently included in the FY 2020/21 Transit Fund budget; and a \$9 million Visalia Phase 4 Expansion of Disposal Cells 3 and 4 Project, currently included in the FY 2020/21 Solid Waste budget.

The following table identifies significant planned capital expenditures over a one-million-dollar threshold for FY 2020/21.

Table 1. Significant Capital Expenditures Over \$1 Million

Project Name	Department/Agency	Budget FY 2020/21
Sequoia Field Program Facility (New Facility)	Sheriff - Coroner	\$20,000,000
Center Drive Furniture Fixtures & Equipment	Probation	\$4,301,751
Infectious Disease Clinic	Health and Human Services Agency	\$2,797,765
Emergency Dispatch Relocation	Sheriff - Coroner & County Fire	\$2,183,000
Dinuba Library	County Library	\$2,107,757
Terra Bella Fire Station Remodel	County Fire	\$1,700,000
Government Plaza Parking & Paving	Various County Departments	\$1,627,395
Resource Management Agency Remodel	Resource Management Agency	\$1,433,383
Park Improvements	General Services Agency	\$1,240,951
Springville Library	County Library	\$1,250,000

The following is a summary of key capital improvement projects scheduled for FY 2020/21:

Sequoia Field Program Facility will be a new, 256 bed, adult detention facility, funded primarily through State Senate Bill 1022 and a 10% County match. Plans and specifications are complete and awaiting final approval from the State Board of Community Corrections. Final plans are expected to be submitted to the Board of Supervisors for approval to bid by December 2020, and construction is expected to begin by March 2021. Construction will take approximately one year.

Emergency Dispatch Relocation Project will relocate the emergency dispatch facilities for both the Sheriff and Fire Departments. The current dispatch facilities are inadequate, with the Sheriff's located in the basement of the Main Jail, and Fire's located in a modular building at Mooney Grove Park. Design is complete for construction of a state-of-the-art dispatch facility at the Tulare Akers Professional Center where Sheriff and Fire dispatch will be co-located. Final plans are expected to be submitted to the Board of Supervisors for approval to bid by September 2020, and construction is expected to begin by December 2020.

Infectious Disease Clinic will be a new 4,750 square foot facility adjacent to the Visalia Health Care Center. Architectural renderings and floor plans are complete. Final plans are expected to be submitted to the Board of Supervisors for approval to bid by August 2020, and construction is expected to begin by November 2020.

Dinuba Library Remodel will include an extensive exterior and interior remodel of the Dinuba Library, which has had no significant improvements since it was built in 1975. Expected improvements include: accessibility upgrades to the parking lot, restrooms, and path of travel; updates to electrical power and data; replacing the HVAC units; roofing replacement and repair work; remodeled circulation desk, children's area, staff break room and office space; exterior landscaping and grounds work; lighting upgrades; computer lab expansion, and carpet, paint, furniture, and wall treatments. Architectural renderings and floor plans are expected to be complete in August 2020. Final plans are expected to be submitted to the Board of Supervisors for approval to bid by October 2020, and construction is expected to begin by January 2021.

2. ICT Special Projects Fund

The ICT Special Projects Fund budget for FY 2020/21 has dedicated \$6.1 million to the improvement of county technology and technology infrastructure. Projects include the replacement of Uninterrupted Power Supply (UPS) batteries to enable the use of technology during emergencies, upgrades to disaster recovery hardware, and other upgrades to radio infrastructure, servers, and network routers.

Capital Assets Summary

Item	Request #	Quantity	Unit Price	Total Cost
General Fund				
Agricultural Commissioner/Sealer of Weights & Measures (001-015)				
Automobile	F00108	1	26,000	26,000
1/2 Ton Pickup Truck	F00092	6	25,000	150,000
Agricultural Commissioner/Sealer of Weights & Measures Total				\$176,000
Assessor/ Clerk-Recorder (001-025)				
High Capacity Scanner	F00016	2	20,000	40,000
Office Furniture	F00071	1	30,000	30,000
Assessor/ Clerk-Recorder Total				\$70,000
Auditor-Controller/Treasurer-Tax Collector (001-030)				
High Volume Check Sealer	F00127	1	12,500	12,500
Auditor-Controller/Treasurer-Tax Collector Total				\$12,500
District Attorney (001-100)				
Ford Explorer	F00093	1	40,000	40,000
District Attorney Total				\$40,000
Health and Human Services Agency (001-142)				
Sedan	F00062	2	25,487	50,974
Blade Server	F00074	2	41,500	83,000
Port Switch	F00075	1	9,000	9,000
Port Switch	F00076	1	9,000	9,000
Port Switch	F00077	2	9,000	18,000
Port Switch	F00078	1	9,000	9,000
Uninterrupted Power Supply	F00079	1	9,000	9,000
Uninterrupted Power Supply	F00080	2	50,600	101,200
Licensed Microwave Link	F00081	1	14,300	14,300
Firewall Appliance	F00082	1	18,700	18,700
Electric Forklift Truck Battery	F00083	1	8,000	8,000
Forklift Battery Charger	F00085	1	8,500	8,500
Cargo Van	F00118	1	43,321	43,321
* Ford Transit 12 Passenger Van	F00142	1	45,000	45,000
* Ford Transit 12 Passenger Van	F00143	1	45,000	45,000
* Ford Transit 12 Passenger Van	F00144	1	45,000	45,000
Uninterrupted Power Supply	F00147	1	13,700	13,700
* Automated RT-PCR Platform	F00148	1	100,000	100,000
* Vehicle	F00149	1	24,999	24,999
Health and Human Services Agency Total				\$655,694
Probation (001-205)				
Interceptor Replacement Vehicle	F00056	1	40,425	40,425
Interceptor Replacement Vehicle	F00109	1	40,425	40,425
Interceptor Replacement Vehicle	F00110	1	40,425	40,425
Interceptor Replacement Vehicle	F00111	1	40,425	40,425
Interceptor Replacement Vehicle	F00112	1	40,425	40,425
Interceptor Replacement Vehicle	F00113	1	40,425	40,425
Interceptor Replacement Vehicle	F00114	1	40,425	40,425
Interceptor Replacement Vehicle	F00115	1	40,425	40,425
Interceptor Replacement Vehicle	F00116	1	40,425	40,425
Interceptor Replacement Vehicle	F00117	1	40,425	40,425
Countertop Heavy Duty Griddle	F00121	1	12,000	12,000
Full Metal Detetector	F00137	1	10,000	10,000
Probation Total				\$426,250
Resource Management Agency (001-230)				
Large Format Scanner	F00151	1	12,000	12,000
Resource Management Agency Total				\$12,000
Sheriff-Coroner (001-240)				
* Patrol Boat	F00100	1	109,523	109,523
Aviation Radio	F00102	1	148,565	148,565
Surveillance Video Processing Software	F00105	1	60,476	60,476
XAMS Spotlight Equipment	F00106	2	13,833	27,666
BERLA Equipment	F00107	1	32,084	32,084
* AeroClave Decontamination System	F00120	5	16,528	82,640
Sheriff-Coroner Total				\$460,954
General Fund Total				\$1,853,398

*Previously approved by the Board of Supervisors prior to the publication of this book

Capital Assets Summary

Item	Request #	Quantity	Unit Price	Total Cost
Other Funds				
Library (010-145)				
* Library and Literacy Vehicle	F00119	1	180,000	180,000
			Library Total	\$180,000
Aviation (012-231)				
* Navigational Aids	F00087	1	363,586	363,586
			Aviation Total	\$363,586
County Fire (013-245)				
Battalion Chief Vehicles	F00094	4	90,000	360,000
* Fire Engine	F00095	2	462,500	925,000
Type I Fire Engine	F00096	1	700,000	700,000
Fire Extraction Tools	F00097	3	30,000	90,000
* Battalion Chief Vehicles	F00104	6	61,111	366,666
Decontamination Shower	F00152	1	20,000	20,000
			County Fire Total	\$2,461,666
Road Fund (014-225)				
26,000 GVWR Truck w/Pothole Patching Body	F00034	1	185,000	185,000
26,000 GVWR Truck w/Dump Bed & Spray System	F00035	1	120,000	120,000
3/4 Ton Pickup w/100 Gallon Tank	F00036	1	30,000	30,000
3/4 Ton Pickup w/100 Gallon Tank	F00037	1	30,000	30,000
3/4 Ton Pickup w/100 Gallon Tank	F00038	1	30,000	30,000
3/4 Ton Pickup w/100 Gallon Tank	F00039	1	30,000	30,000
3/4 Ton Pickup w/Utility Bed and Post Rack	F00040	1	50,000	50,000
9 Cubic Yard Dump Truck	F00041	1	135,000	135,000
1/2 Ton 4x4 Extended Cab Pickup	F00042	1	30,000	30,000
1/2 Ton 4x4 Extended Cab Pickup	F00043	1	30,000	30,000
1/2 Ton 4x4 Extended Cab Pickup	F00044	1	30,000	30,000
1/2 Ton 4x4 Extended Cab Pickup	F00045	1	30,000	30,000
1/2 Ton Pickup	F00046	1	30,000	30,000
Mower	F00047	1	9,000	9,000
Tire Truck w/Crane	F00048	1	150,000	150,000
Wheel Tractor	F00049	1	76,000	76,000
Wheel Tractor	F00050	1	76,000	76,000
Wheel Tractor	F00051	1	76,000	76,000
Emulsion Spray Trailer	F00054	1	32,000	32,000
Motor Grader Snow Plow Attachment	F00055	1	17,000	17,000
Pickup Snow Plow Attachment	F00057	1	10,000	10,000
4x4 2 Axle Dump Truck w/Snow Plow Attachment	F00058	1	180,000	180,000
Tire Puller Roller	F00059	1	30,000	30,000
Road Material Mixer	F00060	1	500,000	500,000
9 Cubic Yard Dump Truck	F00061	1	135,000	135,000
* 1/2 Ton Pickup	F00064	1	23,809	23,809
1/2 Ton 4x4 Crew Cab Pick-up	F00068	1	35,000	35,000
SUV	F00069	1	38,000	38,000
26,000 GVWR Truck w/Pothole Patching Body	F00122	1	185,000	185,000
3/4 Ton Pickup w/100 Gallon Tank	F00123	1	30,000	30,000
3/4 Ton Pickup w/100 Gallon Tank	F00125	1	30,000	30,000
3/4 Ton Pickup w/100 Gallon Tank	F00126	1	30,000	30,000
* 3/4 Ton 4x4 Pickup w/100 Gallon Tank	F00128	1	30,000	30,000
* 9 Cubic Yard Dump Truck	F00129	1	126,338	126,338
* 9 Cubic Yard Dump Truck	F00130	1	126,338	126,338
* 9 Cubic Yard Dump Truck	F00131	1	126,338	126,338
* 26,000 GVWR Truck w/Dump Bed & Spray System	F00132	1	103,263	103,263
* 26,000 GVWR Truck w/Dump Bed & Spray System	F00133	1	103,263	103,263
* 1 Ton Welding Truck w/Service Bed & Crane	F00134	1	68,468	68,468
Air Conditioner Terra Bella Road Yard	F00135	1	20,000	20,000
Re-Roof Terra Bella Road Yard	F00136	1	70,000	70,000
			Road Fund Total	\$3,196,817
Capital Projects (030-086)				
Truck	F00086	1	33,000	33,000
* John Deere Utility Tractor	F00140	2	40,541	81,082
			Capital Projects Total	\$114,082
Information and Communications Technology Special Projects (035-090)				
Follow Me Licensing Project	F00003	1	125,000	125,000

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Capital Assets Summary

Item	Request #	Quantity	Unit Price	Total Cost
On Premise Back Up Project	F00004	1	225,000	225,000
Software Asset Management Tool Project	F00005	1	315,000	315,000
UPS Battery	F00006	1	25,000	25,000
UPS Battery Project	F00007	1	93,700	93,700
Physical Access Manager Software & Licensing	F00008	1	200,000	200,000
Network Growth Project	F00009	1	25,000	25,000
Authentication Control System	F00010	1	50,000	50,000
WAN Router Security Project	F00011	1	20,000	20,000
Radio Infrastructure Upgrade Project	F00066	1	700,000	700,000
* Air Conditioner	F00067	1	200,000	200,000
* Cargo Van	F00139	1	29,540	29,540
* Network Routers Upgrade	F00150	1	93,000	93,000
Information and Communications Technology Special Projects Total				\$2,101,240
Transit (040-220)				
* CNG Passenger Bus	F00027	2	559,278	1,118,556
CNG Passenger Bus	F00028	1	510,000	510,000
CNG Passenger Bus	F00030	2	450,000	900,000
* Security Enhancements	F00032	1	439,690	439,690
Fast Fare Technology Upgrades	F00033	1	235,875	235,875
* CNG Passenger Bus	F00146	1	559,280	559,280
Transit Total				\$3,763,401
Solid Waste (045-235)				
* Visalia Phase 4 Expansion	F00017	1	9,000,000	9,000,000
Scraper	F00018	1	950,000	950,000
Service Truck	F00019	1	175,000	175,000
4,000 Gallon Water Truck	F00020	1	175,000	175,000
Loader	F00021	1	350,000	350,000
Loader	F00022	1	350,000	350,000
Gas Analyzer	F00023	1	30,000	30,000
Solid Waste Total				\$11,030,000
Grounds (066-066)				
Utility Vehicle	F00098	1	10,000	10,000
Utility Vehicle	F00099	1	10,000	10,000
Utility Vehicle	F00124	1	10,000	10,000
Grounds Total				\$30,000
Facilities (067-067)				
Truck	F00103	1	75,000	75,000
* Truck	F00138	1	46,000	46,000
Facilities Total				\$121,000
Custodial (068-068)				
Burnisher	F00101	1	9,500	9,500
Custodial Total				\$9,500
Information and Communications Technology (071-090)				
Albert Security Project	F00012	1	20,200	20,200
Information and Communications Technology Total				\$20,200
Communications (074-074)				
Drone	F00001	1	7,500	7,500
Communications Trailer	F00002	1	20,000	20,000
Communications Total				\$27,500
Total Other Funds				\$23,418,992
Total All Funds				\$25,272,390

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Appropriations and Revenues Summary

Fund	Dept	Department Name	Expenditures		Revenues	
			Requested	Recommended	Requested	Recommended
General Fund						
001	010	Board Of Supervisors	2,837,209	2,837,209	9,200	9,200
001	012	Miscellaneous Administration	28,111,998	28,111,998	3,475,699	3,475,699
001	015	Agricultural Commissioner/Sealer of Weights and Measures	9,494,139	9,494,139	7,749,264	7,749,264
001	025	Assessor/Clerk-Recorder	10,594,010	10,594,010	5,137,902	5,137,902
001	030	Auditor-Controller/Treasurer-Tax Collector	6,333,872	6,333,872	4,003,576	4,003,576
001	031	General Revenues	-	-	178,120,827	178,120,827
001	032	Purchasing	473,875	473,875	713,498	713,498
001	050	Contingency	4,000,000	4,000,000	-	-
001	055	Cooperative Extension	1,076,823	1,076,823	27,223	27,223
001	080	County Counsel	4,203,830	4,203,830	3,648,818	3,648,818
001	085	County Administration	4,004,805	4,004,805	2,210,424	2,210,424
001	087	General Services Agency	6,785,160	6,785,160	3,771,318	3,771,318
001	088	Registrar of Voters	4,014,387	4,014,387	3,123,308	3,123,308
001	091	Central Telephone Services	423,721	423,721	423,721	423,721
001	095	Capital Acquisitions	2,452,850	2,452,850	2,452,850	2,452,850
001	100	District Attorney	27,055,257	27,055,257	5,337,037	5,337,037
001	142	Health and Human Services Agency	560,677,588	560,677,588	544,003,055	544,003,055
001	200	Human Resources and Development	1,464,342	1,464,342	836,014	836,014
001	205	Probation	51,772,051	51,772,051	31,370,897	31,370,897
001	210	Public Defender	12,707,098	12,707,098	498,781	498,781
001	230	Resource Management Agency	13,493,071	13,493,071	11,405,799	11,405,799
001	240	Sheriff-Coroner	123,467,542	123,467,542	24,967,253	24,967,253
001	260	Citizens' Option for Public Safety (COPS)	1,044,650	1,044,650	863,258	863,258
001	265	Rural Crime Prevention	716,442	716,442	716,442	716,442
001	280	Juvenile Justice Crime Prevention Act	2,250,468	2,250,468	2,250,468	2,250,468
001	810	Miscellaneous Criminal Justice	7,325,143	7,325,143	5,409,115	5,409,115
General Fund Subtotal			886,780,331	886,780,331	842,525,747	842,525,747
001	FBL	Fund Balance		-	42,254,584	42,254,584
		Decrease of Reserves	-	-	2,000,000	2,000,000
		General Fund Total	886,780,331	886,780,331	886,780,331	886,780,331
Operating Funds						
004	142	Indigent Health Care	1,050,000	1,050,000	1,050,000	1,050,000
004	FBL	Fund Balance		-	-	-
Indigent Health Care Fund Total			1,050,000	1,050,000	1,050,000	1,050,000
010	145	Library	5,425,739	5,425,739	5,083,452	5,083,452
		Increase to Fund Balance	795,071	795,071		-
010	FBL	Fund Balance		-	1,137,358	1,137,358
Library Fund Total			6,220,810	6,220,810	6,220,810	6,220,810
011	015	Fish and Wildlife	4,559	4,559	-	-
011	FBL	Fund Balance		-	4,559	4,559
Fish and Wildlife Fund Total			4,559	4,559	4,559	4,559
012	231	Aviation	460,103	460,103	460,103	460,103
012	FBL	Fund Balance	-	-	-	-
Aviation Fund Total			460,103	460,103	460,103	460,103
013	245	County Fire	24,681,044	24,681,044	23,248,794	23,248,794
013	FBL	Fund Balance		-	1,432,250	1,432,250
County Fire Fund Total			24,681,044	24,681,044	24,681,044	24,681,044
014	225	Road Fund	97,156,060	97,156,060	57,676,659	57,676,659
014	FBL	Fund Balance		-	39,479,401	39,479,401
Roads Fund Total			97,156,060	97,156,060	97,156,060	97,156,060
015	120	Workforce Investment Board	18,688,002	18,688,002	18,688,002	18,688,002
015	FBL	Fund Balance		-	-	-
Workforce Investment Board Fund Total			18,688,002	18,688,002	18,688,002	18,688,002
016	101	Child Support Services	16,229,640	16,229,640	16,229,640	16,229,640
016	FBL	Fund Balance		-	-	-
Child Support Services Fund Total			16,229,640	16,229,640	16,229,640	16,229,640

Appropriations and Revenues Summary

Fund	Dept	Department Name	Expenditures		Revenues	
			Requested	Recommended	Requested	Recommended
017	017	Mental Health Realignment	22,489,589	22,489,589	15,619,206	15,619,206
		Decrease to Fund Balance	-	-	5,703,196	5,703,196
017	FBL	Fund Balance		-	1,167,187	1,167,187
		Mental Health Realignment Fund Total	22,489,589	22,489,589	22,489,589	22,489,589
018	018	Health Realignment	13,477,898	13,477,898	8,876,986	8,876,986
		Decrease to Fund Balance		-	2,692,936	2,692,936
018	FBL	Fund Balance		-	1,907,976	1,907,976
		Health Realignment Fund Total	13,477,898	13,477,898	13,477,898	13,477,898
019	019	Social Services Realignment	116,452,879	116,452,879	105,872,649	105,872,649
		Decrease to Fund Balance		-	3,803,466	3,803,466
019	FBL	Fund Balance		-	6,776,764	6,776,764
		Social Services Realignment Fund Total	116,452,879	116,452,879	116,452,879	116,452,879
020	020	Tobacco Settlement	5,522,519	5,522,519	5,522,519	5,522,519
020	FBL	Fund Balance		-	-	-
		Tobacco Settlement Fund Total	5,522,519	5,522,519	5,522,519	5,522,519
022	022	Pension Obligation Bond	19,494,336	19,494,336	19,492,836	19,492,836
022	FBL	Fund Balance		-	1,500	1,500
		Pension Obligation Bond Fund Total	19,494,336	19,494,336	19,494,336	19,494,336
024	024	Building Debt Service	3,024,601	3,024,601	7,475,782	7,475,782
		Increase to Fund Balance	4,451,181	4,451,181		
024	FBL	Fund Balance		-	-	-
		Building Debt Fund Total	7,475,782	7,475,782	7,475,782	7,475,782
030	086	Capital Projects	50,640,405	50,640,405	25,034,144	25,034,144
		Increase to Fund Balance	1,593,179	1,593,179		-
030	FBL	Fund Balance		-	27,199,440	27,199,440
		Capital Projects Fund Total	52,233,584	52,233,584	52,233,584	52,233,584
035	090	ICT Special Projects	6,087,641	6,087,641	5,321,148	5,321,148
		Decrease to Fund Balance		-	441,980	441,980
035	FBL	Fund Balance		-	324,513	324,513
		ICT Special Projects Fund Total	6,087,641	6,087,641	6,087,641	6,087,641
050	230	Community Development Block Grants	-	-	-	-
050	FBL	Fund Balance		-	-	-
		Community Development Block Grant Fund Total	-	-	-	-
051	230	HOME Program Fund	83	83	-	-
051	FBL	Fund Balance		-	83	83
		HOME Program Fund Total	83	83	83	83
RA6	RA6	Housing Successor Agency	208,551	208,551	32,000	32,000
RA6	FBL	Fund Balance		-	176,551	176,551
		Housing Successor Fund Total	208,551	208,551	208,551	208,551
Operating Funds Total			407,933,080	407,933,080	407,933,080	407,933,080
Governmental Funds (includes General Fund) Total			1,294,713,411	1,294,713,411	1,294,713,411	1,294,713,411
County Service Areas						
C15	C15	Lemon Cove Water	52,581	52,581	966	966
C15	NP	Net Position		-	51,615	51,615
		Lemon Cove Fund Total	52,581	52,581	52,581	52,581
Z01	Z01	TC CSA#1 ZOB El Rancho	55,283	55,283	21,332	21,332
Z01	NP	Net Position		-	(113,983)	(113,983)
		TC CSA#1 ZOB El Rancho Fund Total	55,283	55,283	(92,651)	(92,651)
Z10	Z10	TC CSA#1 ZOB Delft Colony	125,294	125,294	66,056	66,056
Z10	NP	Net Position		-	44,636	44,636
		TC CSA#1 ZOB Delft Colony Fund Total	125,294	125,294	110,692	110,692

Appropriations and Revenues Summary

Fund	Dept	Department Name	Expenditures		Revenues	
			Requested	Recommended	Requested	Recommended
Z11	Z11	TC CSA#1 ZOB Delft Colony Water	163,914	163,914	57,310	57,310
Z11	NP	Net Position		-	106,604	106,604
		TC CSA#1 ZOB Delft Colony Water Fund Total	163,914	163,914	163,914	163,914
Z50	Z50	TC CSA#1 ZOB Seville	134,589	134,589	75,078	75,078
Z50	NP	Net Position		-	(69,600)	(69,600)
		TC CSA#1 ZOB Seville Fund Total	134,589	134,589	5,478	5,478
Z60	Z60	TC CSA#1 ZOB Tonyville	93,387	93,387	45,853	45,853
Z60	NP	Net Position		-	(64,108)	(64,108)
		TC CSA#1 ZOB Tonyville Fund Total	93,387	93,387	(18,255)	(18,255)
Z70	Z70	TC CSA#1 ZOB Tooleville	139,904	139,904	48,231	48,231
Z70	NP	Net Position		-	(437,757)	(437,757)
		TC CSA#1 ZOB Tooleville Fund Total	139,904	139,904	(389,526)	(389,526)
Z80	Z80	TC CSA#1 ZOB Traver	195,926	195,926	92,410	92,410
Z80	NP	Net Position		-	(35,928)	(35,928)
		TC CSA#1 ZOB Traver Fund Total	195,926	195,926	56,482	56,482
Z90	Z90	TC CSA#1 ZOB Yettem	129,698	129,698	78,115	78,115
Z90	NP	Net Position		-	(190,973)	(190,973)
		TC CSA#1 ZOB Yettem Fund Total	129,698	129,698	(112,858)	(112,858)
Z91	Z91	TC CSA#1 ZOB Yettem Water	96,692	96,692	59,982	59,982
Z91	NP	Net Position		-	36,710	36,710
		TC CSA#1 ZOB Yettem Water Fund Total	96,692	96,692	96,692	96,692
Z95	Z95	TC CSA#2 Wells Tract Water	64,206	64,206	25,161	25,161
Z95	NP	Net Position		-	(22,794)	(22,794)
		TC CSA#2 Wells Tract Water Fund Total	64,206	64,206	2,367	2,367
Z96	Z96	TC CSA#2 Wells Tract Sewer	131,971	131,971	46,838	46,838
Z96	NP	Net Position		-	(322,458)	(322,458)
		TC CSA#2 Wells Tract Sewer Fund Total	131,971	131,971	(275,620)	(275,620)
County Service Area Total			1,383,445	1,383,445	(400,704)	(400,704)
Enterprise and Assessment Districts Funds						
040	220	Transit	15,313,149	15,313,149	8,484,468	8,484,468
040	NP	Net Position		-	6,828,681	6,828,681
		Transit Fund Total	15,313,149	15,313,149	15,313,149	15,313,149
045	235	Solid Waste	26,132,161	26,132,161	17,224,189	17,224,189
045	NP	Net Position		-	12,243,237	12,243,237
		Solid Waste Fund Total	26,132,161	26,132,161	29,467,426	29,467,426
761	761	Terra Bella Sewer Maintenance District	1,124,376	1,124,376	200,901	200,901
761	NP	Net Position		-	923,475	923,475
		Terra Bella Fund Total	1,124,376	1,124,376	1,124,376	1,124,376
L01	L01	92-01 Orosi Landscape	117,574	117,574	8,899	8,899
L01	NP	Net Position		-	108,675	108,675
		92-01 Orosi Landscape Fund Total	117,574	117,574	117,574	117,574
L05	L05	95-720 Orosi Storm	17,228	17,228	1,673	1,673
L05	NP	Net Position		-	15,555	15,555
		95-720 Orosi Storm Fund Total	17,228	17,228	17,228	17,228
L10	L10	95-722 Orosi Storm	34,437	34,437	2,095	2,095
L10	NP	Net Position		-	32,342	32,342
		95-722 Orosi Storm Fund Total	34,437	34,437	34,437	34,437
L16	L16	02-01 Erlmrt Lndscp	128,788	128,788	9,523	9,523
L16	NP	Net Position		-	119,265	119,265
		02-01 Earlimart Fund Total	128,788	128,788	128,788	128,788

Appropriations and Revenues Summary

Fund	Dept	Department Name	Expenditures		Revenues	
			Requested	Recommended	Requested	Recommended
L60	L60	02-748 Tipton Storm	33,785	33,785	2,703	2,703
L60	NP	Net Position		-	31,082	31,082
		02-748 Tipton Storm Fund Total	33,785	33,785	33,785	33,785
L65	L65	02-746 Erlmrt Storm	50,645	50,645	3,459	3,459
L65	NP	Net Position		-	47,186	47,186
		02-746 Earlimart Storm Fund Total	50,645	50,645	50,645	50,645
L70	L70	05-764 Cutler Drainage Distr	37,219	37,219	3,254	3,254
L70	NP	Net Position		-	33,965	33,965
		05-764 Cutler Drainage Distr Fund Total	37,219	37,219	37,219	37,219
L75	L75	04-752 Teviston Storm	14,862	14,862	7,803	7,803
L75	NP	Net Position		-	7,059	7,059
		04-752 Teviston Storm Fund Total	14,862	14,862	14,862	14,862
L80	L80	04-744 Erlmrt Storm	45,999	45,999	3,331	3,331
L80	NP	Net Position		-	42,668	42,668
		04-744 Earlimart Storm Fund Total	45,999	45,999	45,999	45,999
L85	L85	04-754 Orosi Storm	64,120	64,120	3,525	3,525
L85	NP	Net Position		-	60,595	60,595
		04-754 Orosi Storm Fund Total	64,120	64,120	64,120	64,120
L86	L86	07-79 Visalia Storm Drain	122,869	122,869	11,032	11,032
L86	NP	Net Position		-	111,837	111,837
		07-79 Visalia Storm Fund Total	122,869	122,869	122,869	122,869
L87	L87	07-767 Visalia Storm Drain	45,739	45,739	4,968	4,968
L87	NP	Net Position		-	40,771	40,771
		07-767 Visalia Storm Fund Total	45,739	45,739	45,739	45,739
L88	L88	13-792 Visalia	56,679	56,679	8,669	8,669
L88	NP	Net Position		-	48,010	48,010
		13-792 Visalia Fund Total	56,679	56,679	56,679	56,679
L89	L89	14-830-TRAVER Storm Drain	14,969	14,969	2,898	2,898
L89	NP	Net Position		-	12,071	12,071
		14-830 Traver Fund Total	14,969	14,969	14,969	14,969
L90	L90	14-792 Visalia	45,650	45,650	10,482	10,482
L90	NP	Net Position		-	35,168	35,168
		14-792 Visalia Fund Total	45,650	45,650	45,650	45,650
L91	L91	16-767-VISALIA	18,713	18,713	3,606	3,606
L91	NP	Net Position		-	15,107	15,107
		16-767 Visalia Fund Total	18,713	18,713	18,713	18,713
L92	L92	18-789 Goshen	3,606	3,606	3,606	3,606
L92	NP	Net Position		-	-	-
		18-789 Goshen Fund Total	3,606	3,606	3,606	3,606
L93	L93	19-17-003-Orosi	2,090	2,090	2,090	2,090
L93	NP	Net Position		-	-	-
		19-17-003 Orosi Fund Total	2,090	2,090	2,090	2,090
M03	M03	05-773 Strathmore Road Distr	2,123	2,123	31	31
M03	NP	Net Position		-	2,092	2,092
		05-773 Strathmore Road Dist Fund Total	2,123	2,123	2,123	2,123
M04	M04	06-781 Porterville Road Distr	-	-	-	-
M04	NP	Net Position		-	39,292	39,292
		06-781 Porterville Road Distr Fund Total	-	-	39,292	39,292
M06	M06	06-772R Visalia	77,603	77,603	7,317	7,317

Appropriations and Revenues Summary

Fund	Dept	Department Name	Expenditures		Revenues	
			Requested	Recommended	Requested	Recommended
M06	NP	Net Position		-	70,286	70,286
		06-772R Visalia Fund Total	77,603	77,603	77,603	77,603
M86	M86	07-792R Visalia Road Maint	160,756	160,756	15,587	15,587
M86	NP	Net Position		-	145,169	145,169
		07-792R Visalia Road Maint Fund Total	160,756	160,756	160,756	160,756
M87	M87	07-767R Visalia Road Maint	26,006	26,006	3,014	3,014
M87	NP	Net Position		-	22,992	22,992
		07-767R Visalia Road Maint Fund Total	26,006	26,006	26,006	26,006
M88	M88	09-804R Goshen Road Maint	28,337	28,337	3,806	3,806
M88	NP	Net Position		-	24,531	24,531
		09-804R Goshen Road Maint Fund Total	28,337	28,337	28,337	28,337
M89	M89	12-804R Goshen	12,590	12,590	1,853	1,853
M89	NP	Net Position		-	10,737	10,737
		12-804R Goshen Fund Total	12,590	12,590	12,590	12,590
M90	M90	13-792R Visalia	132,602	132,602	20,222	20,222
M90	NP	Net Position		-	112,380	112,380
		13-792R Visalia Fund Total	132,602	132,602	132,602	132,602
M91	M91	14-792R Visalia	70,999	70,999	21,623	21,623
M91	NP	Net Position		-	49,376	49,376
		14-792R Visalia Fund Total	70,999	70,999	70,999	70,999
M92	M92	16-767R-VISALIA	16,066	16,066	6,547	6,547
M92	NP	Net Position		-	9,519	9,519
		16-767R Visalia Fund Total	16,066	16,066	16,066	16,066
M93	M93	18-789R-VISALIA	2,090	2,090	2,090	2,090
M93	NP	Net Position		-	-	-
		18-789R Visalia Fund Total	2,090	2,090	2,090	2,090
M94	M94	19-17-003R-Orosi	2,090	2,090	2,090	2,090
M94	NP	Net Position		-	-	-
		19-17-003R Orosi Fund Total	2,090	2,090	2,090	2,090
Enterprise Funds and Assessment Districts Total			43,955,920	43,955,920	47,330,477	47,330,477
Internal Service Funds						
061	035	Risk Management	24,604,172	24,604,172	24,604,172	24,604,172
061	NP	Net Position		-	10,644,396	10,644,396
		Workers' Compensation Fund Total	24,604,172	24,604,172	35,248,568	35,248,568
062	035	Risk Management	13,542,689	13,542,689	12,092,281	12,092,281
062	NP	Net Position		-	2,019,832	2,019,832
		General Liability Insurance Fund Total	13,542,689	13,542,689	14,112,113	14,112,113
063	035	Risk Management	709,555	709,555	709,555	709,555
063	NP	Net Position		-	880,363	880,363
		Property Insurance Fund Total	709,555	709,555	1,589,918	1,589,918
064	035	Risk Management	455,985	455,985	455,985	455,985
064	NP	Net Position		-	1,161,728	1,161,728
		Malpractice Insurance Fund Total	455,985	455,985	1,617,713	1,617,713
066	066	Grounds Services	812,419	812,419	603,146	603,146
066	NP	Net Position		-	(251,712)	(251,712)
		Grounds Services Fund Total	812,419	812,419	351,434	351,434
067	067	Facilities	12,589,761	12,589,761	10,642,975	10,642,975
067	NP	Net Position		-	(936,958)	(936,958)
		Facilities Fund Total	12,589,761	12,589,761	9,706,017	9,706,017

Appropriations and Revenues Summary

Fund	Dept	Department Name	Expenditures		Revenues	
			Requested	Recommended	Requested	Recommended
068	068	Custodial Services	3,854,500	3,854,500	3,720,413	3,720,413
068	NP	Net Position		-	(1,108,795)	(1,108,795)
		Custodial Services Fund Total	3,854,500	3,854,500	2,611,618	2,611,618
070	070	Fleet Services	5,785,881	5,785,881	5,633,102	5,633,102
070	NP	Net Position		-	(33,930)	(33,930)
		Fleet Services Fund Total	5,785,881	5,785,881	5,599,172	5,599,172
071	090	Information & Communications Technology	27,846,189	27,846,189	26,228,551	26,228,551
071	NP	Net Position		-	3,607,671	3,607,671
		Information & Communications Technology Fund Total	27,846,189	27,846,189	29,836,222	29,836,222
074	074	Communications	1,218,116	1,218,116	1,217,019	1,217,019
074	NP	Net Position		-	(22,894)	(22,894)
		Communications Fund Total	1,218,116	1,218,116	1,194,125	1,194,125
076	076	Mail Services	2,021,244	2,021,244	1,481,582	1,481,582
076	NP	Net Position		-	(302,029)	(302,029)
		Mail Services Fund Total	2,021,244	2,021,244	1,179,553	1,179,553
077	077	Copier Services	411,983	411,983	429,134	429,134
077	NP	Net Position		-	141,495	141,495
		Copier Services Fund Total	411,983	411,983	570,629	570,629
079	079	Print Services	2,025,682	2,025,682	1,796,015	1,796,015
079	NP	Net Position		-	(112,077)	(112,077)
		Print Services Fund Total	2,025,682	2,025,682	1,683,938	1,683,938
081	081	Utilities	6,392,040	6,392,040	6,322,251	6,322,251
081	NP	Net Position		-	1,557,455	1,557,455
		Utilities Fund Total	6,392,040	6,392,040	7,879,706	7,879,706
		Internal Service Funds Total	102,270,216	102,270,216	113,180,726	113,180,726
Special Districts						
771	771	Flood Control District	7,149,796	7,149,796	2,915,125	2,915,125
		Increase to Fund Balance	928,074	928,074		-
771	FBL	Fund Balance		-	5,162,745	5,162,745
		Tulare Co. Flood Control Dist Fund Total	8,077,870	8,077,870	8,077,870	8,077,870
		Special Districts Funds Total	8,077,870	8,077,870	8,077,870	8,077,870
Ending Totals						
		Total of All Funds	1,450,400,862	1,450,400,862	1,462,901,780	1,462,901,780
		Less Internal Service Funds	102,270,216	102,270,216	113,180,726	113,180,726
		Net Total of All Funds	1,348,130,646	1,348,130,646	1,349,721,054	1,349,721,054

STATE CONTROLLER SCHEDULES COUNTY BUDGET ACT		COUNTY OF TULARE ALL FUNDS SUMMARY FISCAL YEAR 2020-21				SCHEDULE 1	
FUND NAME	TOTAL FINANCING SOURCES				TOTAL FINANCING USES		
	FUND BALANCE AVAILABLE JUNE 30, 2020	DECREASES TO OBLIGATED FUND BALANCES	ADDITIONAL FINANCING SOURCES	TOTAL FINANCING SOURCES	FINANCING USES	INCREASES TO OBLIGATED FUND BALANCES	TOTAL FINANCING USES
1	2	3	4	5	6	7	8
GOVERNMENTAL FUNDS							
GENERAL FUND	\$42,254,584	\$2,000,000	\$842,525,747	\$886,780,331	\$886,780,331	\$-	\$886,780,331
SPECIAL REVENUE FUNDS	\$52,082,129	\$12,199,598	\$258,360,010	\$322,641,737	\$321,846,666	\$795,071	\$322,641,737
CAPITAL PROJECTS FUNDS	\$27,523,953	\$441,980	\$30,355,292	\$58,321,225	\$56,728,046	\$1,593,179	\$58,321,225
DEBT SERVICE FUNDS	\$1,500	\$-	\$26,968,618	\$26,970,118	\$22,518,937	\$4,451,181	\$26,970,118
TOTAL GOVERNMENTAL FUNDS	\$121,862,166	\$14,641,578	\$1,158,209,667	\$1,294,713,411	\$1,287,873,980	\$6,839,431	\$1,294,713,411
OTHER FUNDS							
SPECIAL DISTRICT FUNDS	\$5,162,745	\$-	\$2,915,125	\$8,077,870	\$7,149,796	\$928,074	\$8,077,870
TOTAL OTHER FUNDS	\$5,162,745	\$-	\$2,915,125	\$8,077,870	\$7,149,796	\$928,074	\$8,077,870
TOTAL ALL FUNDS	\$127,024,911	\$14,641,578	\$1,161,124,792	\$1,302,791,281	\$1,295,023,776	\$7,767,505	\$1,302,791,281

STATE CONTROLLER SCHEDULES COUNTY BUDGET ACT		COUNTY OF TULARE GOVERNMENTAL FUNDS SUMMARY FISCAL YEAR 2020-21				SCHEDULE 2	
	TOTAL FINANCING SOURCES				TOTAL FINANCING USES		
FUND NAME	FUND BALANCE AVAILABLE JUNE 30, 2020	DECREASES TO OBLIGATED FUND BALANCES	ADDITIONAL FINANCING SOURCES	TOTAL FINANCING SOURCES	FINANCING USES	INCREASES TO OBLIGATED FUND BALANCES	TOTAL FINANCING USES
1	2	3	4	5	6	7	8
GENERAL FUND							
GENERAL FUND	\$42,254,584	\$2,000,000	\$842,525,747	\$886,780,331	\$886,780,331	\$-	\$886,780,331
TOTAL GENERAL FUND	\$42,254,584	\$2,000,000	\$842,525,747	\$886,780,331	\$886,780,331	\$-	\$886,780,331
SPECIAL REVENUE FUNDS							
AVIATION	\$-	\$-	\$460,103	\$460,103	\$460,103	\$-	\$460,103
CHILD SUPPORT SERVICES	\$-	\$-	\$16,229,640	\$16,229,640	\$16,229,640	\$-	\$16,229,640
FISH AND WILDLIFE	\$4,559	\$-	\$-	\$4,559	\$4,559	\$-	\$4,559
HOME PROGRAM FUND	\$83	\$-	\$-	\$83	\$83	\$-	\$83
HOUSING SUCCESSOR INDIGENT	\$176,551	\$-	\$32,000	\$208,551	\$208,551	\$-	\$208,551
HEALTHCARE AB75 LIBRARY FUND	\$-	\$-	\$1,050,000	\$1,050,000	\$1,050,000	\$-	\$1,050,000
REALIGNMENT - HEALTH	\$1,137,358	\$-	\$5,083,452	\$6,220,810	\$5,425,739	\$795,071	\$6,220,810
REALIGNMENT - MENTAL HEALTH	\$1,907,976	\$2,692,936	\$8,876,986	\$13,477,898	\$13,477,898	\$-	\$13,477,898
REALIGNMENT - SOCIAL SERVICES	\$1,167,187	\$5,703,196	\$15,619,206	\$22,489,589	\$22,489,589	\$-	\$22,489,589
ROAD FUND	\$6,776,764	\$3,803,466	\$105,872,649	\$116,452,879	\$116,452,879	\$-	\$116,452,879
STRUCTURAL FIRE FUND	\$39,479,401	\$-	\$57,676,659	\$97,156,060	\$97,156,060	\$-	\$97,156,060
TC WORKFORCE INVESTMENT BOARD	\$1,432,250	\$-	\$23,248,794	\$24,681,044	\$24,681,044	\$-	\$24,681,044
TOBACCO SETTLEMENT REVENUE FN	\$-	\$-	\$18,688,002	\$18,688,002	\$18,688,002	\$-	\$18,688,002
	\$-	\$-	\$5,522,519	\$5,522,519	\$5,522,519	\$-	\$5,522,519
TOTAL SPECIAL REVENUE FUNDS	\$52,082,129	\$12,199,598	\$258,360,010	\$322,641,737	\$321,846,666	\$795,071	\$322,641,737
CAPITAL PROJECTS FUNDS							
CAPITAL PROJECTS/MAJOR MAINT.	\$27,199,440	\$-	\$25,034,144	\$52,233,584	\$50,640,405	\$1,593,179	\$52,233,584
TCICT PROJECTS	\$324,513	\$441,980	\$5,321,148	\$6,087,641	\$6,087,641	\$-	\$6,087,641
TOTAL CAPITAL PROJECTS FUNDS	\$27,523,953	\$441,980	\$30,355,292	\$58,321,225	\$56,728,046	\$1,593,179	\$58,321,225
DEBT SERVICE FUNDS							
BUILDING LOANS	\$-	\$-	\$7,475,782	\$7,475,782	\$3,024,601	\$4,451,181	\$7,475,782
PENSION OBLIGATION BOND	\$1,500	\$-	\$19,492,836	\$19,494,336	\$19,494,336	\$-	\$19,494,336

STATE CONTROLLER SCHEDULES COUNTY BUDGET ACT		COUNTY OF TULARE GOVERNMENTAL FUNDS SUMMARY FISCAL YEAR 2020-21				SCHEDULE 2	
	TOTAL FINANCING SOURCES				TOTAL FINANCING USES		
FUND NAME	FUND BALANCE AVAILABLE JUNE 30, 2020	DECREASES TO OBLIGATED FUND BALANCES	ADDITIONAL FINANCING SOURCES	TOTAL FINANCING SOURCES	FINANCING USES	INCREASES TO OBLIGATED FUND BALANCES	TOTAL FINANCING USES
1	2	3	4	5	6	7	8
TOTAL DEBT	\$1,500	\$-	\$26,968,618	\$26,970,118	\$22,518,937	\$4,451,181	\$26,970,118
SERVICE FUNDS							
TOTAL	\$121,862,166	\$14,641,578	\$1,158,209,667	\$1,294,713,411	\$1,287,873,980	\$6,839,431	\$1,294,713,411
GOVERNMENTAL FUNDS							

Appropriations Limit

Appropriations Subject To Limit

STATE CONTROLLER SCHEDULES COUNTY BUDGET ACT		COUNTY OF TULARE FUND BALANCE - GOVERNMENTAL FUNDS FISCAL YEAR 2020-21			SCHEDULE 3 ACTUAL <input type="checkbox"/> ESTIMATED <input checked="" type="checkbox"/>
FUND NAME	TOTAL FUND BALANCE JUNE 30, 2020	LESS: OBLIGATED FUND BALANCES			FUND BALANCE AVAILABLE JUNE 30, 2020
		ENCUMBRANCES	NONSPENDABLE, RESTRICTED AND COMMITTED	ASSIGNED	
1	2	3	4	5	6
GENERAL FUND					
GENERAL FUND	\$74,254,584	\$-	\$32,000,000	\$-	\$42,254,584
TOTAL GENERAL FUND	\$74,254,584	\$-	\$32,000,000	\$-	\$42,254,584
SPECIAL REVENUE FUNDS					
FISH AND WILDLIFE	\$4,559	\$-	\$-	\$-	\$4,559
HOME PROGRAM FUND	\$83	\$-	\$-	\$-	\$83
HOUSING SUCCESSOR	\$176,551	\$-	\$-	\$-	\$176,551
LIBRARY FUND	\$4,608,082	\$-	\$3,470,724	\$-	\$1,137,358
REALIGNMENT-HEALTH	\$24,344,496	\$-	\$22,436,520	\$-	\$1,907,976
REALIGNMENT-MENTAL HEALTH	\$15,576,741	\$-	\$14,409,554	\$-	\$1,167,187
REALIGNMENT-SOCIAL SERVICES	\$34,093,767	\$-	\$27,317,003	\$-	\$6,776,764
ROAD FUND	\$39,479,401	\$-	\$-	\$-	\$39,479,401
STRUCTURAL FIRE FUND	\$1,432,250	\$-	\$-	\$-	\$1,432,250
TOTAL SPECIAL REVENUE FUNDS	\$119,715,930	\$-	\$67,633,801	\$-	\$52,082,129
CAPITAL PROJECTS FUNDS					
CAPITAL PROJECTS/MAJOR MAINT.	\$29,199,440	\$-	\$2,000,000	\$-	\$27,199,440
TCICT PROJECTS	\$766,493	\$-	\$441,980	\$-	\$324,513
TOTAL CAPITAL PROJECTS FUNDS	\$29,965,933	\$-	\$2,441,980	\$-	\$27,523,953
DEBT SERVICE FUNDS					
BUILDING LOANS	\$8,261,433	\$-	\$-	\$8,261,433	\$-
PENSION OBLIGATION BOND	\$1,500	\$-	\$-	\$-	\$1,500
TOTAL DEBT SERVICE FUNDS	\$8,262,933	\$-	\$-	\$8,261,433	\$1,500
TOTAL GOVERNMENTAL FUNDS	\$232,199,380	\$-	\$102,075,781	\$8,261,433	\$121,862,166

STATE CONTROLLER SCHEDULES COUNTY BUDGET ACT		COUNTY OF TULARE OBLIGATED FUND BALANCES - BY GOVERNMENTAL FUNDS FISCAL YEAR 2020-21				SCHEDULE 4
FUND NAME AND FUND BALANCE DESCRIPTIONS	OBLIGATED FUND BALANCES JUNE 30, 2020	DECREASES OR CANCELLATIONS		INCREASES OR NEW OBLIGATED FUND BALANCES		TOTAL OBLIGATED FUND BALANCES FOR THE BUDGET YEAR
		RECOMMENDED	ADOPTED BY THE BOARD OF SUPERVISORS	RECOMMENDED	ADOPTED BY THE BOARD OF SUPERVISORS	
1	2	3	4	5	6	7
GENERAL FUND						
General Fund						
Strategic Reserve	\$32,000,000	\$2,000,000	\$-	\$-	\$-	\$30,000,000
TOTAL GENERAL FUND	\$32,000,000	\$2,000,000	\$-	\$-	\$-	\$30,000,000
SPECIAL REVENUE FUNDS						
Aviation						
--	\$-	\$-	\$-	\$-	\$-	\$-
Child Support Services						
--	\$-	\$-	\$-	\$-	\$-	\$-
Community Development Block Gr						
--	\$-	\$-	\$-	\$-	\$-	\$-
Fish and Wildlife						
--	\$-	\$-	\$-	\$-	\$-	\$-
Home Program Fund						
--	\$-	\$-	\$-	\$-	\$-	\$-
Housing Successor						
--	\$-	\$-	\$-	\$-	\$-	\$-
Indigent Healthcare Ab75						
--	\$-	\$-	\$-	\$-	\$-	\$-
Library Fund						
Restricted - Education Programs	\$3,470,724	\$-	\$-	\$795,071	\$-	\$4,265,795
Realignment-Health						
Restricted - Health Care Programs	\$22,436,520	\$2,692,936	\$-	\$-	\$-	\$19,743,584
Realignment-Mental Health						
Restricted - Mental Health Care Programs	\$14,409,554	\$5,703,196	\$-	\$-	\$-	\$8,706,358
Realignment-Social Services						
Restricted - Social Services Programs	\$27,317,003	\$3,803,466	\$-	\$-	\$-	\$23,513,537
Road Fund						
--	\$-	\$-	\$-	\$-	\$-	\$-
Structural Fire Fund						
--	\$-	\$-	\$-	\$-	\$-	\$-
TC Workforce Investment Board						
--	\$-	\$-	\$-	\$-	\$-	\$-
Tobacco Settlement Revenue Fnd						
--	\$-	\$-	\$-	\$-	\$-	\$-
TOTAL SPECIAL REVENUE FUNDS	\$67,633,801	\$12,199,598	\$-	\$795,071	\$-	\$56,229,274
CAPITAL PROJECTS FUNDS						
Capital Projects/Major Maint.						
Committed - Capital Projects	\$2,000,000	\$-	\$-	\$1,593,179	\$-	\$3,593,179
TCiCT Projects						
Committed - ICT Special Projects	\$441,980	\$441,980	\$-	\$-	\$-	\$-

STATE CONTROLLER SCHEDULES COUNTY BUDGET ACT		COUNTY OF TULARE OBLIGATED FUND BALANCES - BY GOVERNMENTAL FUNDS FISCAL YEAR 2020-21				SCHEDULE 4
FUND NAME AND FUND BALANCE DESCRIPTIONS	OBLIGATED FUND BALANCES JUNE 30, 2020	DECREASES OR CANCELLATIONS		INCREASES OR NEW OBLIGATED FUND BALANCES		TOTAL OBLIGATED FUND BALANCES FOR THE BUDGET YEAR
		RECOMMENDED	ADOPTED BY THE BOARD OF SUPERVISORS	RECOMMENDED	ADOPTED BY THE BOARD OF SUPERVISORS	
1	2	3	4	5	6	7
TOTAL CAPITAL PROJECTS FUNDS	\$2,441,980	\$441,980	\$-	\$1,593,179	\$-	\$3,593,179
DEBT SERVICE FUNDS						
Building Loans						
Assigned - Debt Service	\$8,261,433	\$-	\$-	\$4,451,181	\$-	\$12,712,614
Pension Obligation Bond						
- -	\$-	\$-	\$-	\$-	\$-	\$-
TOTAL DEBT SERVICE FUNDS	\$8,261,433	\$-	\$-	\$4,451,181	\$-	\$12,712,614
TOTAL GOVERNMENTAL FUNDS	\$110,337,214	\$14,641,578	\$-	\$6,839,431	\$-	\$102,535,067

STATE CONTROLLER SCHEDULES COUNTY BUDGET ACT		COUNTY OF TULARE SUMMARY OF ADDITIONAL FINANCING SOURCES BY SOURCE AND FUND GOVERNMENTAL FUNDS FISCAL YEAR 2020-21			SCHEDULE 5
DESCRIPTION	2018-19 ACTUAL	2019-20 ACTUAL ESTIMATED <input checked="" type="checkbox"/>	2020-21 RECOMMENDED	2020-21 ADOPTED BY THE BOARD OF SUPERVISORS	
1	2	3	4	5	
SUMMARIZATION BY SOURCE					
TAXES	\$179,393,095	\$177,389,376	\$166,199,310	\$-	
LIC.,PERMITS & FRANCHISE	\$10,353,442	\$10,771,930	\$10,706,025	\$-	
FINES,FORFEIT.,PENALTIES	\$5,376,206	\$6,048,679	\$5,194,470	\$-	
REV. FROM USE OF MONEY & PROP	\$7,798,461	\$10,378,256	\$3,316,628	\$-	
INTERGOVERNMENTAL REVENUE	\$494,121,348	\$494,353,600	\$580,298,197	\$-	
CHARGES FOR CURRENT SERV	\$73,463,496	\$74,506,941	\$87,609,778	\$-	
MISCELLANEOUS REVENUE	\$15,133,063	\$22,731,688	\$5,457,830	\$-	
OTHER FINANCING SOURCES	\$216,403,484	\$229,151,185	\$297,517,248	\$-	
COWCAP	\$2,283,133	\$2,183,768	\$1,910,181	\$-	
TOTAL SUMMARIZATION BY SOURCE	\$1,004,325,728	\$1,027,515,423	\$1,158,209,667	\$-	
SUMMARIZATION BY FUND					
GENERAL FUND	\$725,632,632	\$756,017,818	\$842,525,747	\$-	
AVIATION	\$57,890	\$96,289	\$460,103	\$-	
CHILD SUPPORT SERVICES	\$15,254,555	\$15,586,941	\$16,229,640	\$-	
FISH AND WILDLIFE	\$3,813	\$2,938	\$-	\$-	
HOUSING SUCCESSOR	\$15,239	\$60,132	\$32,000	\$-	
INDIGENT HEALTHCARE AB75	\$712,206	\$731,795	\$1,050,000	\$-	
LIBRARY FUND	\$5,166,575	\$5,534,779	\$5,083,452	\$-	
REALIGNMENT-HEALTH	\$10,141,305	\$9,438,778	\$8,876,986	\$-	
REALIGNMENT-MENTAL HEALTH	\$17,432,566	\$16,426,838	\$15,619,206	\$-	
REALIGNMENT-SOCIAL SERVICES	\$90,827,114	\$86,870,934	\$105,872,649	\$-	
ROAD FUND	\$51,992,429	\$48,974,167	\$57,676,659	\$-	
STRUCTURAL FIRE FUND	\$20,437,245	\$21,345,354	\$23,248,794	\$-	
TC WORKFORCE INVESTMENT BOARD	\$12,937,596	\$13,324,284	\$18,688,002	\$-	
TOBACCO SETTLEMENT REVENUE FND	\$4,536,164	\$4,348,992	\$5,522,519	\$-	
CAPITAL PROJECTS/MAJOR MAINT.	\$27,465,700	\$20,696,611	\$25,034,144	\$-	
TCICT PROJECTS	\$2,526,804	\$2,791,253	\$5,321,148	\$-	
BUILDING LOANS	\$1,865,109	\$5,294,360	\$7,475,782	\$-	
PENSION OBLIGATION BOND	\$17,320,786	\$19,973,160	\$19,492,836	\$-	
TOTAL SUMMARIZATION BY FUND	\$1,004,325,728	\$1,027,515,423	\$1,158,209,667	\$-	

STATE CONTROLLER SCHEDULES COUNTY BUDGET ACT	COUNTY OF TULARE DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT GOVERNMENTAL FUNDS FISCAL YEAR 2020-21	SCHEDULE 6
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FUND NAME	FINANCING SOURCE CATEGORY	FINANCING SOURCE ACCOUNT	2018-19 ACTUAL	2019-20 ACTUAL <input type="checkbox"/> ESTIMATED <input checked="" type="checkbox"/>	2020-21 RECOMMENDED	2020-21 ADOPTED BY THE BOARD OF SUPERVISORS
1	2	3	4	5	6	7

GENERAL FUND

GENERAL FUND

PROPERTY TAXES

TAXES

PROPERTY TAXES-CURRENT SECURED	\$52,175,192	\$54,145,126	\$48,813,461	\$-
PROPERTY TAX-CURRENT UNSECURED	\$3,016,696	\$3,167,747	\$2,682,600	\$-
PROPERTY TAXES-PRIOR SECURED	\$957,110	\$953,582	\$974,100	\$-
PROPERTY TAXES-PRIOR UNSECURED	\$45,683	\$52,916	\$55,080	\$-
PROPERTY TAX IN-LIEU OF VLF	\$58,303,029	\$61,249,877	\$55,627,440	\$-
SUPPL PROP TAX-CURRENT SECURED	\$1,009,546	\$1,063,756	\$654,840	\$-
SUPPL PROPERTY TAXES-PRIOR	\$141,808	\$205,627	\$91,800	\$-
WILLIAMSON ACT LOCAL (AB 1265)	\$4,157,345	\$3,981,050	\$2,928,000	\$-
RESIDUAL DIST	\$2,172,352	\$2,491,231	\$1,830,000	\$-
PASS THROUGH - FACILITIES PORT	\$5,719,803	\$5,748,340	\$5,569,000	\$-
AVAILABLE OTHER ASSETS - H&S 3	\$-	\$-	\$1	\$-
PROCEEDS FROM SALE OF ASSETS -	\$23,660	\$15,242	\$1	\$-
RDA PASS THRU	\$2,880,520	\$2,623,724	\$3,000,000	\$-
TOTAL TAXES	\$130,602,744	\$135,698,218	\$122,226,323	\$-

TOTAL PROPERTY TAXES	\$130,602,744	\$135,698,218	\$122,226,323	\$-
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OTHER TAXES

TAXES

SALES & USE TAXES	\$13,373,971	\$13,988,902	\$11,500,000	\$-
OTHER TAXES	\$110	\$62	\$1	\$-
TRANSIENT LODGING-ROOM OCCUP	\$2,674,230	\$2,925,098	\$2,050,000	\$-
PROPERTY TRANSFER TAX	\$2,051,578	\$1,743,170	\$1,898,000	\$-
TIMBER YIELD	\$30,507	\$1,693	\$3,500	\$-
AIRCRAFT	\$254,663	\$238,186	\$197,000	\$-
ADJUSTMENT OF PARTNERSHIP PROG	\$962,000	\$962,000	\$962,000	\$-
STATE - TOBACCO TAX PROP 10	\$112,206	\$125,093	\$141,876	\$-
TOTAL TAXES	\$19,459,265	\$19,984,204	\$16,752,377	\$-

TOTAL OTHER TAXES	\$19,459,265	\$19,984,204	\$16,752,377	\$-
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LICENSES, PERMITS & FRANCHISES

LIC., PERMITS & FRANCHISE

ANIMAL LICENSES	\$70,526	\$70,371	\$165,000	\$-
REGISTRATION FEES	\$446,839	\$429,502	\$456,605	\$-
BUSINESS LICENSES	\$2,317,482	\$2,605,320	\$2,931,350	\$-
CONSTRUCTION PERMITS	\$2,693,054	\$2,917,424	\$2,390,807	\$-
DAIRY COMPLIANCE INVEST FEES	\$24,700	\$25,300	\$18,000	\$-
AG PRESERVE APPLICATION FEES	\$7,530	\$5,850	\$10,000	\$-

STATE CONTROLLER SCHEDULES COUNTY BUDGET ACT	COUNTY OF TULARE DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT GOVERNMENTAL FUNDS FISCAL YEAR 2020-21	SCHEDULE 6
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FUND NAME	FINANCING SOURCE CATEGORY	FINANCING SOURCE ACCOUNT	2018-19 ACTUAL	2019-20 ACTUAL ESTIMATED <input type="checkbox"/> <input checked="" type="checkbox"/>	2020-21 RECOMMENDED	2020-21 ADOPTED BY THE BOARD OF SUPERVISORS
1	2	3	4	5	6	7

FRANCHISES	\$4,312,192	\$4,247,649	\$4,213,000	\$-
OTHER LICENSES & PERMITS	\$361,389	\$356,368	\$411,962	\$-
AUTOMATION SURCHARGE	\$39,163	\$43,592	\$28,800	\$-
E.E. HOUSING PERMITS	\$64,668	\$57,415	\$54,000	\$-
REINSPECTION FEES	\$-	\$-	\$1,000	\$-
HOUSING CERTIFICATE OF NON-OP	\$700	\$1,300	\$1,500	\$-
HOUSING VERIFICATION OF US CIT	\$26	\$52	\$-	\$-
NOTICE OF APPEAL FEES-LIMITED	\$-	\$-	\$1	\$-

TOTAL LIC.,PERMITS & FRANCHISE	\$10,338,269	\$10,760,143	\$10,682,025	\$-
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TOTAL LICENSES,PERMITS & FRANCHISES	\$10,338,269	\$10,760,143	\$10,682,025	\$-
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VEHICLE CODE FINES

FINES,FORFEIT.,PENALTIES

RED LIGHT VIOLATIONS	\$9,869	\$9,269	\$10,000	\$-
PROOF OF INSURANCE VIOLATIONS	\$39,194	\$35,967	\$40,000	\$-
PARKING FINES	\$49,405	\$41,884	\$53,500	\$-

TOTAL FINES,FORFEIT.,PENALTIES	\$98,468	\$87,120	\$103,500	\$-
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TOTAL VEHICLE CODE FINES	\$98,468	\$87,120	\$103,500	\$-
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OTHER COURT FINES

FINES,FORFEIT.,PENALTIES

OTHER COURT FINES	\$64,597	\$68,080	\$71,262	\$-
AUTO WARRANT SYS (FTA/FTP)	\$678	\$859	\$800	\$-
BICYCLE HELMET VIOLATIONS	\$471	\$701	\$550	\$-
STATE PENALTY ASSESSMENT	\$631,011	\$650,472	\$625,000	\$-
CRIME PREVENTION FINES	\$108	\$115	\$140	\$-
OFF-HIGHWAY VEHICLE FINES	\$898	\$291	\$800	\$-
GENERAL BASE FINE DISTRIBUTION	\$361,325	\$398,093	\$371,100	\$-
BASE FINE DISTRIBUTION-REALIGN	\$872,688	\$954,826	\$925,000	\$-
PC 1463.07 \$25 ADMIN SCRIN	\$576	\$1,093	\$1,000	\$-
P/C 1463.07 \$10 CITATION	\$55	\$35	\$60	\$-
TRAFFIC SCHOOL FEES #24	\$213,221	\$223,788	\$220,000	\$-

TOTAL FINES,FORFEIT.,PENALTIES	\$2,145,628	\$2,298,353	\$2,215,712	\$-
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TOTAL OTHER COURT FINES	\$2,145,628	\$2,298,353	\$2,215,712	\$-
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FORFEITURES & PENALTIES

FINES,FORFEIT.,PENALTIES

ADMINISTRATIVE FINES	\$39,782	\$101,906	\$45,000	\$-
PENALTY ON DELINQUENT TAXES	\$1,861,892	\$2,207,194	\$1,400,000	\$-
COST OF PREPARING DELINQ TAXES	\$137,387	\$156,323	\$130,000	\$-
B&P 4337 PHARMACY PROH & OFF	\$-	\$-	\$1	\$-
PENALTY & ASSESSMENTS	\$131,393	\$77,375	\$122,637	\$-
BAIL ENHANCEMENT	\$85,974	\$79,620	\$85,000	\$-

STATE CONTROLLER SCHEDULES COUNTY BUDGET ACT	COUNTY OF TULARE DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT GOVERNMENTAL FUNDS FISCAL YEAR 2020-21	SCHEDULE 6
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FUND NAME	FINANCING SOURCE CATEGORY	FINANCING SOURCE ACCOUNT	2018-19 ACTUAL	2019-20 ACTUAL ESTIMATED <input type="checkbox"/> ESTIMATED <input checked="" type="checkbox"/>	2020-21 RECOMMENDED	2020-21 ADOPTED BY THE BOARD OF SUPERVISORS
1	2	3	4	5	6	7

CONTROLLED SUBSTANCE VIOLATION	\$7,430	\$54	\$1,000	\$-
ADMIN FINES: MEDICAL MARIJUANA	\$188,018	\$334,803	\$112,500	\$-
TOTAL FINES, FORFEIT., PENALTIES	\$2,451,876	\$2,957,275	\$1,896,138	\$-
TOTAL FORFEITURES & PENALTIES	\$2,451,876	\$2,957,275	\$1,896,138	\$-

FROM USE OF MONEY & PROPERTY

REV. FROM USE OF MONEY & PROP				
INTEREST	\$5,173,130	\$7,122,893	\$1,000,000	\$-
FACILITY RENT	\$1,435,707	\$1,700,207	\$1,466,502	\$-
TOTAL REV. FROM USE OF MONEY & PROP	\$6,608,837	\$8,823,100	\$2,466,502	\$-
TOTAL FROM USE OF MONEY & PROPERTY	\$6,608,837	\$8,823,100	\$2,466,502	\$-

STATE AID

INTERGOVERNMENTAL REVENUE				
STATE MOTOR VEHICLE-SUPPLEMENT	\$190,798	\$316,637	\$174,000	\$-
STATE OTHER-IN LIEU TAX	\$-	\$10,012	\$10,000	\$-
STATE-PUBLIC ASSISTANCE ADMIN	\$58,248,926	\$59,285,664	\$30,103,920	\$-
STATE AID FOR CHILDREN	\$6,682,147	\$18,794,070	\$26,733,707	\$-
STATE AID VLF REALIGNMENT	\$10,629,111	\$10,374,734	\$9,267,906	\$-
AID FOR TUBERCULOSIS CONTROL	\$59,481	\$57,208	\$46,725	\$-
STATE HEALTH PROGRAMS-OTHER	\$1,244,815	\$1,172,211	\$2,624,675	\$-
STATE-AGRICULTURE	\$4,432,227	\$4,215,425	\$4,635,785	\$-
STATE-WEIGHTS & MEASURES	\$17,022	\$15,385	\$17,080	\$-
AID FOR TRNG ON CORRECTIONS	\$68,670	\$-	\$-	\$-
AID FOR TRNG POST	\$74,001	\$258,942	\$100,001	\$-
STATE-DISASTER RELIEF	\$78,069	\$-	\$200,000	\$-
STATE-VETERANS AFFAIRS	\$123,604	\$122,169	\$123,000	\$-
ST-HOMEOWNERS PROP TAX RELIEF	\$449,478	\$436,083	\$440,000	\$-
STATE- OTHER	\$27,409,566	\$26,060,112	\$32,255,612	\$-
OTHER STATE GRANTS	\$2,513,036	\$4,807,054	\$6,034,360	\$-
OTHER STATE CONTRACTS	\$(280,231)	\$296,579	\$201,646	\$-
PROPERTY TAX ADMIN-AB818	\$-	\$-	\$1	\$-
STATE REALIGNMENT 2011	\$59,602,969	\$58,099,861	\$50,162,396	\$-
STATE AID FOR SB90	\$345,842	\$395,118	\$526,175	\$-
PROP 172 PUB SAFETY FUND	\$36,656,314	\$35,778,234	\$31,600,000	\$-
VICTIM WITNESS RESTITUTION	\$-	\$-	\$1	\$-
TOTAL INTERGOVERNMENTAL REVENUE	\$208,545,845	\$220,495,498	\$195,256,990	\$-
TOTAL STATE AID	\$208,545,845	\$220,495,498	\$195,256,990	\$-

FEDERAL AID

INTERGOVERNMENTAL REVENUE

STATE CONTROLLER SCHEDULES COUNTY BUDGET ACT		COUNTY OF TULARE DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT GOVERNMENTAL FUNDS FISCAL YEAR 2020-21				SCHEDULE 6
FUND NAME	FINANCING SOURCE CATEGORY	FINANCING SOURCE ACCOUNT	2018-19 ACTUAL	2019-20 ACTUAL <input type="checkbox"/> ESTIMATED <input checked="" type="checkbox"/>	2020-21 RECOMMENDED	2020-21 ADOPTED BY THE BOARD OF SUPERVISORS
1	2	3	4	5	6	7
		FED-PUBLIC ASSISTANCE ADMINIST	\$49,519,885	\$43,598,190	\$109,349,644	\$-
		FED-PUB-ASSISTANCE-CHILDREN	\$37,115,496	\$39,146,626	\$42,464,681	\$-
		FED-WIC	\$4,683,248	\$4,407,918	\$5,049,912	\$-
		FED ALCOHOL & DRUG PROGRAMS	\$1,476,249	\$2,144,611	\$2,255,014	\$-
		FED-HEALTH ADMINISTRATION	\$3,333,940	\$1,946,614	\$2,006,348	\$-
		FED-DISASTER RELIEF	\$23,571	\$-	\$-	\$-
		FED-IN LIEU TAXES	\$3,527,501	\$3,604,796	\$3,330,000	\$-
		FED-OTHER	\$690,715	\$1,131,123	\$710,779	\$-
		OTHER FEDERAL GRANTS	\$6,199,874	\$6,964,021	\$8,432,606	\$-
		OTHER FEDERAL CONTRACTS	\$422,429	\$654,129	\$952,439	\$-
		FED-HOMELAND SECURITY	\$953,853	\$407,091	\$1,307,523	\$-
		FED-BIOTERRORISM PREPAREDNESS	\$570,090	\$1,307,313	\$1,223,584	\$-
		FOOD & NUTRITION SERVICES	\$194,988	\$134,899	\$150,000	\$-
		FEMA GRANTS	\$221,021	\$204,729	\$-	\$-
		CDBG-REHAB PROGRAM INCOME	\$32,442	\$25,218	\$25,000	\$-
		CAL HOME	\$1,789	\$4,480	\$253,000	\$-
		HOME REHAB PROGRAM INCOME	\$110,449	\$21,947	\$655,000	\$-
		FEDERAL CARES FUNDING	\$-	\$2,255,547	\$-	\$-
		TOTAL INTERGOVERNMENTAL REVENUE	\$109,077,540	\$107,959,252	\$178,165,530	\$-
		TOTAL FEDERAL AID	\$109,077,540	\$107,959,252	\$178,165,530	\$-
		OTHER GOVERNMENTAL AID				
		INTERGOVERNMENTAL REVENUE				
		ADMIN FEE	\$133,723	\$78,047	\$31,806	\$-
		OTHER-IN LIEU TAXES	\$21,231	\$21,231	\$20,000	\$-
		TOTAL INTERGOVERNMENTAL REVENUE	\$154,954	\$99,278	\$51,806	\$-
		TOTAL OTHER GOVERNMENTAL AID	\$154,954	\$99,278	\$51,806	\$-
		CHARGES FOR CURRENT SERVICES				
		CHARGES FOR CURRENT SERV				
		ASSESSMENTS & TAX COLLECT FEES	\$422,620	\$440,757	\$374,000	\$-
		HR&D ADMIN FEES	\$138,817	\$62,231	\$116,431	\$-
		DEFERRED COMP ADMIN	\$102,824	\$81,305	\$106,707	\$-
		PROP TAX ADM-SB2557	\$2,036,108	\$2,147,482	\$1,778,000	\$-
		AUDITING & ACCOUNTING FEES	\$9,938	\$9,380	\$8,001	\$-
		BOND PROCESSING FEES	\$31,383	\$38,928	\$30,000	\$-
		ELECTION SERVICES	\$682,443	\$57,597	\$500,000	\$-
		FILING FEES	\$25,962	\$24,323	\$27,000	\$-
		LEGAL SERVICES	\$202,329	\$185,454	\$176,000	\$-
		COURT APPOINTED ATTORNEY FEES	\$-	\$285	\$50	\$-
		REG FEES - APPOINTED COUNSEL	\$32,563	\$31,968	\$40,000	\$-
		COMPLIANCE REP/MONITORING FEES	\$11,663	\$11,565	\$-	\$-

STATE CONTROLLER SCHEDULES COUNTY BUDGET ACT		COUNTY OF TULARE DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT GOVERNMENTAL FUNDS FISCAL YEAR 2020-21				SCHEDULE 6
FUND NAME	FINANCING SOURCE CATEGORY	FINANCING SOURCE ACCOUNT	2018-19 ACTUAL	2019-20 ACTUAL ESTIMATED <input type="checkbox"/> <input checked="" type="checkbox"/>	2020-21 RECOMMENDED	2020-21 ADOPTED BY THE BOARD OF SUPERVISORS
1	2	3	4	5	6	7
		PLANNING & ENGINEERING SERV	\$1,260,220	\$1,252,118	\$1,187,817	\$-
		AGRICULTURAL SERVICES	\$2,190,765	\$2,174,744	\$2,338,054	\$-
		CIVIL PROCESS SERVICES	\$203,095	\$142,800	\$142,000	\$-
		INSTALLMENT ACCOUNT FEES	\$22,718	\$35,566	\$40,000	\$-
		ACCOUNTS RECEIVABLE FEE	\$315	\$534	\$650	\$-
		CITATION PROCESSING FEES	\$15,981	\$16,297	\$16,500	\$-
		ADMINISTRATIVE SCREENING	\$708	\$1,019	\$800	\$-
		DOMESTIC VIOLENCE-RESTRAINING	\$8,830	\$-	\$1	\$-
		TRAFFIC SCHOOL FEES	\$253,882	\$277,293	\$275,000	\$-
		TRAFFIC SCHOOL REALIGNMENT FEE	\$879,221	\$959,306	\$925,000	\$-
		VEHICLE REPOSSESSION FEES	\$3,625	\$2,845	\$3,000	\$-
		TOWING FEE CHARGE	\$40,563	\$46,035	\$45,000	\$-
		ESTATE FEES	\$50,713	\$51,861	\$51,842	\$-
		HUMANE SERVICES	\$-	\$93,558	\$160,000	\$-
		BOOKING FEES	\$5,137	\$4,039	\$3,500	\$-
		OUTSIDE CONTRACTS	\$56,606	\$40,051	\$20,026	\$-
		WEEKENDER ADMINISTRATION FEES	\$10,320	\$6,380	\$7,000	\$-
		RETURN TO CUSTODY	\$86,251	\$93,421	\$90,000	\$-
		PROOF OF CORRECTION	\$37,338	\$34,665	\$40,000	\$-
		SWAP FEES	\$79,150	\$92,578	\$90,000	\$-
		FINGERPRINT FEES	\$268,266	\$192,305	\$194,000	\$-
		DISPATCH SERVICE	\$297,633	\$308,813	\$308,897	\$-
		RESEARCH FEES	\$1,125	\$1,376	\$1,500	\$-
		RECORDING FEES-MICROGRAPHICS	\$-	\$-	\$2	\$-
		LOCAL AGENCY FORMATION (LAFCO)	\$-	\$-	\$1	\$-
		FILED PROP TAX DOCUMENT FEES	\$-	\$-	\$1	\$-
		DMV SEARCH FEES	\$-	\$-	\$1	\$-
		TAX ESTIMATES FEE	\$10,143	\$7,938	\$10,000	\$-
		DMV-AUTO THEFT ASSESSMENT FEES	\$166,197	\$148,201	\$279,074	\$-
		RECORDING FEES	\$2,066,886	\$2,359,309	\$2,489,381	\$-
		BIRTHS, DEATHS & MARRIAGE CERT	\$155,596	\$165,127	\$174,920	\$-
		HEALTH FEES	\$34,774	\$28,585	\$29,563	\$-
		HEALTH FEES - MEDI-CAL	\$32,615,927	\$31,245,182	\$42,689,374	\$-
		MEDI-CAL-BLUE CROSS/MNGD CARE	\$5,644,033	\$5,675,304	\$5,925,023	\$-
		MEDI-CAL-HEALTHNET/MNGD CARE	\$32,374	\$18,906	\$25,000	\$-
		HEALTHY FAMILIES-HN/MNGD CARE	\$42	\$-	\$-	\$-
		CAPITATION - KEY MEDICAL	\$34,269	\$43,351	\$40,000	\$-
		HEALTH FEES - MEDICARE	\$761,462	\$642,259	\$831,002	\$-
		HEALTH FEES - PRIVATE PAY	\$297,208	\$272,824	\$291,160	\$-
		HEALTH FEES - PATIENT INSUR	\$302,349	\$354,882	\$340,000	\$-
		MENTAL HEALTH SERVICES	\$71	\$146	\$200	\$-
		CALIF CHILDREN SERVICES	\$1,211,512	\$1,183,958	\$1,807,369	\$-
		INSTITUTIONAL CARE & SERVICES	\$131,919	\$77,208	\$95,650	\$-
		LIBRARY SERVICES	\$166,648	\$178,967	\$174,213	\$-
		CHGS FOR SERV-WATER & SEWER	\$529,880	\$108,838	\$1,363,301	\$-
		MUSEUM ENTRANCE FEES	\$12,850	\$6,754	\$5,000	\$-

STATE CONTROLLER SCHEDULES COUNTY BUDGET ACT	COUNTY OF TULARE DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT GOVERNMENTAL FUNDS FISCAL YEAR 2020-21	SCHEDULE 6
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FUND NAME	FINANCING SOURCE CATEGORY	FINANCING SOURCE ACCOUNT	2018-19 ACTUAL	2019-20 ACTUAL ESTIMATED <input type="checkbox"/> <input checked="" type="checkbox"/>	2020-21 RECOMMENDED	2020-21 ADOPTED BY THE BOARD OF SUPERVISORS
1	2	3	4	5	6	7

CAMPING FEES	\$22,340	\$12,255	\$22,340	\$-
PARK ENTRANCE FEES	\$102,418	\$66,676	\$102,418	\$-
RESERVATION FEES	\$50,611	\$24,820	\$55,611	\$-
OTHER SERVICES	\$1,180,127	\$1,317,569	\$1,387,835	\$-
KTAAA ADMIN	\$1,144,620	\$1,091,346	\$1,276,584	\$-
SERVICES OF THE TREASURER	\$1,569,910	\$1,582,925	\$1,769,604	\$-
BILLED SVCS TO COURT	\$631,850	\$758,619	\$545,933	\$-
BURIAL SERVICE FEE	\$3,668	\$700	\$3,000	\$-
LOCAL GOV PERSONNEL SERVICES	\$26,246	\$20,779	\$25,581	\$-
SOLAR REVENUE	\$192,750	\$192,500	\$192,750	\$-
VENDOR USE PASS	\$50	\$-	\$-	\$-
COLLECTIONS SERVICES	\$-	\$-	\$500	\$-
BILLED PHONE REVENUE	\$81,021	\$101,411	\$153,182	\$-
ADMIN CHARGED	\$2,131,943	\$2,310,560	\$2,076,449	\$-
CO COUNSEL CHARGES	\$819,676	\$767,501	\$750,000	\$-
SERVICES TO OTHER DEPTS	\$682,911	\$786,770	\$958,801	\$-
COST PLAN RECOVERED	\$804,087	\$934,387	\$1,713,525	\$-
SERVICES TO RISK MANAGEMENT	\$2,017,214	\$2,081,358	\$2,433,082	\$-
GSA-COURIER	\$4,805	\$6,558	\$6,901	\$-
PROPERTY MANAGEMENT	\$9,369	\$44,131	\$50,557	\$-

TOTAL CHARGES FOR CURRENT SERV	\$65,118,868	\$63,537,483	\$79,191,664	\$-
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TOTAL CHARGES FOR CURRENT SERVICES	\$65,118,868	\$63,537,483	\$79,191,664	\$-
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INTERFUND REVENUE

CHARGES FOR CURRENT SERV

I/F REV-BILLED PHONE REVENUE	\$207,487	\$210,395	\$230,343	\$-
I/F REV-ADMIN CHARGED	\$1,863,102	\$2,150,956	\$2,408,039	\$-
I/F REV-COUNTY COUNSEL CHARGES	\$4,123	\$13,998	\$-	\$-
INTERFUND REV-SERV TO OTH DEPT	\$659,423	\$698,449	\$539,705	\$-
I/F REV-COURIER	\$60,121	\$56,772	\$66,547	\$-
I/F REV-PROPERTY MANAGEMENT	\$24,321	\$26,674	\$23,408	\$-
I/F REV SHERIFF ENGRAVING SHOP	\$11,627	\$7,526	\$6,000	\$-

TOTAL CHARGES FOR CURRENT SERV	\$2,830,204	\$3,164,770	\$3,274,042	\$-
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TOTAL INTERFUND REVENUE	\$2,830,204	\$3,164,770	\$3,274,042	\$-
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MISCELLANEOUS REVENUE

MISCELLANEOUS REVENUE

WELFARE REPAYMENTS	\$1,215,063	\$1,061,608	\$450,001	\$-
FOOD STAMP REPAYMENTS	\$(3,028,668)	\$(1,635,276)	\$2	\$-
WELFARE REPAYMENTS & REFUNDS	\$295,555	\$278,957	\$300,000	\$-
RESTITUTION PAYMENTS	\$758	\$3,178	\$3,000	\$-
DA RESTITUTION	\$22,036	\$700	\$1,001	\$-
VENDOR REBATES	\$485,192	\$551,720	\$457,363	\$-
ASSET FORFEITURES	\$3,493	\$1,865	\$69,405	\$-

STATE CONTROLLER SCHEDULES COUNTY BUDGET ACT	COUNTY OF TULARE DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT GOVERNMENTAL FUNDS FISCAL YEAR 2020-21	SCHEDULE 6
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FUND NAME	FINANCING SOURCE CATEGORY	FINANCING SOURCE ACCOUNT	2018-19 ACTUAL	2019-20 ACTUAL ESTIMATED <input type="checkbox"/> <input checked="" type="checkbox"/>	2020-21 RECOMMENDED	2020-21 ADOPTED BY THE BOARD OF SUPERVISORS
1	2	3	4	5	6	7

	OTHER SALES-TAXABLE	\$212,609	\$196,511	\$205,433	\$-
	OTHER SALES-TAXABLE (VIS 8.50)	\$79,517	\$49,332	\$81,621	\$-
	OTHER SALES-TAXABLE (PVL 9.25)	\$24,958	\$30,505	\$22,200	\$-
	OTHER SALES-NON TAXABLE	\$164,018	\$47,672	\$56,002	\$-
	LESS CONSIGNMENT SALES	\$(2,129)	\$(550)	\$-	\$-
	OTHER REVENUE-PRIOR YEAR	\$10,315,229	\$14,070,497	\$2,944	\$-
	PRIOR YEAR ADJUSTMENTS	\$14	\$370	\$-	\$-
	VEHICLE USE REIMBURSEMENT	\$1,561	\$750	\$1,600	\$-
	PUBLIC ADM REIMBURSEMENTS	\$6,637	\$15,892	\$38,001	\$-
	RECOVERED BAD DEBTS	\$10,219	\$5,792	\$7,000	\$-
	OTHER REVENUE	\$726,726	\$471,910	\$1,299,580	\$-
	PROGRAM REPAYMENTS	\$1,277,310	\$2,972,942	\$1,146,581	\$-
	INSURANCE PROCEEDS/RECOVERIES	\$63,295	\$137,893	\$50,009	\$-
	WORKER'S COMP REIMBURSEMENT	\$-	\$-	\$4	\$-
	OTH REV 10% REBATE VICTIM REST	\$78,208	\$85,261	\$100,000	\$-
	OUTLAWED WARRANTS	\$121,629	\$225,814	\$71,524	\$-
	CONFERENCE REGISTRATIONS	\$-	\$57,992	\$-	\$-
	OTHER REVENUE-CASH OVERAGE	\$828	\$-	\$1	\$-
	PRIVATE GRANTS/DONATIONS	\$(49,633)	\$48,533	\$159,851	\$-
	NSF CHECKS	\$290	\$(1,250)	\$1	\$-
	PRIOR A/P ACCRUALS ADJUSTMENT	\$1,248,212	\$3,434,234	\$6	\$-
	TOTAL MISCELLANEOUS REVENUE	\$13,272,927	\$22,112,852	\$4,523,130	\$-

TOTAL MISCELLANEOUS REVENUE	\$13,272,927	\$22,112,852	\$4,523,130	\$-
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MISCELLANEOUS REVENUE OTHER

OTHER FINANCING SOURCES				
LITIGATION PROCEEDS	\$49	\$100,226	\$1	\$-
TOTAL OTHER FINANCING SOURCES	\$49	\$100,226	\$1	\$-

TOTAL MISCELLANEOUS REVENUE OTHER	\$49	\$100,226	\$1	\$-
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OTHER FINANCING SOURCES

OTHER FINANCING SOURCES				
SALE OF TAXABLE FIXED ASSETS				
	\$-	\$1,012	\$-	\$-
SALE OF FIXED ASSETS-NON TAX				
	\$196,889	\$174,976	\$200,000	\$-
OPERATING TRANSFERS-IN				
	\$5,593,184	\$5,724,392	\$9,825,524	\$-
O/T-IN:OTH CAP PROJECTS				
	\$29,910	\$-	\$-	\$-
TRANSFER IN 1991 REALIGNMENT				
	\$105,540,186	\$110,206,791	\$152,196,038	\$-
O/T-IN:VEH ACQUISITION 08/09				
	\$125,343	\$2,329,730	\$1,848,163	\$-
OPERATING TRANSFERS-IN HHSA TR				
	\$4,723	\$50,516	\$60,000	\$-
O/T-IN: LICENSES & PERMITS				
	\$1,060,399	\$103,356	\$1,125,168	\$-
O/T IN: FINES & PENALTIES				
	\$651,416	\$1,436,645	\$1,175,833	\$-
O/T IN: INTERGOVT. - STATE				
	\$35,008,505	\$33,120,027	\$52,840,439	\$-
O/T IN: INTERGOVT. - FEDERAL				
	\$400,473	\$30,760	\$143,870	\$-
O/T IN: CHARGES FOR SERVICES				
	\$537,867	\$341,740	\$1,433,504	\$-

STATE CONTROLLER SCHEDULES COUNTY BUDGET ACT	COUNTY OF TULARE DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT GOVERNMENTAL FUNDS FISCAL YEAR 2020-21	SCHEDULE 6
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FUND NAME	FINANCING SOURCE CATEGORY	FINANCING SOURCE ACCOUNT	2018-19 ACTUAL	2019-20 ACTUAL ESTIMATED <input type="checkbox"/> ESTIMATED <input checked="" type="checkbox"/>	2020-21 RECOMMENDED	2020-21 ADOPTED BY THE BOARD OF SUPERVISORS
1	2	3	4	5	6	7

O/T IN: MISCELLANEOUS REV.	\$3,494,920	\$2,226,147	\$2,961,167	\$-
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TOTAL OTHER FINANCING SOURCES	\$152,643,815	\$155,746,092	\$223,809,706	\$-
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TOTAL OTHER FINANCING SOURCES	\$152,643,815	\$155,746,092	\$223,809,706	\$-
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OPERATING REVENUES

CHARGES FOR CURRENT SERV

RECYCLING REVENUE	\$210	\$456	\$101	\$-
EMPLOYEE SERVICES TO UNION	\$-	\$9,730	\$-	\$-
WELLNESS INCENTIVE FUNDING	\$-	\$-	\$19	\$-

TOTAL CHARGES FOR CURRENT SERV	\$210	\$10,186	\$120	\$-
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TOTAL OPERATING REVENUES	\$210	\$10,186	\$120	\$-
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COWCAP

COWCAP

INTERFUND REV - COST PLAN CHAR	\$2,283,133	\$2,183,768	\$1,910,181	\$-
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TOTAL COWCAP	\$2,283,133	\$2,183,768	\$1,910,181	\$-
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TOTAL COWCAP	\$2,283,133	\$2,183,768	\$1,910,181	\$-
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TOTAL GENERAL FUND FINANCING SOURCES	\$725,632,632	\$756,017,818	\$842,525,747	\$-
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TOTAL GENERAL FUND FINANCING SOURCES	\$725,632,632	\$756,017,818	\$842,525,747	\$-
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SPECIAL REVENUE FUNDS

INDIGENT HEALTHCARE AB75

VEHICLE CODE FINES

FINES, FORFEIT., PENALTIES

VEHICLE CODE FINES	\$175,071	\$189,407	\$268,364	\$-
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TOTAL FINES, FORFEIT., PENALTIES	\$175,071	\$189,407	\$268,364	\$-
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TOTAL VEHICLE CODE FINES	\$175,071	\$189,407	\$268,364	\$-
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FORFEITURES & PENALTIES

FINES, FORFEIT., PENALTIES

COUNTY PENALTY ASSESSMENT	\$501,350	\$513,586	\$710,756	\$-
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TOTAL FINES, FORFEIT., PENALTIES	\$501,350	\$513,586	\$710,756	\$-
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TOTAL FORFEITURES & PENALTIES	\$501,350	\$513,586	\$710,756	\$-
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FROM USE OF MONEY & PROPERTY

REV. FROM USE OF MONEY & PROP

STATE CONTROLLER SCHEDULES COUNTY BUDGET ACT		COUNTY OF TULARE DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT GOVERNMENTAL FUNDS FISCAL YEAR 2020-21				SCHEDULE 6
FUND NAME	FINANCING SOURCE CATEGORY	FINANCING SOURCE ACCOUNT	2018-19 ACTUAL	2019-20 ACTUAL ESTIMATED <input type="checkbox"/> <input checked="" type="checkbox"/>	2020-21 RECOMMENDED	2020-21 ADOPTED BY THE BOARD OF SUPERVISORS
1	2	3	4	5	6	7
		INTEREST	\$10,250	\$11,049	\$42,000	\$-
		TOTAL REV. FROM USE OF MONEY & PROP	\$10,250	\$11,049	\$42,000	\$-
		TOTAL FROM USE OF MONEY & PROPERTY	\$10,250	\$11,049	\$42,000	\$-
		MISCELLANEOUS REVENUE				
		MISCELLANEOUS REVENUE				
		PROGRAM REPAYMENTS	\$25,194	\$17,753	\$28,880	\$-
		PRIOR A/P ACCRUALS ADJUSTMENT	\$341	\$-	\$-	\$-
		TOTAL MISCELLANEOUS REVENUE	\$25,535	\$17,753	\$28,880	\$-
		TOTAL MISCELLANEOUS REVENUE	\$25,535	\$17,753	\$28,880	\$-
		TOTAL INDIGENT HEALTHCARE AB75 FINANCING SOURCES	\$712,206	\$731,795	\$1,050,000	\$-
		LIBRARY FUND				
		PROPERTY TAXES				
		TAXES				
		PROPERTY TAXES-CURRENT SECURED	\$3,935,041	\$4,368,115	\$4,156,780	\$-
		PROPERTY TAX-CURRENT UNSECURED	\$238,292	\$250,194	\$250,000	\$-
		PROPERTY TAXES-PRIOR SECURED	\$75,645	\$75,324	\$70,000	\$-
		PROPERTY TAXES-PRIOR UNSECURED	\$3,611	\$4,180	\$3,000	\$-
		SUPPL PROP TAX-CURRENT SECURED	\$72,260	\$76,171	\$60,000	\$-
		SUPPL PROPERTY TAXES-PRIOR	\$10,106	\$14,688	\$10,000	\$-
		RESIDUAL DIST	\$119,218	\$132,493	\$130,000	\$-
		PASS THROUGH - FACILITIES PORT	\$259,755	\$-	\$1	\$-
		PROCEEDS FROM SALE OF ASSETS -	\$2,104	\$1,381	\$100	\$-
		TOTAL TAXES	\$4,716,032	\$4,922,546	\$4,679,881	\$-
		TOTAL PROPERTY TAXES	\$4,716,032	\$4,922,546	\$4,679,881	\$-
		OTHER TAXES				
		TAXES				
		TIMBER YIELD	\$1,130	\$63	\$50	\$-
		TOTAL TAXES	\$1,130	\$63	\$50	\$-
		TOTAL OTHER TAXES	\$1,130	\$63	\$50	\$-
		FROM USE OF MONEY & PROPERTY				
		REV. FROM USE OF MONEY & PROP				
		INTEREST	\$60,951	\$98,164	\$60,000	\$-
		TOTAL REV. FROM USE OF MONEY & PROP	\$60,951	\$98,164	\$60,000	\$-

STATE CONTROLLER SCHEDULES COUNTY BUDGET ACT		COUNTY OF TULARE DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT GOVERNMENTAL FUNDS FISCAL YEAR 2020-21				SCHEDULE 6
FUND NAME	FINANCING SOURCE CATEGORY	FINANCING SOURCE ACCOUNT	2018-19 ACTUAL	2019-20 ACTUAL ESTIMATED <input type="checkbox"/> <input checked="" type="checkbox"/>	2020-21 RECOMMENDED	2020-21 ADOPTED BY THE BOARD OF SUPERVISORS
1	2	3	4	5	6	7
TOTAL FROM USE OF MONEY & PROPERTY			\$60,951	\$98,164	\$60,000	\$-
STATE AID						
INTERGOVERNMENTAL REVENUE						
		ST-HOMEOWNERS PROP TAX RELIEF	\$35,510	\$34,313	\$35,000	\$-
		STATE- OTHER	\$18,284	\$90,177	\$35,000	\$-
		OTHER STATE GRANTS	\$99,395	\$99,395	\$143,220	\$-
		TOTAL INTERGOVERNMENTAL REVENUE	\$153,189	\$223,885	\$213,220	\$-
TOTAL STATE AID			\$153,189	\$223,885	\$213,220	\$-
FEDERAL AID						
INTERGOVERNMENTAL REVENUE						
		FEDERAL CARES FUNDING	\$-	\$104,911	\$-	\$-
		TOTAL INTERGOVERNMENTAL REVENUE	\$-	\$104,911	\$-	\$-
TOTAL FEDERAL AID			\$-	\$104,911	\$-	\$-
OTHER GOVERNMENTAL AID						
INTERGOVERNMENTAL REVENUE						
		OTHER GOV. AGENCIES	\$33,507	\$19,721	\$1	\$-
		TOTAL INTERGOVERNMENTAL REVENUE	\$33,507	\$19,721	\$1	\$-
TOTAL OTHER GOVERNMENTAL AID			\$33,507	\$19,721	\$1	\$-
CHARGES FOR CURRENT SERVICES						
CHARGES FOR CURRENT SERV						
		LIBRARY SERVICES	\$62,193	\$32,661	\$32,000	\$-
		TOTAL CHARGES FOR CURRENT SERV	\$62,193	\$32,661	\$32,000	\$-
TOTAL CHARGES FOR CURRENT SERVICES			\$62,193	\$32,661	\$32,000	\$-
INTERFUND REVENUE						
CHARGES FOR CURRENT SERV						
		INTERFUND REV-SERV TO OTH DEPT	\$120,447	\$67,164	\$75,000	\$-
		TOTAL CHARGES FOR CURRENT SERV	\$120,447	\$67,164	\$75,000	\$-
TOTAL INTERFUND REVENUE			\$120,447	\$67,164	\$75,000	\$-
MISCELLANEOUS REVENUE						
MISCELLANEOUS REVENUE						
		OTHER SALES-TAXABLE	\$4,114	\$3,153	\$2,900	\$-
		OTHER SALES-TAXABLE (VIS 8.50)	\$9,024	\$6,578	\$6,200	\$-

STATE CONTROLLER SCHEDULES COUNTY BUDGET ACT		COUNTY OF TULARE DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT GOVERNMENTAL FUNDS FISCAL YEAR 2020-21				SCHEDULE 6
FUND NAME	FINANCING SOURCE CATEGORY	FINANCING SOURCE ACCOUNT	2018-19 ACTUAL	2019-20 ACTUAL ESTIMATED <input type="checkbox"/> <input checked="" type="checkbox"/>	2020-21 RECOMMENDED	2020-21 ADOPTED BY THE BOARD OF SUPERVISORS
1	2	3	4	5	6	7
		OTHER SALES-TAXABLE (FAR 8.50)	\$485	\$405	\$350	\$-
		OTHER SALES-TAXABLE (DIN 8.75)	\$2,801	\$2,029	\$1,800	\$-
		OTHER REVENUE	\$81	\$-	\$100	\$-
		OUTLAWED WARRANTS	\$120	\$153	\$100	\$-
		PRIVATE GRANTS/DONATIONS	\$5	\$51,417	\$10,000	\$-
		OTHER SALES-TAXABLE (WDLKE 8.7	\$340	\$211	\$150	\$-
		TOTAL MISCELLANEOUS REVENUE	\$16,970	\$63,946	\$21,600	\$-
		TOTAL MISCELLANEOUS REVENUE	\$16,970	\$63,946	\$21,600	\$-
		OPERATING REVENUES				
		CHARGES FOR CURRENT SERV				
		WELLNESS INCENTIVE FUNDING	\$-	\$-	\$100	\$-
		OTHER SALES-TAXABLE (8.75)	\$2,156	\$1,718	\$1,600	\$-
		TOTAL CHARGES FOR CURRENT SERV	\$2,156	\$1,718	\$1,700	\$-
		TOTAL OPERATING REVENUES	\$2,156	\$1,718	\$1,700	\$-
		TOTAL LIBRARY FUND FINANCING SOURCES	\$5,166,575	\$5,534,779	\$5,083,452	\$-
		FISH AND WILDLIFE				
		FORFEITURES & PENALTIES				
		FINES, FORFEIT., PENALTIES				
		FISH & GAME PENALTY ASSESSMENT	\$1,441	\$1,116	\$-	\$-
		FISH & GAME PRESERVATION FINES	\$2,372	\$1,822	\$-	\$-
		TOTAL FINES, FORFEIT., PENALTIES	\$3,813	\$2,938	\$-	\$-
		TOTAL FORFEITURES & PENALTIES	\$3,813	\$2,938	\$-	\$-
		TOTAL FISH AND WILDLIFE FINANCING SOURCES	\$3,813	\$2,938	\$-	\$-
		AVIATION				
		FROM USE OF MONEY & PROPERTY				
		REV. FROM USE OF MONEY & PROP				
		FACILITY RENT	\$8,030	\$10,445	\$10,320	\$-
		TOTAL REV. FROM USE OF MONEY & PROP	\$8,030	\$10,445	\$10,320	\$-
		TOTAL FROM USE OF MONEY & PROPERTY	\$8,030	\$10,445	\$10,320	\$-
		STATE AID				
		INTERGOVERNMENTAL REVENUE				
		STATE-AVIATION	\$10,000	\$10,000	\$10,000	\$-

STATE CONTROLLER SCHEDULES COUNTY BUDGET ACT		COUNTY OF TULARE DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT GOVERNMENTAL FUNDS FISCAL YEAR 2020-21				SCHEDULE 6
FUND NAME	FINANCING SOURCE CATEGORY	FINANCING SOURCE ACCOUNT	2018-19 ACTUAL	2019-20 ACTUAL ESTIMATED <input type="checkbox"/> ESTIMATED <input checked="" type="checkbox"/>	2020-21 RECOMMENDED	2020-21 ADOPTED BY THE BOARD OF SUPERVISORS
1	2	3	4	5	6	7
		OTHER STATE GRANTS	\$(614)	\$421	\$16,361	\$-
		TOTAL INTERGOVERNMENTAL REVENUE	\$9,386	\$10,421	\$26,361	\$-
		TOTAL STATE AID	\$9,386	\$10,421	\$26,361	\$-
		FEDERAL AID				
		INTERGOVERNMENTAL REVENUE				
		OTHER FEDERAL GRANTS	\$(12,275)	\$31,987	\$347,227	\$-
		TOTAL INTERGOVERNMENTAL REVENUE	\$(12,275)	\$31,987	\$347,227	\$-
		TOTAL FEDERAL AID	\$(12,275)	\$31,987	\$347,227	\$-
		MISCELLANEOUS REVENUE				
		MISCELLANEOUS REVENUE				
		OTHER REVENUE	\$-	\$79	\$-	\$-
		TOTAL MISCELLANEOUS REVENUE	\$-	\$79	\$-	\$-
		TOTAL MISCELLANEOUS REVENUE	\$-	\$79	\$-	\$-
		OTHER FINANCING SOURCES				
		OTHER FINANCING SOURCES				
		OPERATING TRANSFERS-IN	\$52,749	\$43,357	\$76,195	\$-
		TOTAL OTHER FINANCING SOURCES	\$52,749	\$43,357	\$76,195	\$-
		TOTAL OTHER FINANCING SOURCES	\$52,749	\$43,357	\$76,195	\$-
		TOTAL AVIATION FINANCING SOURCES	\$57,890	\$96,289	\$460,103	\$-
		STRUCTURAL FIRE FUND				
		PROPERTY TAXES				
		TAXES				
		PROPERTY TAXES-CURRENT SECURED	\$8,157,563	\$8,391,869	\$8,443,078	\$-
		PROPERTY TAX-CURRENT UNSECURED	\$490,654	\$512,631	\$507,827	\$-
		PROPERTY TAXES-PRIOR SECURED	\$157,226	\$155,096	\$162,729	\$-
		PROPERTY TAXES-PRIOR UNSECURED	\$7,504	\$8,607	\$10,125	\$-
		SUPPL PROP TAX-CURRENT SECURED	\$140,031	\$146,426	\$189,041	\$-
		SUPPL PROPERTY TAXES-PRIOR	\$19,917	\$28,724	\$26,888	\$-
		RESIDUAL DIST	\$196,471	\$212,341	\$202,600	\$-
		PASS THROUGH - FACILITIES PORT	\$133,410	\$149,859	\$141,000	\$-
		PROCEEDS FROM SALE OF ASSETS -	\$727	\$207	\$700	\$-
		TOTAL TAXES	\$9,303,503	\$9,605,760	\$9,683,988	\$-
		TOTAL PROPERTY TAXES	\$9,303,503	\$9,605,760	\$9,683,988	\$-

STATE CONTROLLER SCHEDULES COUNTY BUDGET ACT	COUNTY OF TULARE DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT GOVERNMENTAL FUNDS FISCAL YEAR 2020-21	SCHEDULE 6
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FUND NAME	FINANCING SOURCE CATEGORY	FINANCING SOURCE ACCOUNT	2018-19 ACTUAL	2019-20 ACTUAL ESTIMATED <input type="checkbox"/> ESTIMATED <input checked="" type="checkbox"/>	2020-21 RECOMMENDED	2020-21 ADOPTED BY THE BOARD OF SUPERVISORS
1	2	3	4	5	6	7

OTHER TAXES

TAXES

TIMBER YIELD	\$781	\$43	\$500	\$-
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TOTAL TAXES	\$781	\$43	\$500	\$-
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TOTAL OTHER TAXES	\$781	\$43	\$500	\$-
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LICENSES, PERMITS & FRANCHISES

LIC., PERMITS & FRANCHISE

OTHER LICENSES & PERMITS	\$15,173	\$11,787	\$12,000	\$-
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TOTAL LIC., PERMITS & FRANCHISE	\$15,173	\$11,787	\$12,000	\$-
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TOTAL LICENSES, PERMITS & FRANCHISES	\$15,173	\$11,787	\$12,000	\$-
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FROM USE OF MONEY & PROPERTY

REV. FROM USE OF MONEY & PROP

INTEREST	\$40,380	\$55,099	\$40,000	\$-
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FACILITY RENT	\$13,756	\$11,056	\$-	\$-
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TOTAL REV. FROM USE OF MONEY & PROP	\$54,136	\$66,155	\$40,000	\$-
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TOTAL FROM USE OF MONEY & PROPERTY	\$54,136	\$66,155	\$40,000	\$-
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STATE AID

INTERGOVERNMENTAL REVENUE

STATE-OES REIMBURSEMENT	\$1,835,046	\$544,495	\$200,000	\$-
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ST-HOMEOWNERS PROP TAX RELIEF	\$73,053	\$70,224	\$72,700	\$-
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OTHER STATE GRANTS	\$1,298	\$313,988	\$1,121,478	\$-
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TOTAL INTERGOVERNMENTAL REVENUE	\$1,909,397	\$928,707	\$1,394,178	\$-
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TOTAL STATE AID	\$1,909,397	\$928,707	\$1,394,178	\$-
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FEDERAL AID

INTERGOVERNMENTAL REVENUE

FED-DISASTER RELIEF	\$15,568	\$-	\$-	\$-
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FEMA GRANTS	\$-	\$-	\$81,752	\$-
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FEDERAL CARES FUNDING	\$-	\$104,852	\$-	\$-
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TOTAL INTERGOVERNMENTAL REVENUE	\$15,568	\$104,852	\$81,752	\$-
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TOTAL FEDERAL AID	\$15,568	\$104,852	\$81,752	\$-
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CHARGES FOR CURRENT SERVICES

CHARGES FOR CURRENT SERV

PLANNING & ENGINEERING SERV	\$384,446	\$420,275	\$400,000	\$-
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STATE CONTROLLER SCHEDULES COUNTY BUDGET ACT		COUNTY OF TULARE DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT GOVERNMENTAL FUNDS FISCAL YEAR 2020-21				SCHEDULE 6
FUND NAME	FINANCING SOURCE CATEGORY	FINANCING SOURCE ACCOUNT	2018-19 ACTUAL	2019-20 ACTUAL ESTIMATED <input type="checkbox"/> <input checked="" type="checkbox"/>	2020-21 RECOMMENDED	2020-21 ADOPTED BY THE BOARD OF SUPERVISORS
1	2	3	4	5	6	7
		DISPATCH SERVICE	\$13,227	\$-	\$14,000	\$-
		SUPPRESSION COST REIMBURSEMENT	\$67,055	\$42,150	\$67,000	\$-
		OTHER SERVICES	\$50,771	\$72,250	\$46,000	\$-
		SERVICES TO OTHER DEPTS	\$176,514	\$233,342	\$124,000	\$-
		TOTAL CHARGES FOR CURRENT SERV	\$692,013	\$768,017	\$651,000	\$-
		TOTAL CHARGES FOR CURRENT SERVICES	\$692,013	\$768,017	\$651,000	\$-
		INTERFUND REVENUE				
		CHARGES FOR CURRENT SERV				
		INTERFUND REV-SERV TO OTH DEPT	\$172,521	\$353,193	\$2,000	\$-
		TOTAL CHARGES FOR CURRENT SERV	\$172,521	\$353,193	\$2,000	\$-
		TOTAL INTERFUND REVENUE	\$172,521	\$353,193	\$2,000	\$-
		MISCELLANEOUS REVENUE				
		MISCELLANEOUS REVENUE				
		OTHER REVENUE	\$4,255	\$-	\$15,000	\$-
		OUTLAWED WARRANTS	\$234	\$14	\$-	\$-
		PRIOR A/P ACCRUALS ADJUSTMENT	\$-	\$192	\$-	\$-
		TOTAL MISCELLANEOUS REVENUE	\$4,489	\$206	\$15,000	\$-
		TOTAL MISCELLANEOUS REVENUE	\$4,489	\$206	\$15,000	\$-
		OTHER FINANCING SOURCES				
		OTHER FINANCING SOURCES				
		OPERATING TRANSFERS-IN	\$-	\$19,630	\$-	\$-
		O/T-IN:FIRE	\$8,269,664	\$9,480,541	\$11,361,882	\$-
		O/T IN: INTERGOVT. - FEDERAL	\$-	\$6,463	\$6,494	\$-
		TOTAL OTHER FINANCING SOURCES	\$8,269,664	\$9,506,634	\$11,368,376	\$-
		TOTAL OTHER FINANCING SOURCES	\$8,269,664	\$9,506,634	\$11,368,376	\$-
		TOTAL STRUCTURAL FIRE FUND FINANCING SOURCES	\$20,437,245	\$21,345,354	\$23,248,794	\$-
		ROAD FUND				
		PROPERTY TAXES				
		TAXES				
		PROCEEDS FROM MEASURE R LOCAL	\$5,515,117	\$5,232,436	\$3,049,500	\$-
		TOTAL TAXES	\$5,515,117	\$5,232,436	\$3,049,500	\$-
		TOTAL PROPERTY TAXES	\$5,515,117	\$5,232,436	\$3,049,500	\$-
		OTHER TAXES				

STATE CONTROLLER SCHEDULES COUNTY BUDGET ACT	COUNTY OF TULARE DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT GOVERNMENTAL FUNDS FISCAL YEAR 2020-21	SCHEDULE 6
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FUND NAME	FINANCING SOURCE CATEGORY	FINANCING SOURCE ACCOUNT	2018-19 ACTUAL	2019-20 ACTUAL <input type="checkbox"/> ESTIMATED <input checked="" type="checkbox"/>	2020-21 RECOMMENDED	2020-21 ADOPTED BY THE BOARD OF SUPERVISORS
1	2	3	4	5	6	7

TAXES

MEASURE R SALES TAX PROCEEDS	\$4,276,959	\$862,936	\$5,400,775	\$-
LTF-ART 8 STREETS & ROADS	\$5,517,564	\$1,083,170	\$4,405,916	\$-

TOTAL TAXES	\$9,794,523	\$1,946,106	\$9,806,691	\$-
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TOTAL OTHER TAXES	\$9,794,523	\$1,946,106	\$9,806,691	\$-
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LICENSES, PERMITS & FRANCHISES

LIC., PERMITS & FRANCHISE

CONSTRUCTION PERMITS	\$-	\$-	\$12,000	\$-
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TOTAL LIC., PERMITS & FRANCHISE	\$-	\$-	\$12,000	\$-
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TOTAL LICENSES, PERMITS & FRANCHISES	\$-	\$-	\$12,000	\$-
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FROM USE OF MONEY & PROPERTY

REV. FROM USE OF MONEY & PROP

INTEREST	\$638,097	\$982,912	\$320,000	\$-
FACILITY RENT	\$1,750	\$1,200	\$600	\$-

TOTAL REV. FROM USE OF MONEY & PROP	\$639,847	\$984,112	\$320,600	\$-
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TOTAL FROM USE OF MONEY & PROPERTY	\$639,847	\$984,112	\$320,600	\$-
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STATE AID

INTERGOVERNMENTAL REVENUE

STATE-HIGHWAY USER TAX-2104A	\$4,005,580	\$3,792,410	\$3,347,153	\$-
STATE-HIGHWAY USER TAX-2103A	\$2,230,970	\$4,638,732	\$4,835,347	\$-
STATE-HIGHWAY USER TAX-2105	\$3,383,812	\$3,168,589	\$2,805,183	\$-
STATE-HIGHWAY USER TAX-2106A	\$631,972	\$565,914	\$559,077	\$-
STATE OTHER-IN LIEU TAX	\$1,330	\$2,333	\$1,500	\$-
STATE-DISASTER RELIEF	\$70,803	\$82,091	\$275,000	\$-
STATE- OTHER	\$220,792	\$270,899	\$-	\$-
RD EXCHANGE FUNDS	\$987,784	\$987,784	\$987,784	\$-
STATE-HIGHWAY PROJECTS	\$503,656	\$1,272,270	\$463,500	\$-
HUTA SB1 LOAN REPAYMENT	\$752,967	\$756,907	\$-	\$-
HUTA SB1 RMRA	\$11,465,424	\$12,071,332	\$9,835,619	\$-
RTPA/RSTP	\$1,116,357	\$1,173,935	\$870,000	\$-

TOTAL INTERGOVERNMENTAL REVENUE	\$25,371,447	\$28,783,196	\$23,980,163	\$-
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TOTAL STATE AID	\$25,371,447	\$28,783,196	\$23,980,163	\$-
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FEDERAL AID

INTERGOVERNMENTAL REVENUE

FED-DISASTER RELIEF	\$10,993	\$-	\$-	\$-
FED-FOREST RESERVE REVENUE	\$163,535	\$169,993	\$120,000	\$-

STATE CONTROLLER SCHEDULES COUNTY BUDGET ACT		COUNTY OF TULARE DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT GOVERNMENTAL FUNDS FISCAL YEAR 2020-21			SCHEDULE 6	
FUND NAME	FINANCING SOURCE CATEGORY	FINANCING SOURCE ACCOUNT	2018-19 ACTUAL	2019-20 ACTUAL <input type="checkbox"/> ESTIMATED <input checked="" type="checkbox"/>	2020-21 RECOMMENDED	2020-21 ADOPTED BY THE BOARD OF SUPERVISORS
1	2	3	4	5	6	7
		FED-OTHER	\$5,279	\$5,591	\$4,000	\$-
		FED-HIGHWAY PROJECTS	\$6,133,283	\$5,756,192	\$16,140,400	\$-
		TOTAL INTERGOVERNMENTAL REVENUE	\$6,313,090	\$5,931,776	\$16,264,400	\$-
		TOTAL FEDERAL AID	\$6,313,090	\$5,931,776	\$16,264,400	\$-
CHARGES FOR CURRENT SERVICES						
		CHARGES FOR CURRENT SERV				
		PLANNING & ENGINEERING SERV	\$198,198	\$163,699	\$310,000	\$-
		ROAD & STREET SERVICES	\$760,328	\$103,889	\$100,000	\$-
		DESIGN SERVICES	\$172	\$2,417	\$10,000	\$-
		SERVICES TO OTHER DEPTS	\$-	\$-	\$120,000	\$-
		ROAD YARD BILLING (INCL FUEL)	\$1,291,993	\$3,762,732	\$1,234,415	\$-
		I/F-RD YD BILLING (INCL FUEL)	\$1,858,908	\$1,867,346	\$1,726,355	\$-
		TOTAL CHARGES FOR CURRENT SERV	\$4,109,599	\$5,900,083	\$3,500,770	\$-
		TOTAL CHARGES FOR CURRENT SERVICES	\$4,109,599	\$5,900,083	\$3,500,770	\$-
MISCELLANEOUS REVENUE						
		MISCELLANEOUS REVENUE				
		VENDOR REBATES	\$728	\$-	\$-	\$-
		OTHER SALES-TAXABLE	\$-	\$2,800	\$-	\$-
		OTHER SALES-TAXABLE (VIS 8.50)	\$972	\$1,604	\$1,000	\$-
		OTHER REVENUE-PRIOR YEAR	\$-	\$-	\$250,000	\$-
		OTHER REVENUE	\$402	\$4,309	\$470,182	\$-
		INSURANCE PROCEEDS/RECOVERIES	\$114,562	\$32,866	\$7	\$-
		OUTLAWED WARRANTS	\$383	\$3,983	\$8	\$-
		PRIOR A/P ACCRUALS ADJUSTMENT	\$10,006	\$1,842	\$10	\$-
		TOTAL MISCELLANEOUS REVENUE	\$127,053	\$47,404	\$721,207	\$-
		TOTAL MISCELLANEOUS REVENUE	\$127,053	\$47,404	\$721,207	\$-
OTHER FINANCING SOURCES						
		OTHER FINANCING SOURCES				
		SALE OF FIXED ASSETS-NON TAX	\$16,350	\$67,865	\$8	\$-
		OPERATING TRANSFERS-IN	\$105,403	\$81,189	\$21,313	\$-
		TOTAL OTHER FINANCING SOURCES	\$121,753	\$149,054	\$21,321	\$-
		TOTAL OTHER FINANCING SOURCES	\$121,753	\$149,054	\$21,321	\$-
OPERATING REVENUES						
		CHARGES FOR CURRENT SERV				
		RECYCLING REVENUE	\$-	\$-	\$7	\$-
		TOTAL CHARGES FOR CURRENT SERV	\$-	\$-	\$7	\$-

STATE CONTROLLER SCHEDULES COUNTY BUDGET ACT	COUNTY OF TULARE DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT GOVERNMENTAL FUNDS FISCAL YEAR 2020-21	SCHEDULE 6
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FUND NAME	FINANCING SOURCE CATEGORY	FINANCING SOURCE ACCOUNT	2018-19 ACTUAL	2019-20 ACTUAL ESTIMATED <input type="checkbox"/> ESTIMATED <input checked="" type="checkbox"/>	2020-21 RECOMMENDED	2020-21 ADOPTED BY THE BOARD OF SUPERVISORS
1	2	3	4	5	6	7

TOTAL OPERATING REVENUES	\$-	\$-	\$7	\$-
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TOTAL ROAD FUND FINANCING SOURCES	\$51,992,429	\$48,974,167	\$57,676,659	\$-
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TC WORKFORCE INVESTMENT BOARD

FROM USE OF MONEY & PROPERTY

REV. FROM USE OF MONEY & PROP

INTEREST	\$8,586	\$10,210	\$4,500	\$-
FACILITY RENT	\$240,522	\$224,320	\$230,832	\$-
OVERHEAD - WIOA MOU REQUIREMEN	\$103,902	\$86,021	\$89,874	\$-
TOTAL REV. FROM USE OF MONEY & PROP	\$353,010	\$320,551	\$325,206	\$-

TOTAL FROM USE OF MONEY & PROPERTY	\$353,010	\$320,551	\$325,206	\$-
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FEDERAL AID

INTERGOVERNMENTAL REVENUE

OTHER FEDERAL GRANTS	\$192,543	\$-	\$-	\$-
WIOA REVENUE	\$10,296,174	\$10,271,644	\$15,168,410	\$-
TOTAL INTERGOVERNMENTAL REVENUE	\$10,488,717	\$10,271,644	\$15,168,410	\$-

TOTAL FEDERAL AID	\$10,488,717	\$10,271,644	\$15,168,410	\$-
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CHARGES FOR CURRENT SERVICES

CHARGES FOR CURRENT SERV

CHARGES FOR CURRENT SERVICES	\$355,285	\$671,666	\$881,473	\$-
TOTAL CHARGES FOR CURRENT SERV	\$355,285	\$671,666	\$881,473	\$-

TOTAL CHARGES FOR CURRENT SERVICES	\$355,285	\$671,666	\$881,473	\$-
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MISCELLANEOUS REVENUE

MISCELLANEOUS REVENUE

OTHER REVENUE	\$12	\$-	\$12,507	\$-
WORKER'S COMP REIMBURSEMENT	\$-	\$-	\$1	\$-
OUTLAWED WARRANTS	\$2,069	\$11,828	\$4,001	\$-
CONFERENCE REGISTRATIONS	\$12,144	\$10,034	\$2	\$-
WIB 3RD PARTY REIMBURSEMENT	\$4,619	\$-	\$1	\$-
TOTAL MISCELLANEOUS REVENUE	\$18,844	\$21,862	\$16,512	\$-

TOTAL MISCELLANEOUS REVENUE	\$18,844	\$21,862	\$16,512	\$-
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OTHER FINANCING SOURCES

OTHER FINANCING SOURCES

STATE CONTROLLER SCHEDULES COUNTY BUDGET ACT	COUNTY OF TULARE DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT GOVERNMENTAL FUNDS FISCAL YEAR 2020-21	SCHEDULE 6
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FUND NAME	FINANCING SOURCE CATEGORY	FINANCING SOURCE ACCOUNT	2018-19 ACTUAL	2019-20 ACTUAL ESTIMATED <input type="checkbox"/> <input checked="" type="checkbox"/>	2020-21 RECOMMENDED	2020-21 ADOPTED BY THE BOARD OF SUPERVISORS
1	2	3	4	5	6	7

OPERATING TRANSFERS-IN	\$1,687,530	\$1,963,882	\$2,296,399	\$-
O/T IN: MISCELLANEOUS REV.	\$34,210	\$74,679	\$-	\$-
TOTAL OTHER FINANCING SOURCES	\$1,721,740	\$2,038,561	\$2,296,399	\$-
TOTAL OTHER FINANCING SOURCES	\$1,721,740	\$2,038,561	\$2,296,399	\$-

OPERATING REVENUES				
CHARGES FOR CURRENT SERV				
WELLNESS INCENTIVE FUNDING	\$-	\$-	\$2	\$-
TOTAL CHARGES FOR CURRENT SERV	\$-	\$-	\$2	\$-
TOTAL OPERATING REVENUES	\$-	\$-	\$2	\$-

TOTAL TC WORKFORCE INVESTMENT BOARD FINANCING SOURCES	\$12,937,596	\$13,324,284	\$18,688,002	\$-
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CHILD SUPPORT SERVICES

FROM USE OF MONEY & PROPERTY				
REV. FROM USE OF MONEY & PROP				
INTEREST	\$61,724	\$60,705	\$49,000	\$-
TOTAL REV. FROM USE OF MONEY & PROP	\$61,724	\$60,705	\$49,000	\$-
TOTAL FROM USE OF MONEY & PROPERTY	\$61,724	\$60,705	\$49,000	\$-

STATE AID				
INTERGOVERNMENTAL REVENUE				
AID FOR TRNG POST	\$-	\$-	\$4,000	\$-
STATE- OTHER	\$16,957	\$13,615	\$-	\$-
STATE- CHILD SUPPORT ADMIN	\$5,725,195	\$5,834,976	\$4,733,476	\$-
TOTAL INTERGOVERNMENTAL REVENUE	\$5,742,152	\$5,848,591	\$4,737,476	\$-
TOTAL STATE AID	\$5,742,152	\$5,848,591	\$4,737,476	\$-

FEDERAL AID				
INTERGOVERNMENTAL REVENUE				
FED-CHILD SUPP ENFRMNT INCENT	\$9,333,346	\$9,632,884	\$10,626,568	\$-
FEDERAL CARES FUNDING	\$-	\$10,761	\$-	\$-
TOTAL INTERGOVERNMENTAL REVENUE	\$9,333,346	\$9,643,645	\$10,626,568	\$-
TOTAL FEDERAL AID	\$9,333,346	\$9,643,645	\$10,626,568	\$-

OTHER GOVERNMENTAL AID				
INTERGOVERNMENTAL REVENUE				

STATE CONTROLLER SCHEDULES COUNTY BUDGET ACT		COUNTY OF TULARE DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT GOVERNMENTAL FUNDS FISCAL YEAR 2020-21				SCHEDULE 6
FUND NAME	FINANCING SOURCE CATEGORY	FINANCING SOURCE ACCOUNT	2018-19 ACTUAL	2019-20 ACTUAL ESTIMATED <input type="checkbox"/> ESTIMATED <input checked="" type="checkbox"/>	2020-21 RECOMMENDED	2020-21 ADOPTED BY THE BOARD OF SUPERVISORS
1	2	3	4	5	6	7
		ADMIN FEE	\$-	\$30	\$1	\$-
		TOTAL INTERGOVERNMENTAL REVENUE	\$-	\$30	\$1	\$-
		TOTAL OTHER GOVERNMENTAL AID	\$-	\$30	\$1	\$-
		MISCELLANEOUS REVENUE				
		MISCELLANEOUS REVENUE				
		OTHER REVENUE	\$47,165	\$1,789	\$2,000	\$-
		OUTLAWED WARRANTS	\$89	\$790	\$500	\$-
		PRIOR A/P ACCRUALS ADJUSTMENT	\$16	\$(16)	\$1	\$-
		TOTAL MISCELLANEOUS REVENUE	\$47,270	\$2,563	\$2,501	\$-
		TOTAL MISCELLANEOUS REVENUE	\$47,270	\$2,563	\$2,501	\$-
		OTHER FINANCING SOURCES				
		OTHER FINANCING SOURCES				
		SB1085 LEAVE REIMBURSEMENT	\$-	\$25,218	\$1	\$-
		SALE OF TAXABLE FIXED ASSETS	\$-	\$1,771	\$1	\$-
		SALE OF FIXED ASSETS-NON TAX	\$-	\$-	\$1	\$-
		OPERATING TRANSFERS-IN	\$4,612	\$1,704	\$747,880	\$-
		O/T IN: MISCELLANEOUS REV.	\$65,451	\$2,714	\$66,211	\$-
		TOTAL OTHER FINANCING SOURCES	\$70,063	\$31,407	\$814,094	\$-
		TOTAL OTHER FINANCING SOURCES	\$70,063	\$31,407	\$814,094	\$-
		TOTAL CHILD SUPPORT SERVICES FINANCING SOURCES	\$15,254,555	\$15,586,941	\$16,229,640	\$-
		REALIGNMENT-MENTAL HEALTH				
		STATE AID				
		INTERGOVERNMENTAL REVENUE				
		STATE AID VLF REALIGNMENT	\$1,324,698	\$-	\$-	\$-
		ST AID MNTL HLTH REALIGNMENT	\$15,424,400	\$15,399,206	\$14,843,377	\$-
		TOTAL INTERGOVERNMENTAL REVENUE	\$16,749,098	\$15,399,206	\$14,843,377	\$-
		TOTAL STATE AID	\$16,749,098	\$15,399,206	\$14,843,377	\$-
		OTHER FINANCING SOURCES				
		OTHER FINANCING SOURCES				
		TRANSFER IN 1991 REALIGNMENT	\$683,468	\$1,027,632	\$775,829	\$-
		TOTAL OTHER FINANCING SOURCES	\$683,468	\$1,027,632	\$775,829	\$-
		TOTAL OTHER FINANCING SOURCES	\$683,468	\$1,027,632	\$775,829	\$-

STATE CONTROLLER SCHEDULES COUNTY BUDGET ACT		COUNTY OF TULARE DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT GOVERNMENTAL FUNDS FISCAL YEAR 2020-21				SCHEDULE 6
FUND NAME	FINANCING SOURCE CATEGORY	FINANCING SOURCE ACCOUNT	2018-19 ACTUAL	2019-20 ACTUAL ESTIMATED <input type="checkbox"/> <input checked="" type="checkbox"/>	2020-21 RECOMMENDED	2020-21 ADOPTED BY THE BOARD OF SUPERVISORS
1	2	3	4	5	6	7
TOTAL REALIGNMENT-MENTAL HEALTH FINANCING SOURCES			\$17,432,566	\$16,426,838	\$15,619,206	\$-
REALIGNMENT-HEALTH						
STATE AID						
INTERGOVERNMENTAL REVENUE						
		STATE AID HEALTH REALIGNMENT	\$179,111	\$190,320	\$-	\$-
		TOTAL INTERGOVERNMENTAL REVENUE	\$179,111	\$190,320	\$-	\$-
		TOTAL STATE AID	\$179,111	\$190,320	\$-	\$-
OTHER FINANCING SOURCES						
OTHER FINANCING SOURCES						
		TRANSFER IN 1991 REALIGNMENT	\$9,962,194	\$9,248,458	\$8,876,986	\$-
		TOTAL OTHER FINANCING SOURCES	\$9,962,194	\$9,248,458	\$8,876,986	\$-
		TOTAL OTHER FINANCING SOURCES	\$9,962,194	\$9,248,458	\$8,876,986	\$-
TOTAL REALIGNMENT-HEALTH FINANCING SOURCES			\$10,141,305	\$9,438,778	\$8,876,986	\$-
REALIGNMENT-SOCIAL SERVICES						
STATE AID						
INTERGOVERNMENTAL REVENUE						
		ST PUB ASST PROG REALIGNMENT	\$88,962,059	\$84,890,684	\$104,317,341	\$-
		TOTAL INTERGOVERNMENTAL REVENUE	\$88,962,059	\$84,890,684	\$104,317,341	\$-
		TOTAL STATE AID	\$88,962,059	\$84,890,684	\$104,317,341	\$-
OTHER FINANCING SOURCES						
OTHER FINANCING SOURCES						
		TRANSFER IN 1991 REALIGNMENT	\$1,865,055	\$1,980,250	\$1,555,308	\$-
		TOTAL OTHER FINANCING SOURCES	\$1,865,055	\$1,980,250	\$1,555,308	\$-
		TOTAL OTHER FINANCING SOURCES	\$1,865,055	\$1,980,250	\$1,555,308	\$-
TOTAL REALIGNMENT-SOCIAL SERVICES FINANCING SOURCES			\$90,827,114	\$86,870,934	\$105,872,649	\$-
TOBACCO SETTLEMENT REVENUE FND						
MISCELLANEOUS REVENUE OTHER						
OTHER FINANCING SOURCES						

STATE CONTROLLER SCHEDULES COUNTY BUDGET ACT		COUNTY OF TULARE DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT GOVERNMENTAL FUNDS FISCAL YEAR 2020-21				SCHEDULE 6
FUND NAME	FINANCING SOURCE CATEGORY	FINANCING SOURCE ACCOUNT	2018-19 ACTUAL	2019-20 ACTUAL ESTIMATED <input type="checkbox"/> <input checked="" type="checkbox"/>	2020-21 RECOMMENDED	2020-21 ADOPTED BY THE BOARD OF SUPERVISORS
1	2	3	4	5	6	7
		TOBACCO SETTLEMENT PROCEEDS	\$4,536,164	\$4,348,992	\$5,522,519	\$-
		TOTAL OTHER FINANCING SOURCES	\$4,536,164	\$4,348,992	\$5,522,519	\$-
		TOTAL MISCELLANEOUS REVENUE OTHER	\$4,536,164	\$4,348,992	\$5,522,519	\$-
		TOTAL TOBACCO SETTLEMENT REVENUE FND FINANCING SOURCES	\$4,536,164	\$4,348,992	\$5,522,519	\$-
		HOUSING SUCCESSOR				
		FROM USE OF MONEY & PROPERTY				
		REV. FROM USE OF MONEY & PROP				
		INTEREST	\$1,676	\$3,975	\$3,000	\$-
		TOTAL REV. FROM USE OF MONEY & PROP	\$1,676	\$3,975	\$3,000	\$-
		TOTAL FROM USE OF MONEY & PROPERTY	\$1,676	\$3,975	\$3,000	\$-
		MISCELLANEOUS REVENUE				
		MISCELLANEOUS REVENUE				
		PROGRAM REPAYMENTS	\$13,563	\$56,157	\$29,000	\$-
		TOTAL MISCELLANEOUS REVENUE	\$13,563	\$56,157	\$29,000	\$-
		TOTAL MISCELLANEOUS REVENUE	\$13,563	\$56,157	\$29,000	\$-
		TOTAL HOUSING SUCCESSOR FINANCING SOURCES	\$15,239	\$60,132	\$32,000	\$-
		TOTAL SPECIAL REVENUE FUNDS FINANCING SOURCES	\$229,514,697	\$222,742,221	\$258,360,010	\$-
		CAPITAL PROJECTS FUNDS				
		CAPITAL PROJECTS/MAJOR MAINT.				
		STATE AID				
		INTERGOVERNMENTAL REVENUE				
		STATE AB900	\$11,095,217	\$3,398,431	\$14,823,396	\$-
		OTHER STATE GRANTS	\$-	\$17,565	\$-	\$-
		TOTAL INTERGOVERNMENTAL REVENUE	\$11,095,217	\$3,415,996	\$14,823,396	\$-
		TOTAL STATE AID	\$11,095,217	\$3,415,996	\$14,823,396	\$-
		MISCELLANEOUS REVENUE				
		MISCELLANEOUS REVENUE				
		OTHER SALES-TAXABLE (VIS 8.50)	\$788	\$14	\$-	\$-
		OTHER REVENUE	\$86,961	\$68,553	\$100,000	\$-

STATE CONTROLLER SCHEDULES COUNTY BUDGET ACT		COUNTY OF TULARE DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT GOVERNMENTAL FUNDS FISCAL YEAR 2020-21				SCHEDULE 6
FUND NAME	FINANCING SOURCE CATEGORY	FINANCING SOURCE ACCOUNT	2018-19 ACTUAL	2019-20 ACTUAL ESTIMATED <input type="checkbox"/> ESTIMATED <input checked="" type="checkbox"/>	2020-21 RECOMMENDED	2020-21 ADOPTED BY THE BOARD OF SUPERVISORS
1	2	3	4	5	6	7
		INSURANCE PROCEEDS/RECOVERIES	\$34,724	\$-	\$-	\$-
		OUTLAWED WARRANTS	\$-	\$249	\$-	\$-
		PRIOR A/P ACCRUALS ADJUSTMENT	\$1,483,939	\$340,050	\$-	\$-
		TOTAL MISCELLANEOUS REVENUE	\$1,606,412	\$408,866	\$100,000	\$-
		TOTAL MISCELLANEOUS REVENUE	\$1,606,412	\$408,866	\$100,000	\$-
		OTHER FINANCING SOURCES				
		OTHER FINANCING SOURCES				
		OPERATING TRANSFERS-IN	\$6,010,247	\$7,099,532	\$1,030,653	\$-
		O/T-IN:OTH CAP PROJECTS	\$5,253,824	\$6,272,217	\$5,580,095	\$-
		O/T-IN:PFA	\$3,500,000	\$3,500,000	\$3,500,000	\$-
		TOTAL OTHER FINANCING SOURCES	\$14,764,071	\$16,871,749	\$10,110,748	\$-
		TOTAL OTHER FINANCING SOURCES	\$14,764,071	\$16,871,749	\$10,110,748	\$-
		TOTAL CAPITAL PROJECTS/MAJOR MAINT. FINANCING SOURCES	\$27,465,700	\$20,696,611	\$25,034,144	\$-
		TCICT PROJECTS				
		OTHER FINANCING SOURCES				
		OTHER FINANCING SOURCES				
		OPERATING TRANSFERS-IN	\$2,526,804	\$2,791,253	\$5,321,148	\$-
		TOTAL OTHER FINANCING SOURCES	\$2,526,804	\$2,791,253	\$5,321,148	\$-
		TOTAL OTHER FINANCING SOURCES	\$2,526,804	\$2,791,253	\$5,321,148	\$-
		TOTAL TCICT PROJECTS FINANCING SOURCES	\$2,526,804	\$2,791,253	\$5,321,148	\$-
		TOTAL CAPITAL PROJECTS FUNDS FINANCING SOURCES	\$29,992,504	\$23,487,864	\$30,355,292	\$-
		DEBT SERVICE FUNDS				
		PENSION OBLIGATION BOND				
		MISCELLANEOUS REVENUE OTHER				
		OTHER FINANCING SOURCES				
		D.S. RETIREMENT- POB	\$17,320,786	\$19,973,160	\$19,492,836	\$-
		TOTAL OTHER FINANCING SOURCES	\$17,320,786	\$19,973,160	\$19,492,836	\$-
		TOTAL MISCELLANEOUS REVENUE OTHER	\$17,320,786	\$19,973,160	\$19,492,836	\$-
		TOTAL PENSION OBLIGATION BOND FINANCING SOURCES	\$17,320,786	\$19,973,160	\$19,492,836	\$-
		BUILDING LOANS				

STATE CONTROLLER SCHEDULES COUNTY BUDGET ACT		COUNTY OF TULARE DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT GOVERNMENTAL FUNDS FISCAL YEAR 2020-21				SCHEDULE 6
FUND NAME	FINANCING SOURCE CATEGORY	FINANCING SOURCE ACCOUNT	2018-19 ACTUAL	2019-20 ACTUAL ESTIMATED <input type="checkbox"/> <input checked="" type="checkbox"/>	2020-21 RECOMMENDED	2020-21 ADOPTED BY THE BOARD OF SUPERVISORS
1	2	3	4	5	6	7
OTHER FINANCING SOURCES						
OTHER FINANCING SOURCES						
		OPERATING TRANSFERS-IN	\$-	\$-	\$2,400,000	\$-
		DEBT SRVC - BUILDING	\$-	\$3,654,609	\$3,451,181	\$-
		O/T-IN:FOR ENERGY CONSERVATION	\$624,582	\$624,583	\$624,601	\$-
		O/T IN: FINES & PENALTIES	\$1,240,527	\$1,015,168	\$1,000,000	\$-
		TOTAL OTHER FINANCING SOURCES	\$1,865,109	\$5,294,360	\$7,475,782	\$-
		TOTAL OTHER FINANCING SOURCES	\$1,865,109	\$5,294,360	\$7,475,782	\$-
TOTAL BUILDING LOANS FINANCING SOURCES			\$1,865,109	\$5,294,360	\$7,475,782	\$-
TOTAL DEBT SERVICE FUNDS FINANCING SOURCES			\$19,185,895	\$25,267,520	\$26,968,618	\$-
TOTAL ALL FUNDS			\$1,004,325,728	\$1,027,515,423	\$1,158,209,667	\$-

STATE CONTROLLER SCHEDULES COUNTY BUDGET ACT		COUNTY OF TULARE SUMMARY OF FINANCING USES BY FUNCTION AND FUND GOVERNMENTAL FUNDS FISCAL YEAR 2020-21			SCHEDULE 7
DESCRIPTION	2018-19 ACTUAL	2019-20 ACTUAL <input type="checkbox"/> ESTIMATED <input checked="" type="checkbox"/>	2020-21 RECOMMENDED	2020-21 ADOPTED BY THE BOARD OF SUPERVISORS	
1	2	3	4	5	
SUMMARIZATION BY FUNCTION					
GENERAL	\$89,723,746	\$81,927,689	\$130,913,961	\$-	
PUBLIC PROTECTION	\$257,131,452	\$265,317,990	\$300,559,769	\$-	
PUBLIC WAYS AND FACILITIES	\$41,673,633	\$50,672,286	\$97,616,163	\$-	
HEALTH AND SANITATION	\$182,940,296	\$199,386,717	\$235,152,085	\$-	
PUBLIC ASSISTANCE	\$376,173,660	\$385,325,755	\$486,975,532	\$-	
EDUCATION	\$5,298,771	\$5,371,497	\$6,696,025	\$-	
RECREATION AND CULTURAL SERVICES	\$3,070,474	\$3,287,389	\$2,836,821	\$-	
RETIREMENT OF LONG TERM DEBT	\$17,920,091	\$20,073,313	\$23,123,624	\$-	
TOTAL FINANCING USES BY FUNCTION	\$973,932,123	\$1,011,362,636	\$1,283,873,980	\$-	
APPROPRIATIONS FOR CONTINGENCIES					
GENERAL FUND	\$-	\$-	\$4,000,000	\$-	
TOTAL APPROPRIATIONS FOR CONTINGENCIES	\$-	\$-	\$4,000,000	\$-	
SUBTOTAL FINANCING USES	\$973,932,123	\$1,011,362,636	\$1,287,873,980	\$-	
PROVISIONS FOR OBLIGATED FUND BALANCES					
LIBRARY FUND	\$-	\$-	\$795,071	\$-	
BUILDING LOANS	\$-	\$-	\$4,451,181	\$-	
CAPITAL PROJECTS/MAJOR MAINT.	\$-	\$-	\$1,593,179	\$-	
TOTAL OBLIGATED FUND BALANCES	\$-	\$-	\$6,839,431	\$-	
TOTAL FINANCING USES	\$973,932,123	\$1,011,362,636	\$1,294,713,411	\$-	

STATE CONTROLLER SCHEDULES COUNTY BUDGET ACT		COUNTY OF TULARE SUMMARY OF FINANCING USES BY FUNCTION AND FUND GOVERNMENTAL FUNDS FISCAL YEAR 2020-21			SCHEDULE 7
DESCRIPTION	2018-19 ACTUAL	2019-20 ACTUAL <input type="checkbox"/> ESTIMATED <input checked="" type="checkbox"/>	2020-21 RECOMMENDED	2020-21 ADOPTED BY THE BOARD OF SUPERVISORS	
1	2	3	4	5	
SUMMARIZATION BY FUND					
GENERAL FUND	\$726,506,202	\$759,460,958	\$886,780,331	\$-	
INDIGENT HEALTHCARE AB75	\$712,205	\$731,798	\$1,050,000	\$-	
LIBRARY FUND	\$4,432,189	\$4,457,418	\$6,220,810	\$-	
FISH AND WILDLIFE	\$5,000	\$4,560	\$4,559	\$-	
AVIATION	\$57,888	\$96,289	\$460,103	\$-	
STRUCTURAL FIRE FUND	\$20,064,293	\$20,846,370	\$24,681,044	\$-	
ROAD FUND	\$41,615,745	\$50,575,997	\$97,156,060	\$-	
TC WORKFORCE INVESTMENT BOAR	\$12,937,599	\$13,324,280	\$18,688,002	\$-	
CHILD SUPPORT SERVICES	\$15,254,557	\$15,586,943	\$16,229,640	\$-	
REALIGNMENT-MENTAL HEALTH	\$9,983,284	\$16,259,651	\$22,489,589	\$-	
REALIGNMENT-HEALTH	\$9,261,523	\$9,703,168	\$13,477,898	\$-	
REALIGNMENT-SOCIAL SERVICES	\$86,295,380	\$84,243,973	\$116,452,879	\$-	
TOBACCO SETTLEMENT REVENUE FI	\$4,536,164	\$4,348,992	\$5,522,519	\$-	
PENSION OBLIGATION BOND	\$18,372,166	\$18,920,279	\$19,494,336	\$-	
BUILDING LOANS	\$2,624,580	\$624,580	\$7,475,782	\$-	
CAPITAL PROJECTS/MAJOR MAINT.	\$18,820,702	\$9,701,581	\$52,233,584	\$-	
TCICT PROJECTS	\$2,445,924	\$2,470,878	\$6,087,641	\$-	
HOME PROGRAM FUND	\$-	\$-	\$83	\$-	
HOUSING SUCCESSOR	\$6,722	\$4,921	\$208,551	\$-	
TOTAL FINANCING USES	\$973,932,123	\$1,011,362,636	\$1,294,713,411	\$-	

STATE CONTROLLER SCHEDULES COUNTY BUDGET ACT		COUNTY OF TULARE DETAIL OF FINANCING USES BY FUNCTION, ACTIVITY AND BUDGET UNIT GOVERNMENTAL FUNDS FISCAL YEAR 2020-21			SCHEDULE 8
FUNCTION, ACTIVITY AND BUDGET UNIT	2018-19 ACTUAL	2019-20 ACTUAL ESTIMATED <input type="checkbox"/>	2020-21 RECOMMENDED	2020-21 ADOPTED BY THE BOARD OF SUPERVISORS	
1	2	3	4	5	
GENERAL					
LEGISLATIVE AND ADMINISTRATIVE					
BOARD OF SUPERVISORS	\$2,860,767	\$4,981,605	\$4,685,372	\$-	
ADMINISTRATIVE OFFICER	\$37,352,833	\$34,070,544	\$37,675,538	\$-	
TOTAL LEGISLATIVE AND ADMINISTRATIVE	\$40,213,600	\$39,052,149	\$42,360,910	\$-	
FINANCE					
AUDITOR-CONTROLLER	\$1,892,169	\$1,928,012	\$1,711,496	\$-	
TREASURER	\$1,586,303	\$1,652,692	\$1,769,607	\$-	
ASSESSOR	\$7,706,737	\$7,992,452	\$8,503,213	\$-	
TAX COLLECTOR	\$2,634,733	\$2,532,464	\$2,996,822	\$-	
PURCHASING AGENT	\$577,659	\$726,461	\$473,875	\$-	
TOTAL FINANCE	\$14,397,601	\$14,832,081	\$15,455,013	\$-	
COUNSEL					
COUNTY COUNSEL	\$4,764,515	\$3,907,396	\$4,203,830	\$-	
TOTAL COUNSEL	\$4,764,515	\$3,907,396	\$4,203,830	\$-	
PERSONNEL					
PERSONNEL	\$529,650	\$880,754	\$1,464,342	\$-	
TOTAL PERSONNEL	\$529,650	\$880,754	\$1,464,342	\$-	
ELECTIONS					
REGISTRAR OF VOTERS	\$3,006,583	\$3,080,558	\$4,014,387	\$-	
TOTAL ELECTIONS	\$3,006,583	\$3,080,558	\$4,014,387	\$-	
COMMUNICATIONS					
TELEPHONE AND RADIO SYSTEMS	\$316,725	\$350,558	\$423,721	\$-	
MESSANGER AND DELIVERY DEPARTM	\$85,762	\$85,307	\$96,582	\$-	
TOTAL COMMUNICATIONS	\$402,487	\$435,865	\$520,303	\$-	

STATE CONTROLLER SCHEDULES COUNTY BUDGET ACT		COUNTY OF TULARE DETAIL OF FINANCING USES BY FUNCTION, ACTIVITY AND BUDGET UNIT GOVERNMENTAL FUNDS FISCAL YEAR 2020-21			SCHEDULE 8
FUNCTION, ACTIVITY AND BUDGET UNIT	2018-19 ACTUAL	2019-20 ACTUAL ESTIMATED	<div><input type="checkbox"/></div> <div><input checked="" type="checkbox"/></div>	2020-21 RECOMMENDED	2020-21 ADOPTED BY THE BOARD OF SUPERVISORS
1	2	3		4	5
PROPERTY MANAGEMENT					
MAINTENANCE DEPARTMENTS	\$1,930,815	\$2,043,185		\$1,682,906	\$-
DEPARTMENTS	\$2,561,216	\$2,490,042		\$2,168,851	\$-
TOTAL PROPERTY MANAGEMENT	\$4,492,031	\$4,533,227		\$3,851,757	\$-
PLANT ACQUISITION					
PLANT ACQIUSTION	\$18,862,045	\$10,676,066		\$56,114,367	\$-
TOTAL PLANT ACQUISITION	\$18,862,045	\$10,676,066		\$56,114,367	\$-
OTHER GENERAL					
SURVEYOR AND ENGINEER	\$109,923	\$2,016,606		\$110,000	\$-
DATA PROCESSING	\$750,618	\$62,307		\$109,000	\$-
CENTRAL SERVICES, STORES	\$2,072,633	\$2,347,339		\$2,579,105	\$-
DEFERRED COMP	\$122,060	\$103,341		\$130,947	\$-
TOTAL OTHER GENERAL	\$3,055,234	\$4,529,593		\$2,929,052	\$-
TOTAL GENERAL	\$89,723,746	\$81,927,689		\$130,913,961	\$-

STATE CONTROLLER		COUNTY OF TULARE		SCHEDULE 8	
SCHEDULES		DETAIL OF FINANCING USES BY FUNCTION, ACTIVITY AND BUDGET UNIT			
COUNTY BUDGET ACT		GOVERNMENTAL FUNDS			
		FISCAL YEAR 2020-21			
FUNCTION, ACTIVITY AND BUDGET UNIT	2018-19 ACTUAL	2019-20 ACTUAL ESTIMATED	<div><input type="checkbox"/></div> <div><input checked="" type="checkbox"/></div>	2020-21 RECOMMENDED	2020-21 ADOPTED BY THE BOARD OF SUPERVISORS
1	2	3		4	5
PUBLIC PROTECTION					
JUDICIAL					
COURTS	\$6,594,558	\$6,645,422		\$6,776,404	\$-
SHERIFF - COURTS	\$7,337,579	\$7,650,815		\$8,142,555	\$-
GRAND JURY	\$140,063	\$112,140		\$185,060	\$-
FAMILY SUPPORT - CHILD SUPPORT	\$15,254,557	\$15,586,943		\$16,229,640	\$-
LAW LIBRARY	\$205,005	\$213,497		\$213,679	\$-
DISTRICT ATTORNEY - PROSECUTIO	\$24,010,034	\$24,420,127		\$27,097,355	\$-
PUBLIC DEFENDER	\$10,556,738	\$11,377,572		\$12,707,098	\$-
TOTAL JUDICIAL	\$64,098,534	\$66,006,516		\$71,351,791	\$-
POLICE PROTECTION					
SHERIFF	\$54,638,006	\$57,668,971		\$60,880,712	\$-
DRUG & ALC ABUSE TESTS	\$152,736	\$152,239		\$150,000	\$-
TOTAL POLICE PROTECTION	\$54,790,742	\$57,821,210		\$61,030,712	\$-
DETENTION AND CORRECTION					
ADULT DETENTION	\$56,362,437	\$59,786,388		\$68,588,682	\$-
PROBATION	\$31,843,816	\$31,676,306		\$40,107,059	\$-
HONOR FARMS	\$957,016	\$911,330		\$922,813	\$-
TOTAL DETENTION AND CORRECTION	\$89,163,269	\$92,374,024		\$109,618,554	\$-
FIRE PROTECTION					
FIRE DEPARTMENT	\$20,064,293	\$20,846,370		\$24,681,044	\$-
TOTAL FIRE PROTECTION	\$20,064,293	\$20,846,370		\$24,681,044	\$-
FLOOD CONTROL AND SOIL AND WAT					
CHANNEL CONSTR AND MAINT	\$523,493	\$94,129		\$1,363,384	\$-
TOTAL FLOOD CONTROL AND SOIL AND WAT	\$523,493	\$94,129		\$1,363,384	\$-
PROTECTION INSPECTION					
AGRICULTURAL COMMISSIONER	\$8,522,763	\$8,199,758		\$9,494,139	\$-
BUILDING INSPECTOR	\$3,424,373	\$3,221,981		\$4,051,429	\$-
TOTAL PROTECTION INSPECTION	\$11,947,136	\$11,421,739		\$13,545,568	\$-

STATE CONTROLLER SCHEDULES COUNTY BUDGET ACT		COUNTY OF TULARE DETAIL OF FINANCING USES BY FUNCTION, ACTIVITY AND BUDGET UNIT GOVERNMENTAL FUNDS FISCAL YEAR 2020-21			SCHEDULE 8
FUNCTION, ACTIVITY AND BUDGET UNIT	2018-19 ACTUAL	2019-20 ACTUAL ESTIMATED	<div><input type="checkbox"/></div> <div><input checked="" type="checkbox"/></div>	2020-21 RECOMMENDED	2020-21 ADOPTED BY THE BOARD OF SUPERVISORS
1	2	3		4	5
OTHER PROTECTION					
COUNTY CLERK	\$575,330	\$558,042		\$596,639	\$-
RECORDER	\$1,031,051	\$843,492		\$1,494,158	\$-
PUBLIC ADMINISTRATOR	\$223,074	\$288,601		\$297,496	\$-
EMERGENCY SERVICES, DISASTER R	\$486,907	\$415,397		\$364,064	\$-
PUBLIC GUARDIAN	\$9,059,124	\$9,520,190		\$10,074,170	\$-
ENVIRONMENTAL PROTECTION PROGI	\$19,712	\$69,477		\$229,926	\$-
FISH AND GAME PROPAGATION	\$5,000	\$4,560		\$4,559	\$-
PLANNING AND ZONING	\$3,205,808	\$3,022,883		\$3,667,815	\$-
PREDATORY ANIMAL CONTROL	\$1,842,882	\$2,031,360		\$2,239,889	\$-
ABANDONED VEHICLE PROGRAM	\$95,097	\$-		\$-	\$-
TOTAL OTHER PROTECTION	\$16,543,985	\$16,754,002		\$18,968,716	\$-
TOTAL PUBLIC PROTECTION	\$257,131,452	\$265,317,990		\$300,559,769	\$-
PUBLIC WAYS AND FACILITIES					
PUBLIC WAYS					
ROADS - PUBLIC WAYS	\$41,615,745	\$50,575,997		\$97,156,060	\$-
AIRPORTS	\$57,888	\$96,289		\$460,103	\$-
TOTAL PUBLIC WAYS	\$41,673,633	\$50,672,286		\$97,616,163	\$-
TOTAL PUBLIC WAYS AND FACILITIES	\$41,673,633	\$50,672,286		\$97,616,163	\$-

STATE CONTROLLER		COUNTY OF TULARE		SCHEDULE 8	
SCHEDULES		DETAIL OF FINANCING USES BY FUNCTION, ACTIVITY AND BUDGET UNIT			
COUNTY BUDGET ACT		GOVERNMENTAL FUNDS			
		FISCAL YEAR 2020-21			
FUNCTION, ACTIVITY AND BUDGET UNIT	2018-19 ACTUAL	2019-20 ACTUAL ESTIMATED	<div><input type="checkbox"/></div> <div><input checked="" type="checkbox"/></div>	2020-21 RECOMMENDED	2020-21 ADOPTED BY THE BOARD OF SUPERVISORS
1	2	3		4	5
HEALTH AND SANITATION					
HEALTH					
PUBLIC HEALTH OFFICER	\$116,455	\$337,981		\$764,990	\$-
HEALTH DEPARTMENT	\$35,848,617	\$35,284,093		\$44,327,708	\$-
COMMUNITY MENTAL HEALTH	\$63,050,557	\$68,055,464		\$78,050,276	\$-
FAMILY PLANNING, FAMILY HEALTH	\$1,437,032	\$1,366,192		\$1,504,317	\$-
ALCOHOL AND DRUG ABUSE SERVICE	\$11,817,261	\$13,707,063		\$17,456,876	\$-
ENVIRONMENTAL HEALTH	\$195,973	\$641,099		\$231,340	\$-
TOTAL HEALTH	\$112,465,895	\$119,391,892		\$142,335,507	\$-
HOSPITAL CARE					
MEDICAL CARE SERVICES	\$70,134,581	\$79,644,243		\$91,830,341	\$-
MEDICALLY INDIGENT ADULTS	\$339,820	\$350,582		\$986,237	\$-
TOTAL HOSPITAL CARE	\$70,474,401	\$79,994,825		\$92,816,578	\$-
TOTAL HEALTH AND SANITATION	\$182,940,296	\$199,386,717		\$235,152,085	\$-

STATE CONTROLLER SCHEDULES		COUNTY OF TULARE DETAIL OF FINANCING USES BY FUNCTION, ACTIVITY AND BUDGET UNIT GOVERNMENTAL FUNDS FISCAL YEAR 2020-21		SCHEDULE 8
FUNCTION, ACTIVITY AND BUDGET UNIT	2018-19 ACTUAL	2019-20 ACTUAL ESTIMATED <input type="checkbox"/> <input checked="" type="checkbox"/>	2020-21 RECOMMENDED	2020-21 ADOPTED BY THE BOARD OF SUPERVISORS
1	2	3	4	5
PUBLIC ASSISTANCE				
ADMINISTRATION				
ADMINISTRATION - SOCIAL SERVIC	\$191,050,943	\$186,806,062	\$250,390,117	\$-
TOTAL ADMINISTRATION	\$191,050,943	\$186,806,062	\$250,390,117	\$-
AID PROGRAMS				
AID PROGRAMS	\$136,807,270	\$151,468,357	\$180,144,982	\$-
TOTAL AID PROGRAMS	\$136,807,270	\$151,468,357	\$180,144,982	\$-
GENERAL RELIEF				
AID TO INDIGENTS - GENERAL REL	\$712,205	\$731,798	\$1,050,000	\$-
TOTAL GENERAL RELIEF	\$712,205	\$731,798	\$1,050,000	\$-
CARE OF COURT WARDS				
FOSTER CARE	\$34,325,775	\$32,629,206	\$34,965,517	\$-
TOTAL CARE OF COURT WARDS	\$34,325,775	\$32,629,206	\$34,965,517	\$-
VETERANS' SERVICES				
VETERANS SERVICES OFFICER	\$373,021	\$435,554	\$400,932	\$-
TOTAL VETERANS' SERVICES	\$373,021	\$435,554	\$400,932	\$-
OTHER ASSISTANCE				
WIA - VOCATIONAL TRAINING	\$12,450,692	\$12,908,883	\$18,323,938	\$-
COMMUNITY DEVELOPMENT	\$453,754	\$345,895	\$1,700,046	\$-
TOTAL OTHER ASSISTANCE	\$12,904,446	\$13,254,778	\$20,023,984	\$-
TOTAL PUBLIC ASSISTANCE	\$376,173,660	\$385,325,755	\$486,975,532	\$-

STATE CONTROLLER SCHEDULES COUNTY BUDGET ACT		COUNTY OF TULARE DETAIL OF FINANCING USES BY FUNCTION, ACTIVITY AND BUDGET UNIT GOVERNMENTAL FUNDS FISCAL YEAR 2020-21			SCHEDULE 8
FUNCTION, ACTIVITY AND BUDGET UNIT	2018-19 ACTUAL	2019-20 ACTUAL ESTIMATED <input type="checkbox"/> <input checked="" type="checkbox"/>	2020-21 RECOMMENDED	2020-21 ADOPTED BY THE BOARD OF SUPERVISORS	
1	2	3	4	5	
EDUCATION					
LIBRARY SERVICES					
COUNTY LIBRARY	\$4,616,177	\$4,647,249	\$5,619,202	\$-	
TOTAL LIBRARY SERVICES	\$4,616,177	\$4,647,249	\$5,619,202	\$-	
AGRICULTURAL EDUCATION					
AGRICULTURAL EXTENSION SERVIC	\$682,594	\$724,248	\$1,076,823	\$-	
TOTAL AGRICULTURAL EDUCATION	\$682,594	\$724,248	\$1,076,823	\$-	
TOTAL EDUCATION	\$5,298,771	\$5,371,497	\$6,696,025	\$-	
RECREATION AND CULTURAL SERVICES					
RECREATION FACILITIES					
PARKS	\$2,635,082	\$2,833,297	\$2,405,610	\$-	
TOTAL RECREATION FACILITIES	\$2,635,082	\$2,833,297	\$2,405,610	\$-	
CULTURAL SERVICES					
MUSEUM	\$435,392	\$454,092	\$431,211	\$-	
TOTAL CULTURAL SERVICES	\$435,392	\$454,092	\$431,211	\$-	
TOTAL RECREATION AND CULTURAL SERVICES	\$3,070,474	\$3,287,389	\$2,836,821	\$-	
RETIREMENT OF LONG TERM DEBT					
DEBT SERVICES					
RETIREMENT OF LONG TERM DEBT	\$17,920,091	\$20,073,313	\$23,123,624	\$-	
TOTAL DEBT SERVICES	\$17,920,091	\$20,073,313	\$23,123,624	\$-	
TOTAL RETIREMENT OF LONG TERM DEBT	\$17,920,091	\$20,073,313	\$23,123,624	\$-	
GRAND TOTAL FINANCING USES BY FUNCTION	\$973,932,123	\$1,011,362,636	\$1,283,873,980	\$-	

STATE CONTROLLER SCHEDULES COUNTY BUDGET ACT		COUNTY OF TULARE SPECIAL DISTRICTS AND OTHER AGENCIES SUMMARY - NON ENTERPRISE FISCAL YEAR 2020-21					SCHEDULE 12
DISTRICT/AGENCY NAME	TOTAL FINANCING SOURCES				TOTAL FINANCING USES		
	FUND BALANCE AVAILABLE JUNE 30, 2020	DECREASES TO OBLIGATED FUND BALANCES	ADDITIONAL FINANCING SOURCES	TOTAL FINANCING SOURCES	FINANCING USES	INCREASES TO OBLIGATED FUND BALANCES	TOTAL FINANCING USES
1	2	3	4	5	6	7	8
TULARE CO FLOOD CONTROL							
TULARE CO FLOOD CONTROL	\$5,162,745	\$-	\$2,915,125	\$8,077,870	\$7,149,796	\$928,074	\$8,077,870
TOTAL TULARE CO FLOOD CONTROL	\$5,162,745	\$-	\$2,915,125	\$8,077,870	\$7,149,796	\$928,074	\$8,077,870
TOTAL SPECIAL DISTRICTS AND OTHER AGENCIES	\$5,162,745	\$-	\$2,915,125	\$8,077,870	\$7,149,796	\$928,074	\$8,077,870

STATE CONTROLLER		COUNTY OF TULARE			SCHEDULE 13
SCHEDULES		FUND BALANCE - SPECIAL DISTRICTS AND OTHER AGENCIES - NON ENTERPRISE			ACTUAL <input type="checkbox"/>
COUNTY BUDGET ACT		FISCAL YEAR 2020-21			ESTIMATED <input checked="" type="checkbox"/>
DISTRICT/AGENCY NAME	TOTAL FUND BALANCE JUNE 30, 2020	LESS: OBLIGATED FUND BALANCES			FUND BALANCE AVAILABLE JUNE 30, 2020
		ENCUMBRANCES	NONSPENDABLE, RESTRICTED AND COMMITTED	ASSIGNED	
1	2	3	4	5	6
TULARE CO FLOOD CONTROL					
TULARE CO FLOOD CONTROL	\$5,162,745	\$-	\$-	\$-	\$5,162,745
TOTAL TULARE CO FLOOD CONTROL	\$5,162,745	\$-	\$-	\$-	\$5,162,745
TOTAL SPECIAL DISTRICTS AND OTHER AGENCIES	\$5,162,745	\$-	\$-	\$-	\$5,162,745

STATE CONTROLLER SCHEDULES COUNTY BUDGET ACT		COUNTY OF TULARE SPECIAL DISTRICTS AND OTHER AGENCIES - NON ENTERPRISE OBLIGATED FUND BALANCES FISCAL YEAR 2020-21				SCHEDULE 14
DISTRICT/AGENCY NAME	OBLIGATED FUND BALANCES JUNE 30, 2020	DECREASES OR CANCELLATIONS		INCREASES OR NEW OBLIGATED FUND BALANCES		TOTAL OBLIGATED FUND BALANCES FOR JUNE 30, 2020
		RECOMMENDED	ADOPTED BY THE BOARD OF SUPERVISORS	RECOMMENDED	ADOPTED BY THE BOARD OF SUPERVISORS	
1	2	3	4	5	6	7
TULARE CO FLOOD CONTROL						
TULARE CO FLOOD CONTROL	\$-	\$-	\$-	\$928,074	\$-	\$928,074
TOTAL TULARE CO FLOOD CONTROL	\$-	\$-	\$-	\$928,074	\$-	\$928,074
TOTAL SPECIAL DISTRICTS AND OTHER AGENCIES	\$-	\$-	\$-	\$928,074	\$-	\$928,074

STATE CONTROLLER SCHEDULES COUNTY BUDGET ACT		COUNTY OF TULARE SPECIAL DISTRICTS AND OTHER AGENCIES - NON ENTERPRISE FINANCING SOURCES AND USES BY BUDGET UNIT BY OBJECT FISCAL YEAR 2020-21			SCHEDULE 15 TULARE CO FLOOD CONTROL
DETAIL BY REVENUE CATEGORY AND EXPENDITURE OBJECT	2018-19 ACTUALS	2019-20 ACTUAL ESTIMATED <input checked="" type="checkbox"/>	2020-21 RECOMMENDED BUDGET	2020-21 ADOPTED BY THE BOARD OF SUPERVISORS	
1	2	3	4	5	
PROPERTY TAXES	\$762,123	\$797,257	\$594,103		
OTHER TAXES	\$134	\$7	\$22		
FROM USE OF MONEY & PROPERTY	\$100,140	\$127,474	\$48,000		
STATE AID	\$5,175	\$4,897	\$2,273,000		
CHARGES FOR CURRENT SERVICES	\$-	\$-	\$-		
MISCELLANEOUS REVENUE	\$76,668	\$64,987	\$-		
OTHER FINANCING SOURCES	\$-	\$-	\$-		
TOTAL REVENUE	\$944,240	\$994,622	\$2,915,125		
SALARIES AND EMPLOYEE BENEFITS	\$-	\$-	\$3,000		
SERVICE AND SUPPLIES	\$126,527	\$76,404	\$6,136,308		
OTHER CHARGES	\$637,696	\$751,865	\$986,387		
OTHER FINANCING USES	\$14,966	\$-	\$-		
COWCAP	\$27,528	\$20,796	\$24,101		
TOTAL EXPENDITURES/APPROPRIATIONS	\$806,717	\$849,065	\$7,149,796		
NET COST	\$(137,523)	\$(145,557)	\$4,234,671		

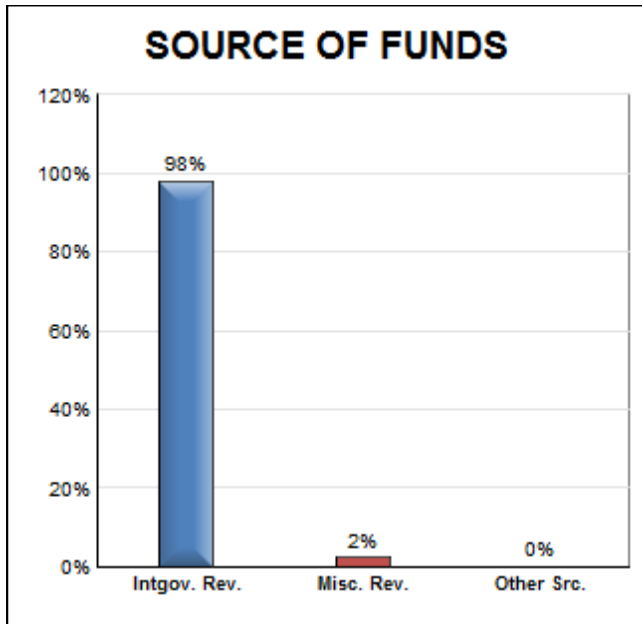
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Board of Supervisors

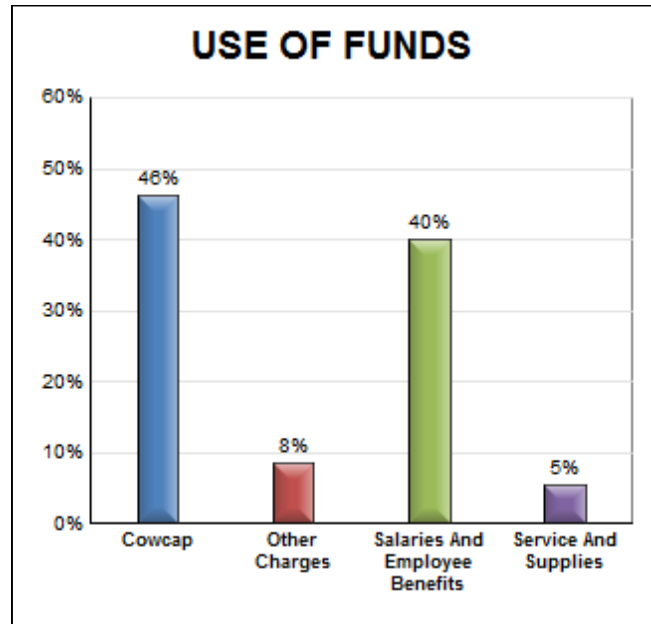
Pete Vander Poel

Chair

Fund: 001				
Agency: 010				
SUMMARY OF APPROPRIATIONS AND REVENUES	2018/19 ACTUALS	2019/20 FINAL BUDGET	2020/21 CAO RECOMMEND	VARIANCE
ACTIVITY APPROPRIATIONS:				
Legislative And Administrative	\$3,906,895	\$3,027,742	\$2,837,209	\$(190,533)
TOTAL ACTIVITY APPROPRIATIONS	\$3,906,895	\$3,027,742	\$2,837,209	\$(190,533)
APPROPRIATIONS:				
Cowcap	\$661,946	\$910,156	\$1,308,449	\$398,293
Other Charges	\$238,526	\$162,646	\$239,654	\$77,008
Salaries And Employee Benefits	\$1,294,018	\$1,367,528	\$1,135,944	\$(231,584)
Service And Supplies	\$1,712,405	\$587,412	\$153,162	\$(434,250)
TOTAL APPROPRIATIONS:	\$3,906,895	\$3,027,742	\$2,837,209	\$(190,533)
REVENUES:				
Intergovernmental Revenue	\$362,094	\$9,000	\$9,000	\$-
Miscellaneous Revenue	\$(337,717)	\$200	\$200	\$-
Other Financing Sources	\$1,382,524	\$405,000	\$-	\$(405,000)
TOTAL REVENUES:	\$1,406,901	\$414,200	\$9,200	\$(405,000)
NET COUNTY COST	\$2,499,994	\$2,613,542	\$2,828,009	\$214,467



Source of Funds: Illustrates the major revenue accounts
Graph totals may be + / - 1 % of actual total due to rounding



Use of Funds: Illustrates the major expenditure accounts
Graph totals may be + / - 1 % of actual total due to rounding

Purpose

Under the California Constitution and state laws, the Board of Supervisors is both the legislative and executive branch of county government.

The Board of Supervisors also serves as the Governing Board of the Flood Control District, In-Home Support Services (IHSS), Public Authority, Public Finance Authority, and the Terra Bella Sewer Maintenance District.

The Board enacts ordinances and resolutions, approves contracts, sets policies, adopts annual budgets, sets salaries and compensation, and, through the County Administrative Officer, oversees departments' operations.

Core Functions

- Adopt rules and regulations necessary for the governance of the Board, the preservation of order, and the transaction of business.

Key Goals and Objectives Results in 2019/20

Organizational Performance

Goal 1: Work with the Health and Human Services Agency to establish a Tulare County Veteran's Services Advisory Committee to address issues affecting the Veteran community.

- **Objective 1** – Approve and establish the Committee per Board resolution by July of 2019. **Results:** This objective was completed. The committee was established by the Board in June 2019.
- **Objective 2** – Appoint all members and hold the first official meeting of the Committee by September of 2019. **Results:** This objective was partially completed. The first meeting was held in February 2020. One vacancy remains in District 2.

Safety and Security

Goal 1: Maximize public and private resources to address the tree mortality epidemic in Tulare County.

- **Objective 1** – Utilize the Tree Mortality removal plan to seek state and federal funding for the removal of dead and dying trees along county-owned mountain roads and infrastructure. **Results:** This objective was completed. 987 trees were removed to improve egress along county-owned roads in the areas of Three Rivers and the Western Divide project area "A".

Economic Well-Being

Goal 1: Continue to promote Tulare County business growth.

- **Objective 1** – Work with the Resource Management Agency to continue to provide superior expedited services to county residents and look for additional methods to improve county services by June 2020. **Results:** This objective was completed. In June 2020, the Board approved the Economic Development Office Work Programs, which includes the Business Expansion and Retention (BEAR) program. Additionally, an Economic Development Manager was hired to assist with implementing this program as well as promote business growth in the county.

Quality of Life

Goal 1: Complete the transition of the Step-Up Program to the Health and Human Services Agency (HHSA).

- **Objective 1** – Work with HHSA staff to set a timeline for program transition without interrupting the various community activities taking place. Finalize transition of all programs, committees, grants, and resources by June 2020. **Results:** This objective was completed. The Board successfully transitioned the following programs to HHSA: #LEAD, Summer Night Lights, Youth Activities Grants, and Youth Challenge by June 2020.

Other Accomplishments in FY 2019/20

- Approved a Tulare County Flag Policy.
- Established a countywide Hemp Ordinance.
- Completed solar energy projects on various county-owned properties.
- Grand Opening of the South County Detention Facility.
- Service and Efficiency Improvements through various departments, such as the Auditor-Controller/Treasurer-Tax Collector's reduction of fees for Redemption Payment and Special Payment plans by 60% or more, the Library elimination of late fees and the Assessor/Clerk-Recorder exempting properties with an assessed valuation of less than \$5,000 from a property tax bill.
- Approved the transfer of water system assets to the Yettem-Seville Community Services District, providing those communities with a consolidated self-governed community water system.
- Adopted the Pathway Home: Responding to Homelessness in Tulare County as the homeless strategic plan in Tulare County.

Key Goals and Objectives for FY 2020/21

Organizational Performance

Goal 1: Implement the initial stages of the Tulare County Regional Transit Agency.

- **Objective 1** – Work with the Tulare County Regional Transit Agency to approve bylaws and set policies for organizational formation.
- **Objective 2** – Appoint a full-time executive director to the JPA by June 2021.

Safety and Security

Goal 1: Maximize public and private resources to improve forest health in Tulare County.

- **Objective 1** – Align the Tulare County Tree Mortality Task Force mission with the State's Forest Management Task Force by September 30, 2020.
- **Objective 2** – Establish partnerships with local, state, and federal agencies to identify and implement forest health projects by June 30, 2021.
- **Objective 3** – Identify opportunities and support market development for forest products.

Quality of Life

Goal 1: Enhance the ability for Tulare County youth to gain employment.

- **Objective 1** – Maximize use of the Tulare County Probation Vocational Education Center by offering rehabilitation programming for youth.

Goal 2: Continue to implement the "Pathway Home: Responding to Homelessness in Tulare County" Strategic Plan as adopted by the Board of Supervisors.

- **Objective 1** – Deepen collaboration and coordination with community partners to more effectively address homelessness countywide by June 30, 2021.
- **Objective 2** – Maximize funding opportunities such as state allocations for homelessness and/or federal grants by June 30, 2021.

Goal 3: Maximize funding opportunities for local community technology advancements.

- **Objective 1** – Support opportunities to enhance broadband services for rural communities within Tulare County by June 30, 2021.

Economic Well-Being

Goal 1: Continue to seek economic development opportunities in Tulare County.

- **Objective 1** – Provide direction to the Resource Management Agency to develop an Economic Development Strategic Plan for Tulare County by January 2021.

- **Objective 2** – Adopt an Economic Development Strategic Plan to enhance the promotion and realization of economic development outcomes within Tulare County by June 2021.

Budget Request

The Requested Budget represents an overall decrease of \$190,533 or 6% in expenditures and a decrease of \$405,000 or 98% in revenues when compared with the FY 2019/20 Final Budget. As a result, the Net County Cost increased \$214,467 or 8% when compared with the FY 2019/20 Final Budget.

Significant areas with major changes between the FY 2019/20 Final Budget and the FY 2020/21 Requested Budget are as follows:

- Salaries and benefits decrease \$231,584 due to the budgeting of salary savings and deleting a chronically vacant position.
- Services and Supplies decrease \$434,250 due to decreases in transportation and travel, communication, special department expense, memberships, and office expenses.
- Other Charges increase \$77,008 primarily due to increases in property insurance, general liability insurance, telecommunication, and an increase in rates.
- Countywide Cost Allocation Plan (COWCAP) charges increase \$398,293 based on changes in the Plan.
- Revenue projections decrease \$405,000 due to a decrease in Operating Transfers-In for the Step-Up Program.

Staffing changes reflected in the Requested Budget include the following:

- Delete 1 FTE vacant position. The requested deleted position is:
 - 1 Board Representative III
- Grade change from 424 to 709 for Chief of Staff Board of Supervisors position.

County Administrator's Recommendations

This budget is recommended as submitted.

Pending Issues and Policy Considerations

There are no pending issues or policy considerations.

Department Head Concurrence or Appeal

The Department Head concurs with the Recommended Budget.

Miscellaneous Administration

Jason T. Britt

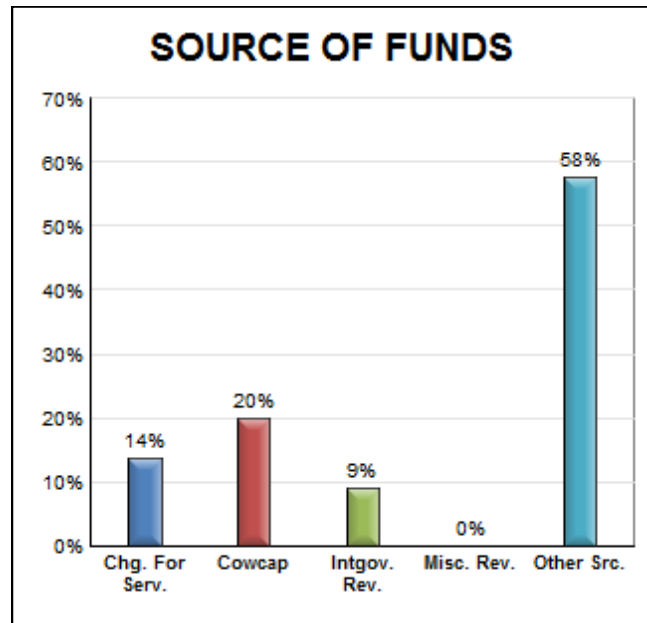
County Administrative Officer

Fund: 001

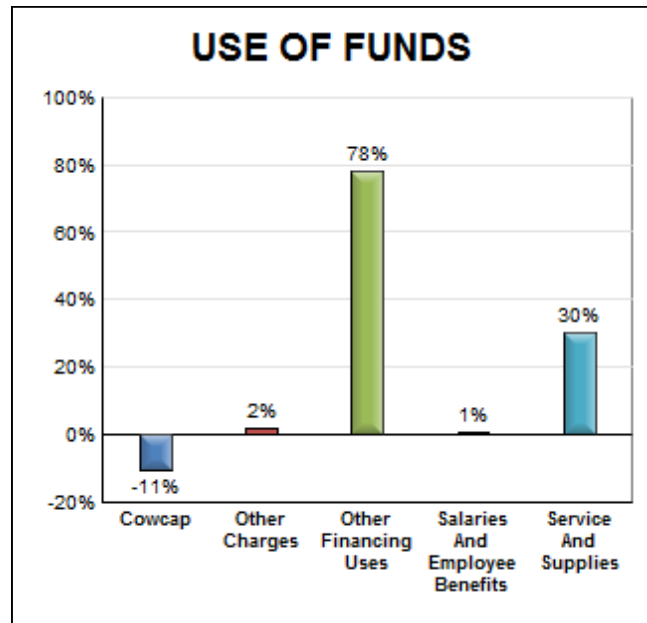
Agency: 012

SUMMARY OF APPROPRIATIONS AND REVENUES

	2018/19 ACTUALS	2019/20 FINAL BUDGET	2020/21 CAO RECOMMEND	VARIANCE
ACTIVITY APPROPRIATIONS:				
Finance	\$28,363	\$275,000	\$275,000	\$-
Legislative And Administrative	\$29,045,715	\$29,498,380	\$27,643,535	\$(1,854,845)
Library Services	\$183,988	\$190,288	\$193,463	\$3,175
TOTAL ACTIVITY APPROPRIATIONS	\$29,258,066	\$29,963,668	\$28,111,998	\$(1,851,670)
APPROPRIATIONS:				
Cowcap	\$(1,683,183)	\$(2,656,156)	\$(2,995,756)	\$(339,600)
Other Charges	\$456,228	\$381,789	\$451,200	\$69,411
Other Financing Uses	\$29,585,385	\$21,488,398	\$21,933,723	\$445,325
Salaries And Employee Benefits	\$182,300	\$188,409	\$191,356	\$2,947
Service And Supplies	\$717,336	\$10,561,228	\$8,531,475	\$(2,029,753)
TOTAL APPROPRIATIONS:	\$29,258,066	\$29,963,668	\$28,111,998	\$(1,851,670)
REVENUES:				
Charges For Current Serv	\$97,093	\$180,659	\$476,699	\$296,040
Cowcap	\$249,945	\$383,138	\$688,282	\$305,144
Intergovernmental Revenue	\$184,164	\$782,714	\$310,715	\$(471,999)
Miscellaneous Revenue	\$2,973	\$2	\$3	\$1
Other Financing Sources	\$-	\$2,500,000	\$2,000,000	\$(500,000)
TOTAL REVENUES:	\$534,175	\$3,846,513	\$3,475,699	\$(370,814)
NET COUNTY COST	\$28,723,891	\$26,117,155	\$24,636,299	\$(1,480,856)



Source of Funds: Illustrates the major revenue accounts
Graph totals may be + / - 1 % of actual total due to rounding



Use of Funds: Illustrates the major expenditure accounts
Graph totals may be + / - 1 % of actual total due to rounding

Purpose

The Miscellaneous Administration budget accounts for a variety of expenditures and revenues that do not fall within the jurisdiction of any specific department yet affect overall county activities and statutory mandates.

Some examples of the varied expenses budgeted in Miscellaneous Administration are:

- Good Works funding for community service programs throughout the county.
- Kings/Tulare Area Agency on Aging (KTAAG) County matching funds for the Senior Program, bus token funding for seniors and other senior citizen services.
- The County Librarian's Salary and Benefits are required by law to be paid from the General Fund.
- Disaster Management appropriation dedicated to the response of countywide emergencies of all kinds.
- Funding for special projects with countywide impacts.
- County contribution in support of the Fire Fund.
- Miscellaneous Fees, such as various membership dues for local, regional, and state associations.
- Single County Audit and Comprehensive Annual Financial Report (CAFR): Appropriation of the General Fund cost for the annual outside audits.

Budget Request

The Requested Budget represents an overall decrease of \$1,851,670 or 6% in expenditures and a decrease of \$370,814 or 10% in revenues when compared with the FY 2019/20 Final Budget. As a result, the Net County Cost decreased \$1,480,856 or 6% when compared with the FY 2019/20 Final Budget.

Significant areas with major changes between the FY 2019/20 Final Budget and the FY 2020/21 Requested Budget are as follows:

- Services and Supplies decrease \$2,029,753 primarily based on reduced County projects and Conflict Defender expenses.
- Other Charges increase \$69,411 due to additional contributions to other agencies.
- Other financing projections increase \$445,325 primarily based on increasing operating transfers out to the Fire Fund for equipment and vehicles.
- Countywide Cost Allocation Plan (COWCAP) decrease \$339,600 based on changes in the Plan.
- Revenues projections decrease \$370,814 overall based on reduced operating transfers in to cover countywide projects and less grant revenue for water programs.

Staffing changes reflected in the Requested Budget include the following:

- No staffing changes requested.

County Administrator's Recommendations

This budget is recommended as submitted.

Pending Issues and Policy Considerations

There are no pending issues or policy considerations.

Department Head Concurrence or Appeal

The Department Head concurs with the Recommended Budget.

Agriculture Commissioner

Tom Tucker, Agricultural Commissioner/ Sealer of Weights and Measures

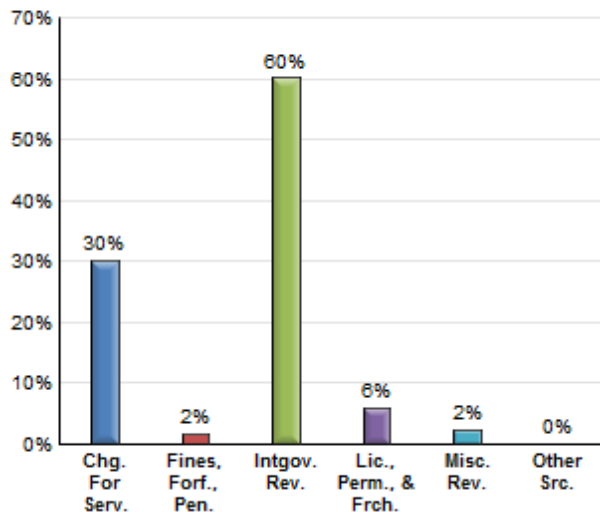
Fund: 001

Agency: 015

SUMMARY OF APPROPRIATIONS AND REVENUES

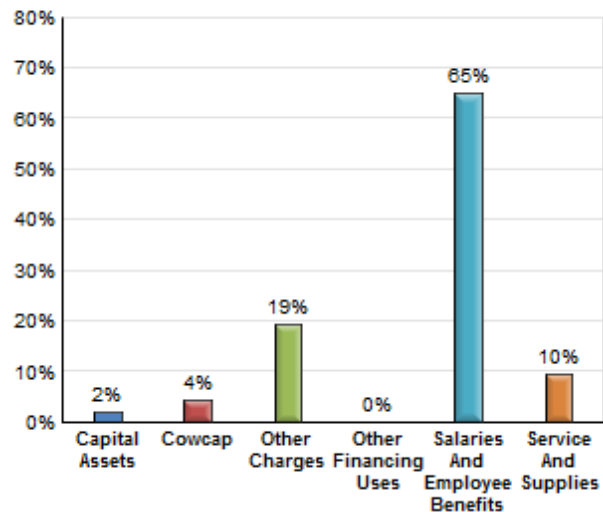
	2018/19 ACTUALS	2019/20 FINAL BUDGET	2020/21 CAO RECOMMEND	VARIANCE
ACTIVITY APPROPRIATIONS:				
Protection Inspection	\$8,522,763	\$8,974,164	\$9,494,139	\$519,975
TOTAL ACTIVITY APPROPRIATIONS	\$8,522,763	\$8,974,164	\$9,494,139	\$519,975
APPROPRIATIONS:				
Capital Assets	\$112,358	\$90,000	\$176,000	\$86,000
Cowcap	\$70,051	\$71,822	\$415,858	\$344,036
Other Charges	\$1,635,520	\$1,995,429	\$1,841,350	\$(154,079)
Other Financing Uses	\$258,623	\$1	\$1	\$-
Salaries And Employee Benefits	\$5,500,385	\$5,908,341	\$6,150,447	\$242,106
Service And Supplies	\$945,826	\$908,571	\$910,483	\$1,912
TOTAL APPROPRIATIONS:	\$8,522,763	\$8,974,164	\$9,494,139	\$519,975
REVENUES:				
Charges For Current Serv	\$2,191,965	\$2,259,986	\$2,339,299	\$79,313
Fines,Forfeit.,Penalties	\$131,393	\$96,002	\$122,637	\$26,635
Intergovernmental Revenue	\$4,451,318	\$4,744,568	\$4,654,971	\$(89,597)
Lic.,Permits & Franchise	\$446,839	\$453,170	\$456,605	\$3,435
Miscellaneous Revenue	\$192,571	\$180,686	\$175,752	\$(4,934)
Other Financing Sources	\$50,000	\$-	\$-	\$-
TOTAL REVENUES:	\$7,464,086	\$7,734,412	\$7,749,264	\$14,852
NET COUNTY COST	\$1,058,677	\$1,239,752	\$1,744,875	\$505,123

SOURCE OF FUNDS



Source of Funds: Illustrates the major revenue accounts
Graph totals may be + / - 1 % of actual total due to rounding

USE OF FUNDS



Use of Funds: Illustrates the major expenditure accounts
Graph totals may be + / - 1 % of actual total due to rounding

Purpose

The offices of the Agricultural Commissioner and Sealer of Weights and Measures are consolidated into a single Department in Tulare County, as is the case in most California counties. The Commissioner/Sealer is licensed by the California Department of Food and Agriculture (CDFA) and appointed by the Board of Supervisors. Statutory duties are defined in the California Food and Agricultural Code, the Business and Professions Code, and the California Code of Regulations. The Department enforces state laws and regulations at the county level, assures compliance, provides education, and takes appropriate enforcement actions. Public outreach, survey, and enforcement relating to all areas of statutory responsibilities are key activities.

The mission of the Agricultural Commissioner is to promote and protect the agricultural community, public health, safety, and welfare of all. The mission of the Sealer of Weights and Measures is to ensure equity in the marketplace for all transactions involving weight, measure, or count.

Core Functions

- Provide for rapid pest detection and prompt eradication of harmful pests before they become firmly established.
- Provide enforcement of quarantines and inspections of packages at parcel carrier terminals to prevent the introduction and/or spread of detrimental plant pests and diseases.
- Provide pesticide use enforcement to ensure the safe, legal, and proper use of pesticides.
- Administer the county's Weights and Measures program to ensure equity in the marketplace.
- Certify compliance with plant health standards of importing countries.
- Ensure that consumers are protected in the marketplace.
- Survey for harmful pests and plant diseases.
- Facilitate international and domestic trade of approximately 120 agricultural commodities.
- Assist in the certification and inspection services for the agricultural industry.
- Ensure the accurate and timely submission of pesticide inspection results and enforcement actions.

Key Goals and Objective Results in FY 2019/20**Organizational Performance**

Goal 1: Work with management staff to identify areas in which the organizational performance of the department may be improved.

- **Objective 1** – Develop a personnel plan to deal with the many changes that have occurred or are scheduled to occur by June 2020. **Results:** This objective was completed. The personnel plan developed focused on the need to restructure our Quarantine, Standardization, and Detection Division. This Division was almost three times the size of others in the department. With the addition of a new Deputy Agricultural Commissioner/Sealer position, and several lateral personnel moves, the department is better managed and performance has increased.

Quality of Life

Goal 1: At the direction of the Chairman of the Board of Supervisors, we will continually find ways to improve the quality of life for those we represent.

- **Objective 1** – Develop a program to collect triple-rinsed pesticide containers and dispose of them in the most economical way possible by June 2020. This will give our farmers an additional tool to deal with this menacing issue. The quality of life for the farmers and all Tulare County residents will be improved by not having to store these containers or breathe the air when some are inadvertently destroyed. **Results:** This objective was completed. The Pesticide Container Recycling Event was a huge success with growers and recycled thousands of containers amounting to 21,600 pounds of plastic. The program was so popular that the Agricultural Commissioner has approved the event on an annual basis.

Economic Well-Being

Goal 1: Develop a plan to regulate industrial hemp as an agricultural commodity.

- **Objective 1** – Work with the Tulare County Agricultural Advisory Committee to develop a list of notable concerns regarding the cultivation of industrial hemp by June 2020. Communicate cooperatively with other departments and local city jurisdictions as each item is added to this list of concerns. **Results:** This objective was completed. The Agricultural Commissioner presided over a sub-committee that created a draft Industrial Hemp Ordinance that was later approved by the Board of Supervisors.
- **Objective 2** – Start the process of developing countermeasures that will deal with or eliminate the nuisances by June 2020. **Results:** This objective was completed. Industrial hemp cultivation comes with a few nuisance concerns such as unpleasant odors and theft concerns. These were discussed at many of the sub-committee and public meetings. Mitigating measures were crafted into the ordinance where not already addressed by law.

Key Goals and Objectives for FY 2020/21

Organizational Performance

Goal 1: Focus on developing key components and technological features that will add efficiency and overall benefit to the Department.

- **Objective 1** – Utilize GIS mapping technology to survey, catalog, and eradicate noxious weeds and other new invasive weeds within Tulare County by June 2021.
- **Objective 2** – Create and develop a GIS mapping system to aid in the department's new Industrial Hemp program which will assist in the registration process by June 2021.
- **Objective 3** – Migrate into Phase II of the department's Data, Inspections, and Report Tracking (DIRT) program to centralize program data, reports, and invoicing by June 2021.

Safety and Security

Goal 1: Develop and implement infectious disease mitigation measures to provide employees, stakeholders, and the public a safe way to do business with this office.

- **Objective 1** – Identify specific actions, equipment, and other procedural changes that would address and potentially prevent person-to-person spread of infectious diseases by June 2021.

Economic Well-Being

Goal 1: Work with industry, growers, ranchers, and other stakeholders to keep the County and the State's agriculturally-based economy safe and free from preventable restraints.

- **Objective 1** – Use new mapping technology to better locate and record invasive pests in our grazing lands and other locations by June 2021.
- **Objective 2** – Apply for state funding and execute the scope of work as it relates to a new Noxious Weed Grant being offered by June 2021.

Budget Request

The Requested Budget represents an overall increase of \$519,975 or 6% in expenditures and an increase of \$14,852 or 0% in revenues when compared with the FY 2019/20 Final Budget. As a result, the Net County Cost increased \$505,123 or 41% when compared with the FY 2019/20 Final Budget.

Significant areas with major changes between the FY 2019/20 Final Budget and the FY 2020/21 Requested Budget are as follows:

- Salaries and Benefits increase \$242,106, primarily based on allocated salaries increasing.
- Other Charges decrease \$154,079, primarily based on the reduction of GWSS-Grower Reimbursement.
- Capital Assets increase \$86,000, primarily based on additional trucks requested. The FY 2020/21 proposed expenditures of \$176,000 include the following:
 - 6 Half-ton or smaller Pickups - \$150,000
 - 1 Automobile - \$26,000

- Revenue increase \$14,852 primarily based on Agricultural Services.

Staffing changes reflected in the Requested Budget include the following:

- Amend 1 FTE position to address a parallel filled position. The requested amended position is:
 - 1 Office Assistant IV to Administrative Aide

County Administrator's Recommendations

This budget is recommended as submitted.

Pending Issues and Policy Considerations

There are no pending issues or policy considerations.

Department Head Concurrence or Appeal

The Department Head concurs with the Recommended Budget.

Assessor/Clerk-Recorder

Roland Hill

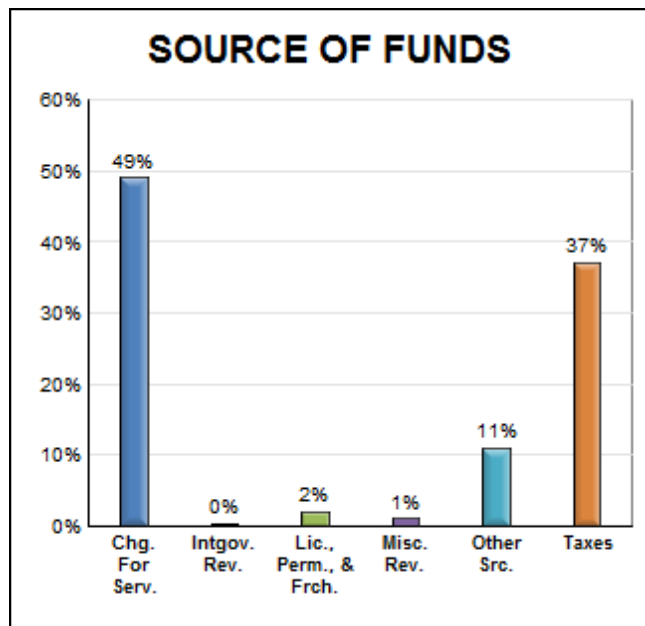
Assessor/Clerk-Recorder

Fund: 001

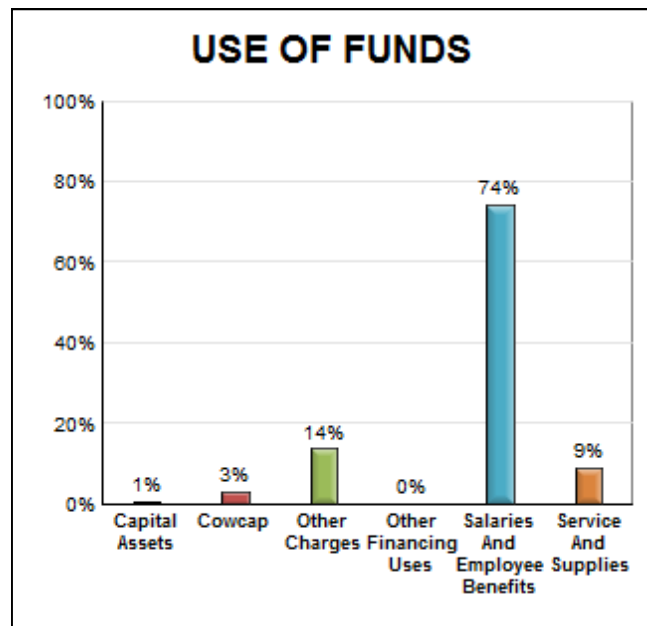
Agency: 025

SUMMARY OF APPROPRIATIONS AND REVENUES

	2018/19 ACTUALS	2019/20 FINAL BUDGET	2020/21 CAO RECOMMEND	VARIANCE
ACTIVITY APPROPRIATIONS:				
Finance	\$7,706,737	\$8,233,617	\$8,503,213	\$269,596
Other Protection	\$1,606,381	\$2,106,128	\$2,090,797	\$(15,331)
TOTAL ACTIVITY APPROPRIATIONS	\$9,313,118	\$10,339,745	\$10,594,010	\$254,265
APPROPRIATIONS:				
Capital Assets	\$91,491	\$-	\$70,000	\$70,000
Cowcap	\$191,240	\$167,416	\$292,016	\$124,600
Other Charges	\$1,396,752	\$1,305,006	\$1,434,479	\$129,473
Other Financing Uses	\$-	\$4	\$4	\$-
Salaries And Employee Benefits	\$7,121,457	\$7,922,126	\$7,846,268	\$(75,858)
Service And Supplies	\$512,178	\$945,193	\$951,243	\$6,050
TOTAL APPROPRIATIONS:	\$9,313,118	\$10,339,745	\$10,594,010	\$254,265
REVENUES:				
Charges For Current Serv	\$2,064,569	\$2,510,561	\$2,515,892	\$5,331
Intergovernmental Revenue	\$-	\$5,001	\$10,001	\$5,000
Lic.,Permits & Franchise	\$63,172	\$100,000	\$100,000	\$-
Miscellaneous Revenue	\$56,257	\$96,872	\$49,007	\$(47,865)
Other Financing Sources	\$379,794	\$575,002	\$565,002	\$(10,000)
Taxes	\$2,051,578	\$1,850,000	\$1,898,000	\$48,000
TOTAL REVENUES:	\$4,615,370	\$5,137,436	\$5,137,902	\$466
NET COUNTY COST	\$4,697,748	\$5,202,309	\$5,456,108	\$253,799



Source of Funds: Illustrates the major revenue accounts
Graph totals may be + / - 1 % of actual total due to rounding



Use of Funds: Illustrates the major expenditure accounts
Graph totals may be + / - 1 % of actual total due to rounding

Purpose

The services performed by the Assessor/Clerk-Recorder's Office are mandated by the California Constitution and the California Government Code. The mission of the Assessor/Clerk-Recorder's Office is multifaceted and stated separately below in the Assessor Division and Clerk-Recorder Division sections.

Core Functions

- Responsible for real and personal property valuation activities including Proposition 8 recalculations (decline in value).
- Responsible for the public service of timely and accurately processing marriage licenses, fictitious business names, notaries, and environmental filings, as well as handling requests for certified copies of birth, death, and marriage certificates.
- Responsible for the public service of timely and accurate recording and indexing of official documents.

Assessor Division

The mission of the Assessor's Office is to accurately determine the taxable value of Tulare County land, improvements, personal property, assessable boats, and aircraft in compliance with state, county, and local laws. This division is responsible for identifying property and its ownership and placing value on all taxable property within the county. The compiled information makes up the annual assessment roll which is reported to the state, the County Administrative Office, the Auditor-Controller/Tax Collector-Treasurer, and the public.

- **Assessment Appeals:** Respond to assessment appeals filed by taxpayers contesting property tax assessments. This process involves researching and gathering pertinent data to support the values and computations used by the Assessor's Office and meeting with property owners, their representatives, and members of the local Assessment Appeals Board (AAB) in a formal appeals hearing. AAB decisions are applied to secured, unsecured, and/or supplemental tax rolls.
- **Exemptions/Exclusions Program:** Receive, examine, and process applications from taxpayers requesting property tax exemptions/exclusions pursuant to the California Revenue and Taxation Code.
- **Mapping Services:** Maintain a complete set of assessment maps which geographically identify all real property within the county. The California Government Code mandates the creation and maintenance of official assessment maps, each uniquely identifying specific property ownership for valuation and tax purposes, which are used by Assessor staff, other county departments, title companies, surveyors, engineers, and individual property owners. Maintenance of assessment maps requires the creation and amendment of maps to reflect up-to-date information associated with property ownership boundaries and changes. Other critical references to assessment maps are political and jurisdictional boundaries in adherence to Board of Equalization mandates. Mapping Services also provide key information for the development and enhancement of the Tulare County's Geographical Information System (GIS).
- **Administration:** Plan, organize, direct, and support the daily operations of the office.

Clerk-Recorder Division

The mission of the Clerk-Recorder's Division is to timely and accurately process the various orders for marriage licenses, fictitious business names, notaries, and environmental filings, as well as handling requests for certified copies of birth, death, and marriage certificates. The mission of the Recorder's Division is to timely and accurately perform the critical public service of ensuring official documents are recorded and indexed.

Key Goals and Objectives Results in 2019/20

Organizational Performance

Goal 1: Value all taxable property in Tulare County in order to accurately publish the secured and unsecured assessment roll and deliver it to the County Auditor by July 2019.

- **Objective 1** – Value roughly 176,000 property accounts. Of the 176,000 property accounts, review approximately 14,000 for decline in value and 14,000 for Williamson Act reduced assessments **Results:** This objective was completed. The Department valued 176,224 property accounts, reviewed 13,288 properties under Proposition 8 decline-in-value consideration and 14,152 Williamson Act treated properties.
- **Objective 2** – Deliver an accurate and complete assessment roll to the County Auditor by July 2019. **Results:** This objective was completed. A complete and accurate assessment roll was delivered to the County Auditor in June 2019.

Goal 2: Review non-reporting business property accounts and remove assessments on businesses that have closed.

- **Objective 1** – Review 80% of the 1,002 non-filing secured accounts by June 2020. **Results:** This objective was completed by June 2020, and well exceeded the objective by reviewing approximately 99% of the non-filing secured accounts for continued assessment.
- **Objective 2** – Review 80% of the 562 non-filing unsecured accounts by June 2020. **Results:** This objective was not completed. Efforts to review unsecured accounts were abandoned to allow greater focus on secured non-filing accounts.

Goal 3: Improve the parcel map clearance process.

- **Objective 1** – Improve transparency, tracking, and taxpayer notification through the integration of existing software into the workflow process by June 2020. **Results:** This objective was not completed. The digital clearance process for parcel maps was successfully started but set-backs caused by the COVID-19 pandemic delayed implementation until next fiscal year.

Goal 4: Initiate the scanning of historic property tax records.

- **Objective 1** – Image and index inactivated property tax records to allow further compliance with retention laws and improve accessibility for historic research by June 2020. **Results:** This objective was not completed. Project planning was completed but the COVID-19 pandemic delayed implementation until a future fiscal year.

Other Accomplishments in FY 2019/20

- Worked with the Board of Supervisors to establish a new low-value ordinance. The ordinance cancelled approximately 15,000 assessments, of which the cost to issue was more than the collection value.
- Conducted a land rent survey for properties assessed pursuant to the Williamson Act.

Key Goals and Objectives for FY 2020/21

Organizational Performance

Goal 1: Value all taxable property in Tulare County in order to accurately publish the secured and unsecured portions of the local assessment roll and deliver it to the County Auditor by July 2020.

- **Objective 1** – Value approximately 176,000 property accounts. Of the 176,000 property accounts, review approximately 14,000 for Proposition 8 decline-in-value and 14,000 Williamson Act assessments.
- **Objective 2** – Deliver an accurate and complete assessment roll to the County Auditor by July 2020.

Goal 2: Select and begin implementation of a new property tax administration software.

- **Objective 1** – In collaboration with the Tax Collector & Auditor, complete a due diligence search for a viable replacement to the County's existing property tax administration software by July 2020.
- **Objective 2** – Evaluate the viability of various replacement options by August 2020.
- **Objective 3** – Engage with a vendor that suits the needs of the Tax Collector, Auditor, and Assessor and begin implementation new property tax administration software by January 2021.

Goal 3: Initiate conversion to GIS in the Assessor's Cadastral Division.

- **Objective 1** – Establish a parcel fabric schema, which will include required data elements, control authority for participating parties, and future deployment of developed product in daily cadastral operations by October 2020.
- **Objective 2** – Contract with an outside vendor to craft a parcel fabric using all specified schema outlined requirements by February 2021.

Goal 4: Improve the parcel map clearance process.

- **Objective 1**– Complete the improvement of the parcel map clearance process through the integration of existing software into workflow procedures by October 2020.

Budget Request

The Requested Budget represents an overall increase of \$254,265 or 2% in expenditures and an increase of \$466 or 0% in revenues when compared with the FY 2019/20 Final Budget. As a result, the net county cost increased \$253,799 or 5% when compared with the FY 2019/20 Final Budget.

Significant areas with major changes between the FY 2019/20 Final Budget and the FY 2020/21 Requested Budget are as follows:

- Other charges increase \$129,473 due to increases in IT costs and workers compensation insurance.
- Capital assets increase \$70,000 due to the replacement of two high volume scanners and miscellaneous office furniture. The FY 2020/21 proposed expenditures include the following:
 - 2 High capacity scanners - \$40,000
 - Office furniture - \$30,000
- Countywide Cost Allocation Plan (COWCAP) increase \$124,600 based on changes in the plan.

Staffing changes reflected in the Requested Budget include the following:

- Delete 3 FTE vacant positions. The requested deleted positions include:
 - Systems & Procedures Analyst II
 - Title & Administrative Technician I
 - Auditor-Appraiser III

Staffing changes reflected in the Requested Budget that were approved by the Board of Supervisors with an effective date after April 12, until the publication of this Budget Book includes the following:

- Added 1 FTE
 - 1 Supervising Title and Administration Technician

County Administrator's Recommendations

This budget is recommended as submitted.

Pending Issues and Policy Considerations

There are no pending issues or policy considerations.

Department Head Concurrence or Appeal

The Department Head concurs with the Recommended Budget.

Auditor-Controller/Treasurer-Tax Collector

Cass Cook

Auditor-Controller/Treasurer-Tax Collector

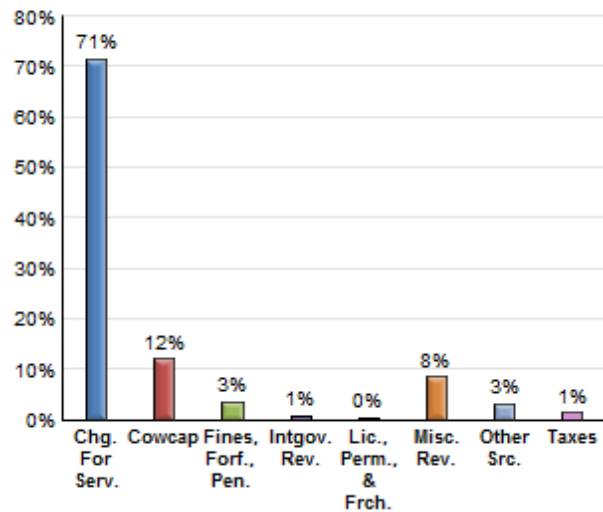
Fund: 001

Agency: 030

SUMMARY OF APPROPRIATIONS AND REVENUES

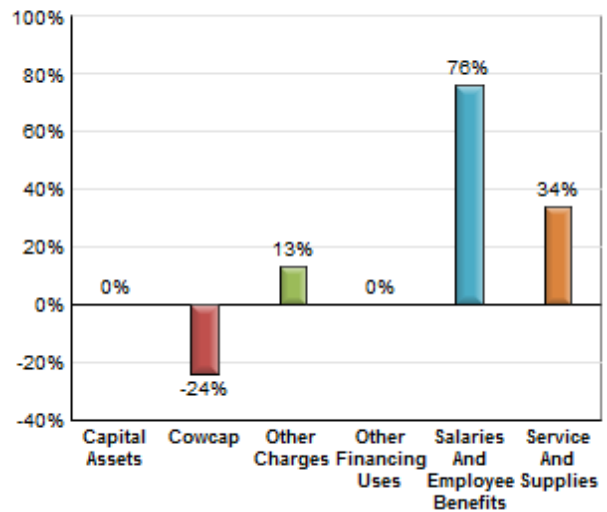
	2018/19 ACTUALS	2019/20 FINAL BUDGET	2020/21 CAO RECOMMEND	VARIANCE
ACTIVITY APPROPRIATIONS:				
Finance	\$6,084,842	\$6,472,035	\$6,202,925	\$(269,110)
Other General	\$122,060	\$119,457	\$130,947	\$11,490
TOTAL ACTIVITY APPROPRIATIONS	\$6,206,902	\$6,591,492	\$6,333,872	\$(257,620)
APPROPRIATIONS:				
Capital Assets	\$-	\$116,700	\$12,500	\$(104,200)
Cowcap	\$(1,353,064)	\$(1,368,789)	\$(1,510,795)	\$(142,006)
Other Charges	\$768,529	\$790,480	\$832,226	\$41,746
Other Financing Uses	\$770,000	\$-	\$-	\$-
Salaries And Employee Benefits	\$4,257,657	\$4,897,538	\$4,840,490	\$(57,048)
Service And Supplies	\$1,763,780	\$2,155,563	\$2,159,451	\$3,888
TOTAL APPROPRIATIONS:	\$6,206,902	\$6,591,492	\$6,333,872	\$(257,620)
REVENUES:				
Charges For Current Serv	\$2,466,969	\$2,894,509	\$2,853,410	\$(41,099)
Cowcap	\$351,152	\$308,227	\$476,222	\$167,995
Fines,Forfeit.,Penalties	\$137,387	\$130,000	\$130,000	\$-
Intergovernmental Revenue	\$38,976	\$24,700	\$24,700	\$-
Lic.,Permits & Franchise	\$12,013	\$11,001	\$11,001	\$-
Miscellaneous Revenue	\$502,937	\$399,003	\$334,003	\$(65,000)
Other Financing Sources	\$194,677	\$75,000	\$124,240	\$49,240
Taxes	\$53,268	\$50,000	\$50,000	\$-
TOTAL REVENUES:	\$3,757,379	\$3,892,440	\$4,003,576	\$111,136
NET COUNTY COST	\$2,449,523	\$2,699,052	\$2,330,296	\$(368,756)

SOURCE OF FUNDS



Source of Funds: Illustrates the major revenue accounts
Graph totals may be + / - 1 % of actual total due to rounding

USE OF FUNDS



Use of Funds: Illustrates the major expenditure accounts
Graph totals may be + / - 1 % of actual total due to rounding

Purpose

The purpose of the Auditor-Controller/Treasurer-Tax Collector is to maintain the performance of the county's financial integrity and promote public trust by providing assistance in financial practices, enforcing accounting policies and procedures, conducting internal audits, processing payroll, managing debts and investments, and administering property tax collections.

The Auditor-Controller/Treasurer-Tax Collector duties are performed in accordance with various state Government, Revenue and Taxation, and Health and Safety Code sections. In addition, duties are performed as mandated by county and local jurisdictions.

Core Functions

- Act as the chief custodian and/or investment officer of all county funds, school districts, cities, and some special districts.
- Administer property tax collections and apportionments as mandated by the California Revenue and Taxation Code; state Government Code; state Health and Safety Code; county and city ordinances, resolutions, and agreements.
- Conduct independent internal audits, reviews, evaluations, and analyses to assist county management in improving the efficiency and effectiveness of programs and functions, to safeguard county assets, to ensure compliance with pertinent policies and procedures and laws and regulations, and to meet financial reporting requirements.
- Exercise general supervision of the financial information and accounts of all departments, special districts, and agencies under the control of the Board of Supervisors.
- Provide fiscal services and advice to departments and maintain proper accounting records in accordance with the laws and professional standards with financial integrity and transparency.

Auditor-Controller

Accounting Systems/Welfare

- Distribute cash aid payments to Social Services recipients.
- Manage the Advantage Financial System (AFIN) and process and monitor financial information for departments, agencies, and special districts.
- Maintain the county-wide general ledger.

Financial Reporting and Audits

- Establish new and enforce existing accounting policies and procedures.
- Ensure financial reporting in accordance with county policies, state and federal laws and regulations, and Governmental Accounting Standards Board guidelines.
- Maintain and investigate claims received on the county's Fraud Hotline.
- Monitor budgetary and fiscal activities.
- Monitor debt service accounting for all existing county long-term debt and provide all required financial data during application for new debt.
- Provide accounting training and guidance to all departments.
- Perform internal audits, reviews, evaluations, and special projects as requested by the Tulare County Audit Committee.
- Promote internal controls and respond to inquiries regarding deficiencies and/or effectiveness of county operations.
- Provide projections, history, and analysis of financial information to county management for decision-making purposes.
- Provide technical assistance, cost-benefit analysis, research, and review of county policies and procedures.
- Assist in the preparation and management of the Tulare County Adopted Budget.
- Assist in the preparation of the county's Single Audit.

- Provide timely and accurate preparation, distribution, and reporting of payroll to departments and special districts to ensure accuracy and compliance with state and federal reporting requirements, Memoranda of Understanding with labor unions, and pertinent county policies and procedures.

Revenue/Claims

- Audit and pay claims from vendors submitted on payment vouchers.
- Monitor and manage General Revenues.
- Monitor and manage accounts payable and other bookkeeping functions for special districts.
- Prepare the annual report to the state Controller's Office.
- Prepare the county-wide Cost Allocation Plan (COWCAP) for the distribution of overhead expenses in accordance with state and federal guidelines.
- Reconcile cash, warrants payable, vouchers payable, and encumbrances.

Treasurer-Tax Collector

Treasurer

- Oversee and manage all monies deposited into the Tulare County Treasury before disbursement and earn a maximum investment return with low risk without sacrificing safety, principal, or liquidity.
- Provide banking and related services to pooled public entities.

Tax Collector

- Bill and collect secured, supplemental, and unsecured property tax assessments.
- Encourage voluntary compliance with the property tax laws of the State of California and the tax ordinances of County of Tulare.
- Pursue collection of delinquent tax accounts.
- Publish tax delinquency information and conduct tax sale auctions as needed.

Property Tax Accounting

- Administer the Committee to Cancel Property Taxes, as delegated by the Board of Supervisors, to hear and decide claims for cancellation of property taxes and penalties.
- Implement state-mandated changes to the county's property tax information system.
- Levy, allocate, and distribute property taxes.
- Publish annual property tax rates.
- Perform special accounting and reporting for the county's termination of the Teeter program.
- Perform special accounting and reporting for the state's dissolution of all 39 Redevelopment Project Areas in the county.
- Reconcile and maintain the county's 15 property tax rolls.
- Report property tax levies, allocations, and distributions to state and local agencies.

Key Goals and Objectives Results in 2019/20

Organizational Performance

Goal 1: Publish a Popular Annual Financial Report (PAFR) in order to increase financial transparency and summarize financial information.

- **Objective 1** – Create the PAFR document to summarize FY 2018/19 financials by March 2020. **Results:** This objective was completed

- **Objective 2** – Share the PAFR document with key county management including, but not limited to, the County Administrative Officer and the Board of Supervisors by June 2020. **Results:** This objective was completed. The draft PAFR was presented internally and suggested revisions will be incorporated in the FY2019/20 PAFR.

Goal 2: Increase the effectiveness of the internal audit function to add value and improve operations countywide.

- **Objective 1** – Perform Tulare County's first countywide audit cross-checking, which would enable internal audit staff to evaluate and make recommendations for the improvement of the internal controls governing a specific business process by June 2020. **Results:** This objective was completed. The commencement of the first countywide audit, which examines Voyager Fuel Card activity, began in July of 2019 and is expected to be completed by October 2020.

Goal 3: Increase the County's Transient Occupancy Tax (TOT) compliance and revenue.

- **Objective 1** – Engage with Host Compliance Consulting firm to help identify additional TOT rental operators by June 2020. **Results:** This objective was completed. The County engaged Host Compliance Consulting in June 2019 and by August 2019 over 50 new short-term rental operators were identified as not paying TOT.
- **Objective 2** – Once Host Compliance has helped identify the additional TOT operators, the Tax-Collector will work to increase the number of registered operators and implement a consistent and fair process to identify and collect from those who are underreporting their income by June 2020. **Results:** This objective was completed. Of the 50-plus new short-term operators identified by Host Compliance, 25 are now in compliance, and those now filing should bring in well over \$100,000 in additional revenue per year (assuming normal tourist activity). Due to park closures and limited staffing associated with the COVID-19 pandemic, the Department was not able to bring other operators into compliance, however, since staffing levels have resumed, the project will continue once tourist activity begins to increase.

Other Accomplishments in FY 2019/20

- Despite a reduction in tourist activity in the fourth quarter, Transient Occupancy Tax collection grew from \$2.7 million in FY 2018/19 to \$2.9 million in FY 2019/20.
- The Treasury Division purchased and installed a cash recycler machine in September 2019, which has dramatically reduced staff time in handling and counting cash. As a result, staff were able to focus their efforts more on serving the customer, which reduced wait times in the lobby.

Key Goals and Objectives for FY 2020/21

Organizational Performance

Goal 1: Increase the effectiveness and efficiency of the Treasury Division's banking services.

- **Objective 1** – Work collaboratively with county departments and outside agencies to find product enhancements offered through the County's new banking relationship with JP Morgan that will increase security, efficiency, and/or lower costs by November 2020.
- **Objective 2** – Follow-up with departments and agencies to ensure product enhancements offered by JP Morgan are implemented and used to their potential by May 2021.

Goal 2: Obtain and begin implementation of a viable Property Tax System replacement.

- **Objective 1** – Collaborate with the Assessor/Clerk-Recorder to complete a due diligence search for a viable replacement to Tulare County's existing Property Tax Management System by July 2020.
- **Objective 2** – Evaluate the viability of various replacement options by August 2020.
- **Objective 3** – Engage with a vendor that suits the needs of both the Auditor-Controller/Treasurer-Tax Collector and the Assessor/Clerk-Recorder and begin the implementation of the replacement by January 2021.

Goal 3: Improve the timeliness of payments to vendors.

- **Objective 1** – Provide training to departments' accounts payable staff regarding required criteria for issuing payments to ensure payments are entered in the accounting system timely and accurately by August 2020.
- **Objective 2** – Perform an internal audit on late payments to identify any outstanding deficiencies in the vendor payment process by June 2021.

Goal 4: Develop a countywide policy page, "TCPolicies," which will allow access to all up-to-date county policies and procedures in one central location.

- **Objective 1** – Collaborate with TCiCT to develop and implement the TCPolicies page by June 2021.
- **Objective 2** – Collaborate with departments to get all current countywide policies and procedures uploaded to the TCPolicies page by June 2021.

Budget Request

The Requested Budget represents an overall decrease of \$257,620 or 4% in expenditures and an increase of \$111,136 or 3% in revenues when compared with the FY 2019/20 Final Budget. As a result, the Net County Cost decreased \$368,756 or 14% when compared with the FY 2019/20 Final Budget.

Significant areas with major changes between the FY 2019/20 Final Budget and the FY 2020/21 Requested Budget are as follows:

- Capital Assets decrease \$104,200 based on the reduction of equipment purchases. The FY 2020/21 proposed expenditures of \$12,500 include the following:
 - 1 High volume check sealer - \$12,500
- Countywide Cost Allocation Plan (COWCAP) charges decrease \$142,006 based on changes in the Plan.
- Revenue projections increase \$111,136 primarily based on charges for services provided to other departments.

Staffing changes reflected in the Requested Budget include the following:

- Add 2 FTE positions to assist with the growing complexities of rules, regulations, and standards. The requested added positions include:
 - Principal Accountant Auditor
 - Analyst-Staff Services II
- Delete 4 FTE positions in order to maintain and enhance efficient operations. The requested deleted positions include:
 - 2 County Financial Technician III
 - 1 County Financial Tc II-Payroll
 - 1 Accountant Auditor III
- Reclassified 1 FTE to help in complex accounting and reporting duties. The requested reclassified position is:
 - Tax Collections Supervisor to Accountant III

County Administrator's Recommendations

This budget is recommended as submitted.

Pending Issues and Policy Considerations

There are no pending issues or policy considerations.

Department Head Concurrence or Appeal

The Department Head concurs with the Recommended Budget.

General Revenues

Jason T. Britt

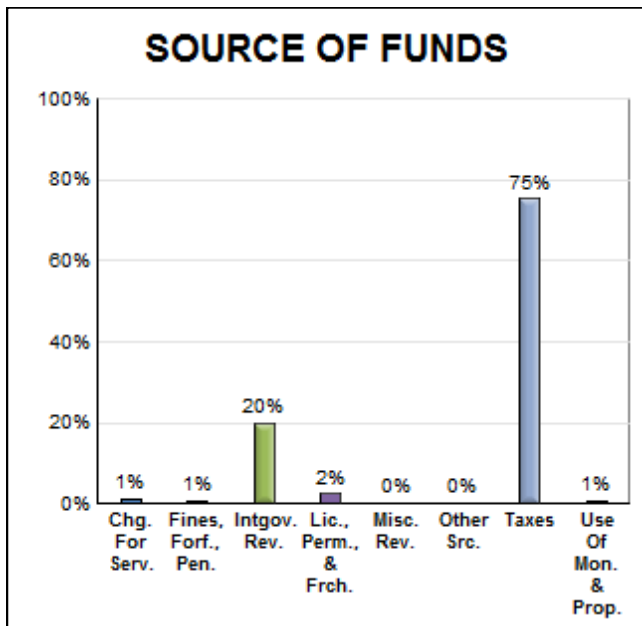
County Administrative Officer

Fund: 001

Agency: 031

SUMMARY OF APPROPRIATIONS AND REVENUES

	2018/19 ACTUALS	2019/20 FINAL BUDGET	2020/21 CAO RECOMMEND	VARIANCE
REVENUES:				
Charges For Current Serv	\$2,541,617	\$2,137,000	\$2,137,000	\$-
Fines,Forfeit.,Penalties	\$1,861,892	\$1,896,000	\$1,400,000	\$(496,000)
Intergovernmental Revenue	\$40,845,322	\$35,625,001	\$35,564,001	\$(61,000)
Lic.,Permits & Franchise	\$4,209,220	\$4,128,000	\$4,128,000	\$-
Miscellaneous Revenue	\$2	\$1	\$1	\$-
Other Financing Sources	\$49	\$1	\$1	\$-
Rev. from Use of Money & Prop	\$5,176,130	\$2,492,000	\$1,003,000	\$(1,489,000)
Taxes	\$144,964,437	\$130,521,837	\$133,888,824	\$3,366,987
TOTAL REVENUES:	\$199,598,669	\$176,799,840	\$178,120,827	\$1,320,987
NET COUNTY COST	\$(199,598,669)	\$(176,799,840)	\$(178,120,827)	\$(1,320,987)



Source of Funds: Illustrates the major revenue accounts

Graph totals may be + / - 1 % of actual total due to rounding

Purpose

The General Revenues budget receives revenues not attributable to a specific county service or department. These discretionary revenues provide the Board of Supervisors the means of financing programs in accordance with the adopted Board priorities. The types of revenues included are property taxes, motor vehicle fees, sales taxes, interest earnings, state and federal funds, in lieu funds, and redevelopment pass-through revenues.

Budget Request

The Requested Budget represents an overall increase of \$1,320,987 or 1% in revenues when compared with the FY 2019/20 Final Budget.

Significant areas with major changes between the FY 2019/20 Final Budget and the FY 2020/21 Requested Budget are as follows:

- Revenue projections increase primarily based on the Tulare County assessed value roll for FY 2020/21 growing by approximately 4.957%.

County Administrator's Recommendations

This budget is recommended as submitted.

Pending Issues and Policy Considerations

There are no pending issues or policy considerations

Department Head Concurrence or Appeal

The Department Head concurs with the Recommended Budget.

Purchasing

Daniel Richardson

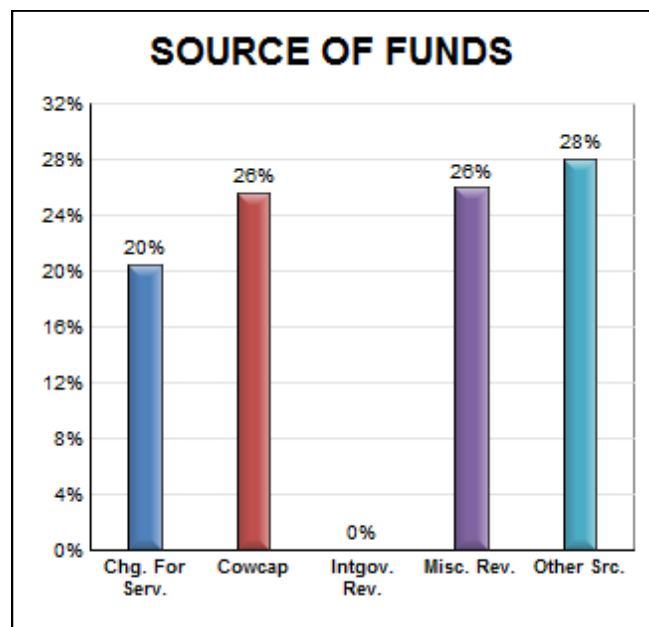
General Services Agency Director

Fund: 001

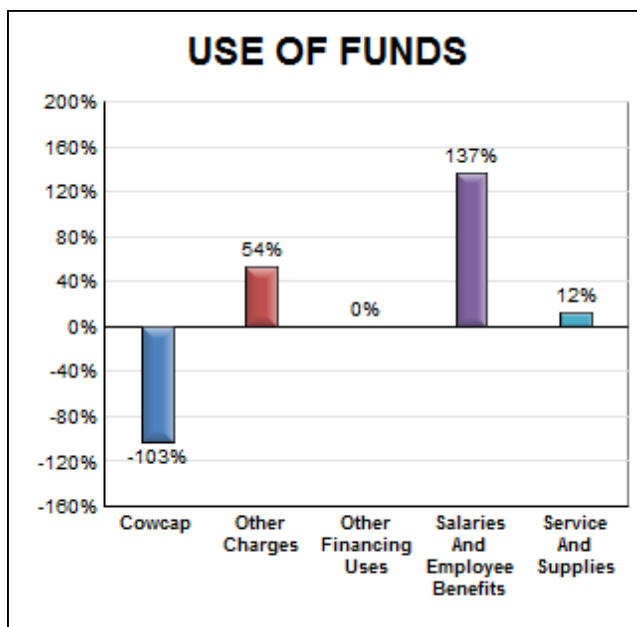
Agency: 032

SUMMARY OF APPROPRIATIONS AND REVENUES

	2018/19 ACTUALS	2019/20 FINAL BUDGET	2020/21 CAO RECOMMEND	VARIANCE
ACTIVITY APPROPRIATIONS:				
Finance	\$577,659	\$954,310	\$473,875	\$(480,435)
TOTAL ACTIVITY APPROPRIATIONS	\$577,659	\$954,310	\$473,875	\$(480,435)
APPROPRIATIONS:				
Cowcap	\$(500,927)	\$(244,187)	\$(486,321)	\$(242,134)
Other Charges	\$281,066	\$402,349	\$253,573	\$(148,776)
Other Financing Uses	\$-	\$-	\$-	\$-
Salaries And Employee Benefits	\$748,682	\$702,475	\$647,925	\$(54,550)
Service And Supplies	\$48,838	\$93,673	\$58,698	\$(34,975)
TOTAL APPROPRIATIONS:	\$577,659	\$954,310	\$473,875	\$(480,435)
REVENUES:				
Charges For Current Serv	\$134,219	\$78,404	\$146,181	\$67,777
Cowcap	\$172,502	\$123,321	\$182,317	\$58,996
Intergovernmental Revenue	\$-	\$-	\$-	\$-
Miscellaneous Revenue	\$190,590	\$206,400	\$185,000	\$(21,400)
Other Financing Sources	\$196,889	\$249,000	\$200,000	\$(49,000)
TOTAL REVENUES:	\$694,200	\$657,125	\$713,498	\$56,373
NET COUNTY COST	\$(116,541)	\$297,185	\$(239,623)	\$(536,808)



Source of Funds: Illustrates the major revenue accounts
Graph totals may be + / - 1 % of actual total due to rounding



Use of Funds: Illustrates the major expenditure accounts
Graph totals may be + / - 1 % of actual total due to rounding

Purpose

The Purchasing Division of the General Services Agency is responsible for the procurement and disposition of essential goods and services required for government operations. County departments rely daily on the expertise of the Division to efficiently and effectively procure high-quality, low-cost goods and services, and dispose of surplus goods.

Core Functions

- Procure goods and professional or public works services in compliance with the authority delegated by the Board of Supervisors through Tulare County Ordinance, Part I, Chapter 3, Article 7.
- Dispose of and/or recycle surplus county property in a manner that reduces the contribution of county waste to landfills and generates residual General Fund revenue.

Key Goals and Objectives Results in 2019/20

Organizational Performance

Goal 1: Maintain the Purchasing Customer Service Model to increase the efficiency and effectiveness of procurement services.

- **Objective 1** – Implement a countywide eProcurement system to facilitate the purchase of goods and services from countywide contracts by December 2019. **Results:** This objective was not completed. Due to the need to shift focus toward procuring supplies in response to COVID-19 pandemic, this objective will continue into FY 2020/21
- **Objective 2** – Implement bi-annual outreach meetings to update departments on changes in procurement processes and cultivate relationships with customers by June 2020. **Results:** This objective was not completed. Planned formal outreach meetings have been postponed due to the COVID-19 pandemic. This objective will continue into FY 2020/21.
- **Objective 3** – Expand Purchasing’s electronic contract management system to all county departments by June 2020. **Results:** This objective was completed in December 2019.

Goal 2: Develop highly knowledgeable staff to meet all county procurement needs.

- **Objective 1** – Provide Purchasing staff, assigned to respond to the Emergency Operations Center (EOC), opportunities to complete the Statewide EOC Position Credentialing Program by June 2020. **Results:** This objective was not completed. Designated staff are taking required courses for the credential program. This objective will continue into FY 2020/21.
- **Objective 2** – Implement mentoring and cross-training practices to increase flexibility in Purchasing’s response to county procurement needs by June 2020. **Results:** This objective was completed in December 2019.

Goal 3: Identify new Surplus Store suppliers to increase inventory and generate additional revenue.

- **Objective 1** – Identify potential new inventory sources by December 2019. **Results:** This objective was completed in December 2019.
- **Objective 2** – Contract with new inventory sources by June 2020. **Results:** The objective was not completed, as it was determined formal contracts were not needed.

Goal 4: Ensure that Purchasing complies with federal procurement standards to retain federal and grant funding.

- **Objective 1** – Evaluate and revise Purchasing contracts to ensure compliance with federal law by December 2019. **Results:** This objective was completed in December 2019.
- **Objective 2** – Review and update current Purchasing contracting and procurement practices to meet the federal funding requirements by June 2020. **Results:** This objective was not completed. Due to the need to shift focus toward procuring supplies in response to COVID-19 pandemic, this objective will continue into FY 2020/21.
- **Objective 3** – Update Purchasing ordinance to include references to federal law for procurement in emergency situations by June 2020. **Results:** This objective was not completed. Due to the need to shift focus toward procuring supplies in response to COVID-19 pandemic, this objective will continue into FY 2020/21.

Other Accomplishments in FY 2019/20

- A countywide online shopping account has been established which increases flexibility for departments and provides substantial cost savings on shipping charges.

Key Goals and Objectives for FY 2020/21**Organizational Performance**

Goal 1: Maintain the Purchasing Customer Service Model to increase the efficiency and effectiveness of procurement services.

- **Objective 1** – Implement countywide eProcurement systems to assist departments with the purchase of goods and services from countywide contracts by June 2021.
- **Objective 2** – Implement bi-annual outreach meetings to update departments on changes in procurement processes and develop training videos by December 2020.
- **Objective 3** – Expand tracking tools for purchase orders to eliminate delays and reduce errors by December 2020.

Goal 2: Develop highly knowledgeable staff to meet all county procurement needs.

- **Objective 1** – Staff assigned to the Emergency Operations Center (EOC) will complete the Statewide EOC Position Credentialing Program by June 2021.

Goal 3: Ensure Purchasing complies with federal procurement standards to retain federal and grant funding.

- **Objective 1** – Update current Purchasing contract and procurement practices to meet the federal funding requirements by June 2021.
- **Objective 2** – Update County Ordinance to include references to federal law for procurement in emergency situations by June 2021.

Budget Request

The Requested Budget represents an overall decrease of \$480,435 or 50% in expenditures and an increase of \$56,373 or 9% in revenues when compared with the FY 2019/20 Final Budget. As a result, the Net County Cost decreased \$536,808 or 181% when compared with the FY 2019/20 Final Budget.

Significant areas with major changes between the FY 2019/20 Final Budget and the FY 2020/21 Requested Budget are as follows:

- Service and Supplies decrease \$34,975 based on decrease in Unemployment Insurance, Office Expense, and Training.
- Other Charges decrease \$148,776 based on reduction in Administrative costs.
- Countywide Cost Allocation Plan (COWCAP) charges decrease \$242,134 based on changes in the Cost Plan Recovered.

Staffing changes reflected in the Requested Budget include the following:

- No staffing changes requested.

County Administrator's Recommendations

This budget is recommended as submitted.

Pending Issues and Policy Considerations

There are no pending issues or policy considerations.

Department Head Concurrence or Appeal

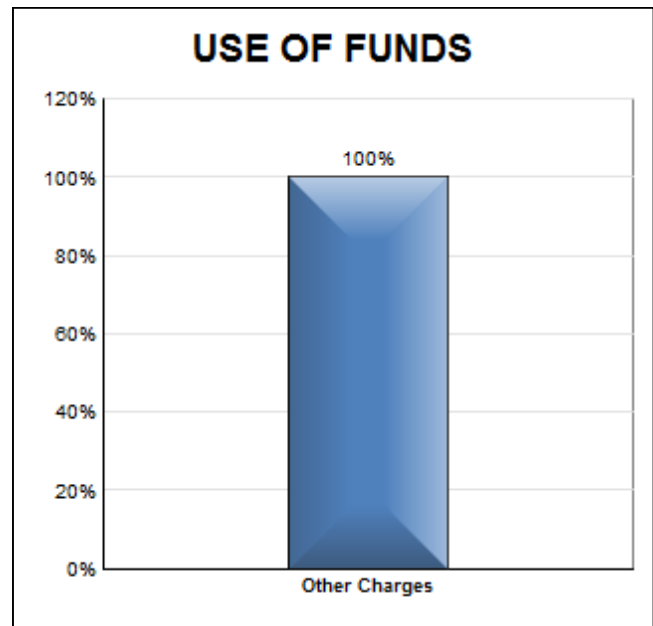
The Department Head concurs with the Recommended Budget.

Contingency

Jason T. Britt

County Administrative Officer

Fund: 001				
Agency: 050				
SUMMARY OF APPROPRIATIONS AND REVENUES	2018/19 ACTUALS	2019/20 FINAL BUDGET	2020/21 CAO RECOMMEND	VARIANCE
ACTIVITY APPROPRIATIONS:				
Legislative And Administrative	\$-	\$5,000,000	\$4,000,000	\$(1,000,000)
TOTAL ACTIVITY APPROPRIATIONS	\$-	\$5,000,000	\$4,000,000	\$(1,000,000)
APPROPRIATIONS:				
Other Charges	\$-	\$5,000,000	\$4,000,000	\$(1,000,000)
TOTAL APPROPRIATIONS:	\$-	\$5,000,000	\$4,000,000	\$(1,000,000)
NET COUNTY COST	\$0	\$5,000,000	\$4,000,000	\$(1,000,000)



Use of Funds: Illustrates the major expenditure accounts
 Graph totals may be + / - 1 % of actual total due to rounding

Purpose

This budget is used to protect the county against unforeseen expenditure requirements and failure to realize anticipated revenues. If needed, appropriations from this budget may be transferred to another General Fund budget with the approval of the Board of Supervisors by a four-fifths vote. State law authorizes appropriations for contingencies in an amount not to exceed 15% of the total appropriations from the fund exclusive of the amount of the appropriation for contingencies.

Budget Request

The Requested Budget represents an overall decrease of \$1,000,000 or 20% in expenditures when compared with the FY 2019/20 Final Budget. As a result, the Net County Cost decreased \$1,000,000 when compared with the FY 2019/20 Final Budget.

Significant areas with major changes between the FY 2019/20 Final Budget and the FY 2020/21 Requested Budget are as follows:

- Other charges decrease \$1,000,000 due to the anticipation of reduced revenues caused by the COVID-19 pandemic.

County Administrator's Recommendations

This budget is recommended as submitted.

Pending Issues and Policy Considerations

There are no pending issues or policy considerations.

Department Head Concurrence or Appeal

The Department Head concurs with the Recommended Budget.

UC Cooperative Extension

Karmjot Randhawa

Regional Director

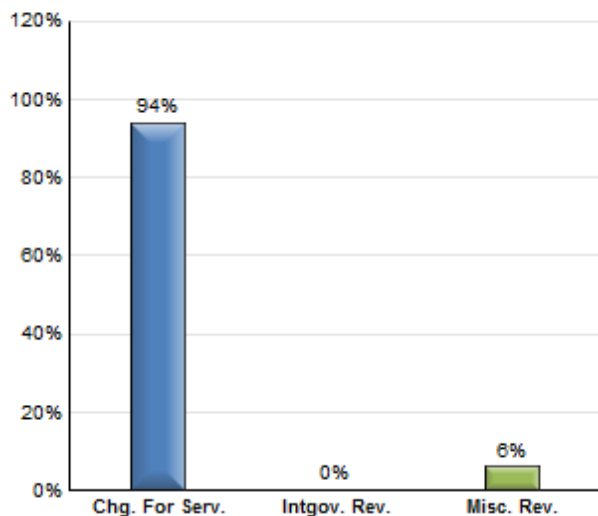
Fund: 001

Agency: 055

SUMMARY OF APPROPRIATIONS AND REVENUES

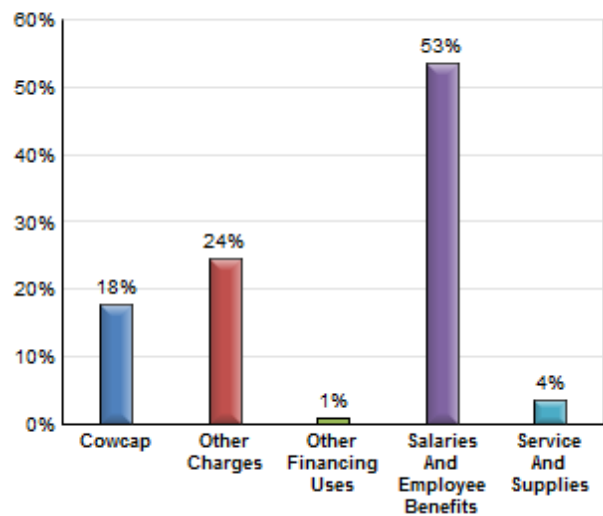
	2018/19 ACTUALS	2019/20 FINAL BUDGET	2020/21 CAO RECOMMEND	VARIANCE
ACTIVITY APPROPRIATIONS:				
Agricultural Education	\$682,594	\$776,381	\$1,076,823	\$300,442
TOTAL ACTIVITY APPROPRIATIONS	\$682,594	\$776,381	\$1,076,823	\$300,442
APPROPRIATIONS:				
Cowcap	\$(29,103)	\$(24,057)	\$191,062	\$215,119
Other Charges	\$223,173	\$243,205	\$263,111	\$19,906
Other Financing Uses	\$11,636	\$-	\$8,875	\$8,875
Salaries And Employee Benefits	\$439,406	\$514,513	\$575,004	\$60,491
Service And Supplies	\$37,482	\$42,720	\$38,771	\$(3,949)
TOTAL APPROPRIATIONS:	\$682,594	\$776,381	\$1,076,823	\$300,442
REVENUES:				
Charges For Current Serv	\$26,246	\$25,582	\$25,582	\$-
Intergovernmental Revenue	\$-	\$1	\$1	\$-
Miscellaneous Revenue	\$1,588	\$2,120	\$1,640	\$(480)
TOTAL REVENUES:	\$27,834	\$27,703	\$27,223	\$(480)
NET COUNTY COST	\$654,760	\$748,678	\$1,049,600	\$300,922

SOURCE OF FUNDS



Source of Funds: Illustrates the major revenue accounts
Graph totals may be + / - 1 % of actual total due to rounding

USE OF FUNDS



Use of Funds: Illustrates the major expenditure accounts
Graph totals may be + / - 1 % of actual total due to rounding

Purpose

The mission of the University of California Division of Agriculture and Natural Resources is to serve California through the creation, development, and application of knowledge in agricultural, natural, and human resources.

University of California Cooperative Extension (UCCE) brings together federal, state, and county governments into a voluntary partnership. Cooperative Extension was established by Congress with the Smith-Lever Act of 1914 and is authorized under the provisions of the State of California Education Code, Section 32330. This joint effort between the University of California (UC), the United States Department of Agriculture (USDA), and Tulare County began in 1918.

UCCE has agriculture, natural resources, 4-H, nutrition, family, and consumer sciences staff serving in county offices. In addition, Cooperative Extension specialists are headquartered at UC Berkeley, UC Davis, and UC Riverside, where they conduct research and collaborate in county programs. As a part of the land-grant institutions, UCCE's mandate is dedicated to the welfare, protection, and enhancement of agriculture, natural resources, and people of California.

County Advisors work to strengthen Tulare County's agricultural productivity, competitiveness, and sustainability. Advisors collaborate with campus-based Cooperative Extension specialists and campus scientists to research, adapt, and field-test agricultural improvements or solutions, and promote the use of research findings. Urban horticultural programs help drive stewardship of natural resources while enhancing esthetic beauty.

The 4-H Youth Development program provides meaningful, learn-by-doing educational activities to children in 4-H clubs, and to children participating in school enrichment and after-school programs including an array of exciting activities for today's youth, including rocketry, shooting sports, computer science, and leadership, as well as traditional offerings such as cooking, animal husbandry, and sewing.

The nutrition, family, and consumer sciences staff bring focus to nutrition, food safety, food preparation, as well as financial management and work with children, youth, and adults.

Collaborative partnerships with government agencies and cooperative research projects with industry extend the reach of UC advisors. Workshops, field days, public meetings, newsletters, mass media, and other communication tools bring information to the community.

Core Functions

- Enhance and ensure safe, secure, competitive, and sustainable agricultural food systems through research and education.
- Increase science literacy in natural resources, agriculture, and nutrition.
- Enhance the health of Californians through nutrition research and education.
- Develop youth leadership through 4-H.
- Staff development and training in the use of new technologies to increase efficiencies and capture savings.

Key Goals and Objectives Results in FY 2019/20

Safety and Security

Goal 1: Reduce injuries and illness of field workers from potential hazards in production agriculture.

- **Objective 1** – Provide and participate in field worker safety classes by March 2020. **Results:** This objective was not completed. The UCCE Tulare office no longer participates in these annual meetings as they are now provided and administered by industry and the regulatory agencies.

Economic Well-Being

Goal 1: Help local citrus producers make more effective cultural practice decisions.

- **Objective 1** – Acquire supplemental grant funding to support new studies by March 2020. **Results:** This objective was completed. Grants were acquired from the following: The Citrus Research Board to study

diseases in mandarins. The CDFA funded work for developing evapotranspiration values for oranges and mandarins. The CDFA also funded work to research spray applications practices to reduce chemical usage in the field.

- **Objective 2** – Develop improved extension and outreach activities for local citrus producers by June 2020. **Results:** This objective was completed. The Fall Citrus meeting had 80 plus local growers in attendance for educational talks on citrus production. The Citrus Advisor is actively involved with grower needs by phone, field visits, sample collection, and identification of potential issues, as well as collaboration with additional academics to resolve issues within the San Joaquin Valley growing area of California.

Goal 2: Provide table grape growers with new cultural practice options.

- **Objective 1** – Develop a fungicide rotation program to mitigate powdery mildew resistance in table grape in California by June 2020. **Results:** This objective was completed. During the evaluation period, full control of powdery mildew was achieved with the rotation proposed. This is significant news since our research also demonstrated that some specific fungicide chemical group resistance is widely distributed among the county. We expect that growers will adopt our recommendations and help to reduce resistance in different fungicide resistant groups.
- **Objective 2** – Evaluate the effect of fruit fly control on Sour rot incidence on grapes by June 2020. **Results:** This objective was completed. With a high correlation between the presence of fruit fly, bird damage, and sour rot being observed. The bird incidence was low and will require larger plots to attain conclusive results. Some organic strategies were tested at the end of the season to successfully mitigate some damage from Sour Rot.
- **Objective 3** – Evaluate management practices for managing grape trunk diseases in table grape by June 2020. **Results:** This objective was completed. Different pathogens were isolated in 2019, corresponding to the most common trunk diseases in the San Joaquin Valley. In a collaborative study with Dr. Eskalen from UC Davis, the Department is trying to identify native endemic microorganisms that can be used as a biocontrol agent for the most common trunk diseases.

Goal 3: Conduct a study of cultural practices that may reduce the time required for new nut trees to come into production.

- **Objective 1** – Establish orchard management trials in three commercial walnut and pistachio orchards to investigate strategies on how to bring nut trees into productivity sooner by June 2020. **Results:** This objective was completed. Current walnut and pistachio trials demonstrate the potential to initiate scaffold selection one year earlier than standard practice, and preliminary results suggest potential for much earlier commercial yields.

Quality of Life

Goal 1: Promote water conservation and drought strategies for urban landscapes.

- **Objective 1** – Train at least 20 new Master Gardeners (MG) to increase our ability to provide outreach to Tulare County residents by June 2020. **Results:** This objective was completed. There were 29 new Master Gardeners successfully trained in our first hybrid training class with online and in-person delivery.
- **Objective 2** – Complete our Spanish language resource development project to extend our water conservation and drought management strategies into our Spanish speaking community. The final UC sanctioned outputs will encompass online and hard copy resources, and links to video segments available on our statewide MG platforms by June 2020. **Results:** This objective was completed. MG volunteers have translated ten high-impact written resources into Spanish and integrated these documents with corresponding videos. Content is available on our local MG website and the statewide MG website.

Goal 2: Advance youth leadership and science literacy in natural resources, agriculture, and nutrition.

- **Objective 1** – Expand public education opportunities to local residents through Master Gardener continued partnership with UC CalFresh and EFNEP programs. **Results:** This objective was completed. Master Gardeners collaborated with our other University of California Agriculture and Natural Resources (UC ANR) programs to reach residents at the Food Day at FoodLink in October 2019 and the Kings County Fruit and Veggie Fest in September 2019.
- **Objective 2** – Expand MG mentorship in local school gardens by adding two additional sites. **Results:** This objective was not completed. No additional community gardens were added partially due to the transition of key staff. The focus this year was building volunteer capacity to address this need for the FY 2020/21 cycle.

Goal 3: Advance youth leadership and science literacy in natural resources, agriculture, and nutrition.

- **Objective 1** – Maintain existing 4-H Youth Development Programming to all currently existing 4-H Community Clubs within Tulare County. Measure growth by assessing the total number of youth members enrolled in the 4-H program, and in addition to the number of youth members that are serving in leadership roles as local Community Club Officers, Junior Leaders, and Teen Leaders. Science literacy can be observed through the number of youth members enrolled in Food Science projects, Garden and Horticulture projects, Animal Science projects, and other agriculturally based projects by June 2020. **Results:** This objective was completed. The number of 4-H Community Clubs within Tulare remained the same at 16.
- **Objective 2** – Implement 4-H Youth Development Programming in After School Programs in targeted schools within Tulare County in order to reach the target population of underserved youth and to expand the program. Provide outreach to 30 families and to reach over 75 youth through partnerships with CalFresh and other local partners by June 2020. **Results:** This objective was completed. CalFresh partnered with 4-H and delivered the Cooking Academy program to a group of youth during an after-school program at an elementary school in Farmersville. In addition, 4-H partnered with the Migrant Education Program and delivered curriculum as part of the High School Civic Leadership Academy at College of the Sequoias Hanford campus. Overall, approximately 45 youth from 35 families were reached.
- **Objective 3** – Increasing the reach of Tulare County 4-H by participating in local community events by having 4-H Outreach booths that provide a 10-minute hands on activity for youth that are attending these various community events by June 2020. **Results:** This objective was not completed. 4-H was scheduled to participate in Visalia Rawhide STEM events and deliver 4-H STEM based activities to school youth, however, these events were cancelled due to COVID-19 pandemic. In addition, the annual AgVentures! Day was canceled due to the COVID-19 pandemic.

Goal 4: 'UC CalFresh Healthy Living' Tulare County will implement a comprehensive approach to improve consumption of healthy food and increase physical activity across the lifespan of children, youth, and adults and implement nutrition education.

- **Objective 1** – To reach 2,500 SNAP-Ed eligible children and youth through direct nutrition education by June 2020. **Results:** This objective was completed. The program reached 3,350 children and youth by March 2020.
- **Objective 2** – To reach 100 SNAP-Ed eligible adults through direct nutrition education by June 2020. **Results:** This objective was completed. The adult program has reached 151 adults by March 2020.
- **Objective 3** – To reach 1,000 SNAP-Ed eligible individuals through initiatives such as school gardens, school wellness policy, Coordinated Approach to Child Health (CATCH) program, Smarter Lunchrooms Movement - building a lunchroom environment that makes the healthy choice the easy choice for all school students by June 2020. **Results:** This objective was completed. The program has reached 2,007 participants by March.

Goal 5: Improve healthy eating habits and physical activity through nutrition education among SNAP-Ed eligible adults through the Expanded Food & Nutrition Education Program (EFNEP).

- **Objective 1** – To reach 200 SNAP-Ed eligible adults with nutrition education and to improve their physical activity, food resource management, food safety, and nutrition practices by June 2020. **Results:** This objective was not completed. The EFNEP program has reached 149 adults as of March 2020 which is halfway through the FY 2019/20. Of the 149 adult participants who participated in the EFNEP program so far, 95 adults have graduated and received a program completion certificate. The EFNEP Program operates on a federal fiscal year.

Other Accomplishments in FY 2019/20

- UCCE has collaborated with three school districts: Earlimart, Tulare, and Farmersville in partnership with the Health Department. So far, the CalFresh program has provided support to the composition of two School Wellness Policies that were approved by their respective school district boards, and has helped with garden maintenance at four school sites and implemented healthy school youth farmers markets at three school sites.
- UC ANR hosted our first World Ag Expo reception which included live demonstrations and interactive exhibits to showcase Cooperative Extension services that are provided in Tulare County. This event drew a full audience which included local county dignitaries and collaborators to further the education and outreach that Tulare County Cooperative Extension provides.
- UC ANR farm advisors hosted a four-day Almond Production Short Course in Tulare County. The course offered multi-disciplinary training on science-based techniques for almond establishment and production. There were approximately 180 participants in attendance.

- The viticulture program advisor received a grant for \$25,000 to carry out Integrated Pest Management training in Spanish. The goal is to train farmworkers on how to manage different pests and diseases, as well as how to handle pesticides safely.

Key Goals and Objectives for FY 2020/21

Safety and Security

Goal 1: Reduce injuries and illness of Spanish-speaking workers from potential hazards when handling chemicals used in production agriculture.

- **Objective 1** – Train Spanish-speaking field workers on Integrated Pest Management and pesticide safety by June 2021.

Quality of Life

Goal 1: Promote water conservation and drought strategies for urban landscapes.

- **Objective 1** – Find new and effective ways to connect Tulare County residents with healthy and productive green spaces throughout the COVID-19 pandemic crisis. MG volunteers will provide technical expertise to a surge of the public interested in food gardening and transition in-person workshops to virtual formats by June 2021.
- **Objective 2** – Promote our Spanish language resources to extend water conservation and drought management strategies into the Spanish-speaking community by June 2021.

Goal 2: Advance youth leadership and science literacy in natural resources, agriculture, and nutrition through the Master Gardener Program.

- **Objective 1** – Expand public education opportunities to local residents through continued Master Gardener partnership with UC CalFresh and EFNEP programs by June 2021.
- **Objective 2** – Expand MG mentorship in local school gardens by adding two additional sites by June 2021.

Goal 3: Advance youth leadership and science literacy in natural resources, agriculture, and nutrition through the 4-H Youth Development Program.

- **Objective 1** – Maintain existing 4-H Youth Development Programming to all currently existing 4-H Community Clubs within Tulare County by June 2021.
- **Objective 2** – Implement 4-H Youth Development Programming in after school programs in targeted schools within Tulare County in order to reach the target population of underserved youth and to expand the program by June 2021.
- **Objective 3** – Participate in local community events by having 4-H outreach booths that provide 10-minute hands-on activity for the youth by June 2021.

Goal 4: Implement a comprehensive approach to improve consumption of healthy food and increase physical activity among youth, and implement nutrition education environmental level initiatives in partnership with the local health department and school districts.

- **Objective 1** – Through Direct Education Reach: By September 2021, 2,500 of unduplicated SNAP-Ed eligible residents of Tulare County will receive individual direct educational strategies to promote healthy eating, food resources management, and/or physical activity.
- **Objective 2** – Through Partnership/Coalition Work & Support: By September 2021, UCCE will work with and/or support 10 partners and 1 coalition in support of increased healthy eating and physical activity behavior access.
- **Objective 3** – Through Community Engagement: By September 2021, UCCE will work at 20 sites to engage the SNAP-Ed community in program planning and implementation, and five sites will put sustainability measures in place to ensure changes to support healthy eating and physical activity are continued.

Goal 5: Improve healthy eating habits and physical activity through nutrition education among SNAP-Ed eligible adults.

- **Objective 1** – By September 2021, The EFNEP Program will reach 250 SNAP-Ed eligible program families with nutrition education and engage to improve their practices related to physical activity, food resource management, and food safety.

Goal 1: Help local citrus producers make more effective cultural practice decisions.

- **Objective 1** – Acquire additional grant funding to support new studies by March 2021.
- **Objective 2** – Develop improved extension and outreach activities for local citrus producers by April 2021.

Goal 2: Provide table grape growers with new cultural practice options.

- **Objective 1** – Develop a fungicide rotation program to mitigate powdery mildew resistance in table grapes in California. This will be year two of a continuing multi-year project. This data will be shared with producers and the industry by March 2021.
- **Objective 2** – Evaluate the effect of fruit fly control on sour rot incidence on grapes. This will be year two of a continuing multi-year project. This data will be shared with producers and the industry by March 2021.
- **Objective 3** – Train Spanish-speaking agricultural workers on integrated pest management. This data will be shared with producers and the industry by March 2021.

Goal 3: Study of cultural practices that may reduce the time required for new nut trees to come into production.

- **Objective 1** – Current orchard management trials in pistachio and walnut are designed to address alternative tree-training strategies during orchard development to achieve reduction of labor costs and obtaining earlier yields. This data will be shared with producers and the industry by February 2021.
- **Objective 2** – Evaluate walnut rootstock genotypes and commercially available clones for disease resistance and horticultural traits of potential benefit to local growers. This data will be shared with producers and the industry by February 2021.
- **Objective 3** – Evaluate the efficacy of post-plant nematicide treatments in walnut. This data will be shared with producers and the industry by February 2021.

Budget Request

The Requested FY 2020/21 Budget represents an overall increase of \$300,422 or 39% in expenditures and a decrease of \$480 or 2% in revenues when compared with the FY 2019/20 Final Budget. As a result, the Net County Cost is projected to increase \$300,922 or 40% when compared with the FY 2019/20 Final Budget.

Significant areas with major changes between the FY 2019/20 Final Budget and the FY 2020/21 Requested Budget are as follows:

- Salaries and Benefits increase \$60,491 primarily based on increases in salaries and benefits for existing positions.
- Other Financing increase \$8,875 for internal borrowing for one replacement vehicle.
- Countywide Cost Allocation Plan (COWCAP) charges increase \$215,119 based on changes in the Plan.

Staffing changes reflected in the Requested Budget include the following:

- No staffing changes requested.

County Administrator's Recommendations

This budget is recommended as submitted.

Pending Issues and Policy Considerations

There are no pending issues or policy considerations.

Department Head Concurrence or Appeal

The Department Head concurs with the Recommended Budget.

County Counsel

Deanne Peterson

County Counsel

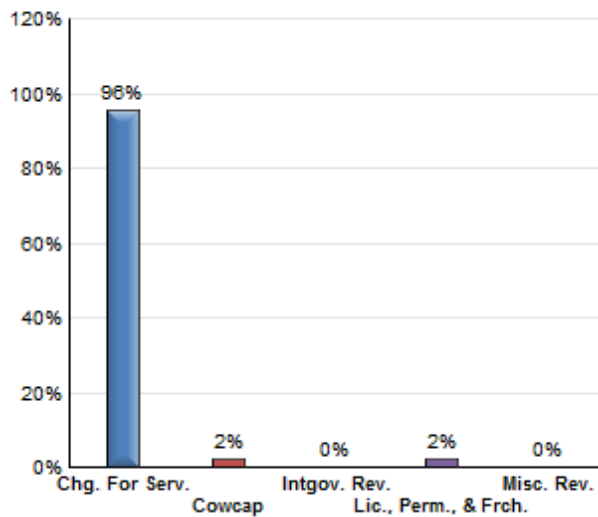
Fund: 001

Agency: 080

SUMMARY OF APPROPRIATIONS AND REVENUES

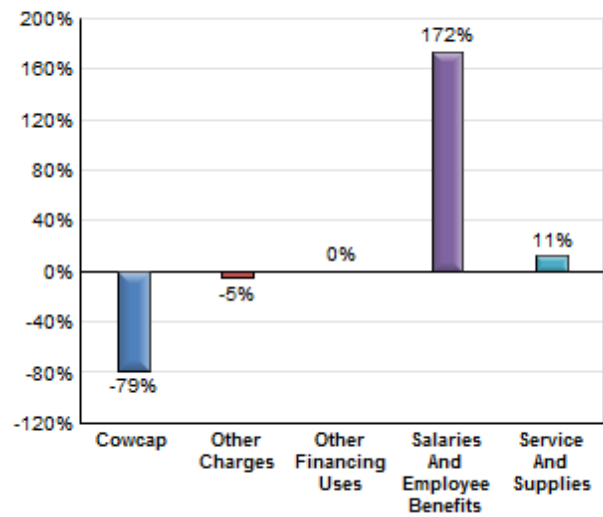
	2018/19 ACTUALS	2019/20 FINAL BUDGET	2020/21 CAO RECOMMEND	VARIANCE
ACTIVITY APPROPRIATIONS:				
Counsel	\$4,764,515	\$4,798,257	\$4,203,830	\$(594,427)
TOTAL ACTIVITY APPROPRIATIONS	\$4,764,515	\$4,798,257	\$4,203,830	\$(594,427)
APPROPRIATIONS:				
Cowcap	\$(1,633,711)	\$(2,487,323)	\$(3,303,598)	\$(816,275)
Other Charges	\$(206,595)	\$(180,232)	\$(211,618)	\$(31,386)
Other Financing Uses	\$433	\$451	\$469	\$18
Salaries And Employee Benefits	\$6,346,190	\$7,055,012	\$7,241,411	\$186,399
Service And Supplies	\$258,198	\$410,349	\$477,166	\$66,817
TOTAL APPROPRIATIONS:	\$4,764,515	\$4,798,257	\$4,203,830	\$(594,427)
REVENUES:				
Charges For Current Serv	\$2,805,957	\$3,280,855	\$3,486,133	\$205,278
Cowcap	\$122,020	\$74,382	\$77,684	\$3,302
Intergovernmental Revenue	\$-	\$2	\$-	\$(2)
Lic.,Permits & Franchise	\$102,972	\$70,000	\$85,000	\$15,000
Miscellaneous Revenue	\$201	\$4	\$1	\$(3)
TOTAL REVENUES:	\$3,031,150	\$3,425,243	\$3,648,818	\$223,575
NET COUNTY COST	\$1,733,365	\$1,373,014	\$555,012	\$(818,002)

SOURCE OF FUNDS



Source of Funds: Illustrates the major revenue accounts
Graph totals may be + / - 1 % of actual total due to rounding

USE OF FUNDS



Use of Funds: Illustrates the major expenditure accounts
Graph totals may be + / - 1 % of actual total due to rounding

Purpose

The mission of the County Counsel's Office is to provide quality and innovative services to benefit our clients and support the public good. Our vision is to meet the legal and risk management challenges facing the County of Tulare in partnership with our clients.

The County Counsel's Office also includes the Risk Management Division. The Risk Management Division protects the county's physical, fiscal, human, and goodwill assets through the administration of the County's Liability and Workers' Compensation Insurance, and safety programs. Discussion of the Risk Management budget may be found in the insurance funds budget narrative.

Core Functions

- By statute, County Counsel provides legal advice and representation to the County of Tulare through the Board of Supervisors (BOS), elected and appointed county officers, county department heads and staff, county boards and commissions, and other county public officials or agencies regarding all civil legal matters facing the County of Tulare.
- County Counsel is also required by statute, subject to request and payment of attorney's fees and costs, to provide civil legal advice to memorial districts, sanitary districts, and resource conservation districts.
- County Counsel has been available by tradition, upon request and payment of attorney's fees and costs, to provide legal advice to public cemetery districts.

Key Goals and Objectives Results in FY 2019/20

Organizational Performance

Goal 1: Further improve county meetings conducted by Tulare County Boards, Committees, and Commissions.

- **Objective 1** – Update Brown Act manual with recent case law developments by June 2020. **Results:** This objective was completed. Training was held in January 2020.
- **Objective 2** – Provide an agenda item preparation training to targeted county personnel to ensure compliance with county policies and regulations by June 2020. **Results:** This objective was completed. Training was held in January 2020.
- **Objective 3** – Provide Board agenda review training for CAO, Board Clerk, and County Counsel staff by May 2020. **Results:** This objective was completed. Training was held in March 2020.
- **Objective 4** – Provide Government 101 training for special districts by June 2020. **Results:** This objective was completed. Training was held in February 2020.

Goal 2: Further improve county administrative appeals and hearings procedures.

- **Objective 1** – Continue partnership with Board Clerk and affected departments in development and implementation of improvements to county administrative appeals and hearings procedures through June 2020. **Results:** This objective will continue into the next fiscal year. Implementation of improvements to the administrative appeal review processes at the departmental level were completed, while the CAO and BOS chose to suspend the implementation of the hearing officer portion of the revised administrative hearings and appeals ordinance for the time being.

Goal 3: Further improve the county's nuisance and substandard housing nuisance abatement and cost recovery procedures.

- **Objective 1** – Continue partnership with Resource Management Agency in development and implementation of improvements to the county's nuisance abatement, substandard housing nuisance abatement, and cost recovery procedures through June 2020. **Results:** This objective will continued into the next fiscal year. The effort is continuing with the development of a detailed enforcement manual and revised forms and instructions. The manual, forms, and instructions are expected to be completed by June 2021.

Goal 4: Update county's Solid Waste Ordinance and related agreements.

- **Objective 1** –Continue partnership with Solid Waste and CAO in development and implementation of updates and improvements to County’s Solid Waste Ordinance and related agreements through June 2020. **Results:** This objective was completed. All legal work was completed and is in the hands of the Solid Waste Department to present agenda items to the Board for adoption of an amended Solid Waste Ordinance and related agreements with franchised haulers.

Goal 5: Update county’s emergency response and recovery procedures.

- **Objective 1** – Continue partnership with Office of Emergency Services and affected departments in development and implementation of improvements to county’s emergency response and recovery procedures through June 2020. **Results:** This objective has been partially completed. The Department continued its partnership with Office of Emergency Services, however, with extensive new experience and insights gained through coordinated operations at the Emergency Operations Center and Department Operation Center during the COVID-19 pandemic response, implementation of improvements to procedures will be an ongoing objective.

Goal 6: Further improve county employees’ knowledge and training regarding legal proceedings.

- **Objective 1** – Creation of an information package outlining responsibilities and necessary preparation for employee testifying on behalf of the county as Persons Most Knowledgeable. **Results:** This objective was completed in June 2020.
- **Objective 2** – Preparation of general training program available to all departments regarding assembling required content and making evidentiary presentations in administrative hearings. **Results:** This objective was completed in June 2020.
- **Objective 3** – Preparation of handbook for management/supervisory personnel regarding litigation processes, including discovery and departmental responsibilities. **Results:** This objective was completed in June 2020.

Goal 7: Further improve efficiency in litigation prevention and resolution efforts.

- **Objective 1** – Provide training and legal updates in the Fair Labor Standards Act by June 2020. A ProLaw custom tab is currently in development and we anticipate it will be completed and ready for use by December 2019. In addition, County Counsel will work with TCiCT in developing indexing and records retention policies. **Results:** This objective was completed. Fair Labor Standards Act training was completed in November 2019. Revisions were made to a custom tab in ProLaw in October 2019. County Counsel continues to work with TCiCT and other departments in developing records retentions policies and records indexing by June 2021.

Safety and Security

Goal 1: Continue to provide improved legal service in dependency cases by developing protocols and providing relevant training.

- **Objective 1** – Conduct one training on compliance with the Indian Child Welfare Act, for Child Welfare Services staff, by June 2020 **Results:** This objective was completed and exceeded with staff conducting two trainings in August and September 2019.
- **Objective 2** – Conduct two trainings on court report writing, for Child Welfare Services staff, by March 2020. **Results:** This objective was partially completed with staff conducting one training in January 2020. This objective is being re-evaluated in accordance with the COVID-19 restrictions of group gatherings and the needs of Child Welfare Services.
- **Objective 3** – Conduct two trainings on testifying in court, for Child Welfare Services staff, by June 2020. **Results:** This objective was not completed and is being re-evaluated based on the needs of Child Welfare Services.
- **Objective 4** – Conduct one training on search and seizure, for Child Welfare Services staff, by October 2019. **Results:** This objective was completed with staff conducting one training in August 2019.
- **Objective 5** – Conduct two trainings on new cases and legislation, for Child Welfare Services staff, by June 2020. **Results:** This objective was partially completed with staff conducting one training in July 2019. Another training was scheduled in March 2020 but was postponed due to the COVID-19 pandemic.
- **Objective 6** – Conduct Public Guardian and County Counsel trainings every two months through June 2020. **Results:** This objective was partially completed due to scheduling conflicts and the COVID-19 pandemic. Staff conducted three trainings throughout the year.

Economic Well-Being

Goal 1: Further improve county effectiveness in contracting for goods and services.

- **Objective 1** – Continue revising county contract boilerplate language to address contracting with different business entities by June 2020. **Results:** This objective is ongoing. Revisions to the contract boilerplate are being prepared for distribution to the departments.
- **Objective 2** – Provide contracts training for departments by January 2020. **Results:** This objective was completed. The trainings were held in February and March 2020.
- **Objective 3** – Provide regular updates to enhance client awareness and legal knowledge related to contract matters through June 2020. **Results:** This objective was partially completed. The Department provided some updates to enhance client awareness and legal knowledge related to contract matters. This will be an ongoing objective.

Goal 2: Further improve county fee-setting process.

- **Objective 1** – Conduct County Fee-Setting Process training for departments by March 2020. **Results:** This objective was completed. The training was held in February 2020.
- **Objective 2** – Continue partnership with requesting departments to provide guidance in reviewing fee structure through June 2020. **Results:** This objective was completed. The Department assisted all requesting departments with guidance in reviewing fee structures and this will be an ongoing objective.

Other Accomplishments in FY 2019/2020

- Developed an online Sexual Harassment Prevention Training available on-demand through Relias online training software, which allows departments to reduce travel and employee time away from the office. Previously, employees were required to attend the two-hour training at a single location.
- Developed an online employee safety training that is available on-demand through Relias online training software, allowing departments to improve the practical delivery of training to staff and track safety training.
- Successfully settled the Dairy Cares litigation with the Sierra Club and Center for Biological Diversity, with minimal changes to the County's Animal Confinement Facilities Plan and Climate Action Plan, which preserves County's unique streamlined approach to dairy regulation.
- Risk's Disability Management Team completed Essential Functional Job Analysis (EFJA) for each of the County's major occupational job classifications. The new EFJAs provide a more accurate description of the position's essential functions and assists with accommodation evaluation and early return-to-work efforts.

Key Goals and Objectives for FY 2020/2021

Organizational Performance

Goal 1: Further improve county meetings conducted by Tulare County Boards, Committees, and Commissions.

- **Objective 1** – Update Brown Act manual with recent case law developments by February 2021.
- **Objective 2** – Provide an agenda item preparation training to targeted county personnel to ensure compliance with county policies and regulations by June 2021.
- **Objective 3** – Provide Government 101 training for special districts by June 2021.

Goal 2: Improve county administrative appeals and hearings procedures.

- **Objective 1** – Continue partnership with the Clerk of the Board of Supervisors and affected departments in development and implementation of improvements to county administrative appeals and hearings procedures through June 2021.

Goal 3: Improve the county's nuisance and substandard housing nuisance abatement, and cost recovery procedures.

- **Objective 1** – Develop a detailed enforcement manual by June 2021.
- **Objective 2** – Revise forms and instructions for use in coordination with the enforcement manual by June 2021.

Goal 4: Improve county employees' knowledge and training regarding legal proceedings.

- **Objective 1** – Present training program regarding assembling required content and making evidentiary presentations in administrative hearings to departments making such presentations by March 2021
- **Objective 2** – Identify and assemble resources available for individual employees facing work-related legal proceedings and protocol for providing those resources by March 2021.
- **Objective 3** – Engage with departments to review litigation, hold processes and requirements, and identify improvements to existing protocols by June 2021.

Safety and Security

Goal 1: Provide improved legal service in dependency and probate matters by developing protocols and providing relevant training.

- **Objective 1** – Conduct one training on search and seizure for Child Welfare Services staff by October 2020.
- **Objective 2** – Conduct one training on new cases and legislation for Child Welfare Services staff by June 2021.
- **Objective 3** – Continue with Public Guardian and County Counsel training every two months through June 2021.

Economic Well-Being

Goal 1: Improve the county's effectiveness in contracting for goods and services.

- **Objective 1** – Revise county contract boilerplate language to address contracting with different business entities by June 2021.
- **Objective 2** – Provide contracts training for departments by January 2021.
- **Objective 3** – Provide regular updates to departments to enhance client awareness and legal knowledge related to contract matters through June 2021.

Goal 2: Improve the county fee-setting process.

- **Objective 1** – Conduct County fee-setting process training for departments by March 2021.
- **Objective 2** – Partner with requesting departments to provide guidance in reviewing fee structure through June 2021.
- **Objective 3** – Document and update county processes for complying with Proposition 218 and prepare an ordinance for the same by January 2021.

Budget Request

The Requested Budget represents an overall decrease of \$594,427 or 12% in expenditures and an increase in revenue of \$223,575 or 7% in revenues when compared with the FY 2019/2020 Final Budget. As a result, the Net County Cost decreased \$818,002 or 60% when compared with the FY 2019/20 Final Budget.

Significant areas with major changes between the FY 2019/20 Final Budget and the FY 2020/21 Requested Budget are as follows:

- Salaries and Benefits increase \$186,399 primarily due to 3% salary and equity increases, an increase in benefit costs, and an increase in Retirement–County Portion.
- Services and Supplies increase \$66,817 primarily due to decreased office expenses and professional and specialized expenses.
- Other Charges decrease \$31,386 primarily due to maintenance, data processing, and workers compensation insurance costs.
- County Wide Cost Allocation Plan (COWCAP) charges decrease \$816,275 primarily based on changes in the Plan.
- Revenue projections increase \$223,575 primarily based on changes in the Cost Plan Recovered and Services to Risk Management.

Staffing changes reflected in the Requested Budget include the following:

- Delete 2 FTE vacant positions. The requested deleted positions include:
 - 1 Paralegal III K
 - 1 Administrative Services Officer II

County Administrator's Recommendations

This budget is recommended as submitted.

Pending Issues and Policy Considerations

There are no pending issues or policy considerations.

Department Head Concurrence or Appeal

The Department Head concurs with the Recommended Budget.

County Administration

Jason T. Britt

County Administrative Officer

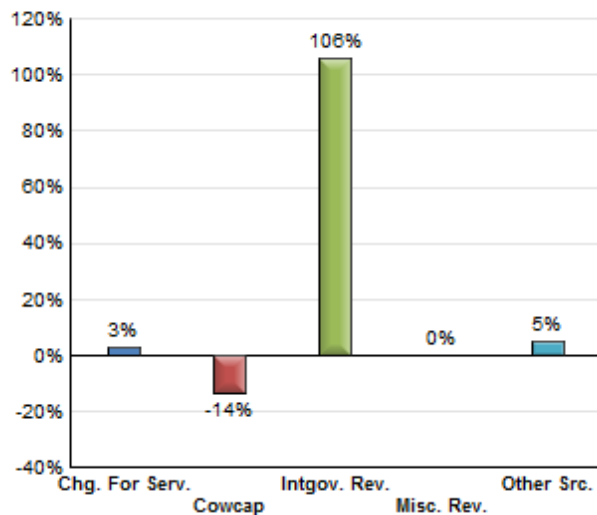
Fund: 001

Agency: 085

SUMMARY OF APPROPRIATIONS AND REVENUES

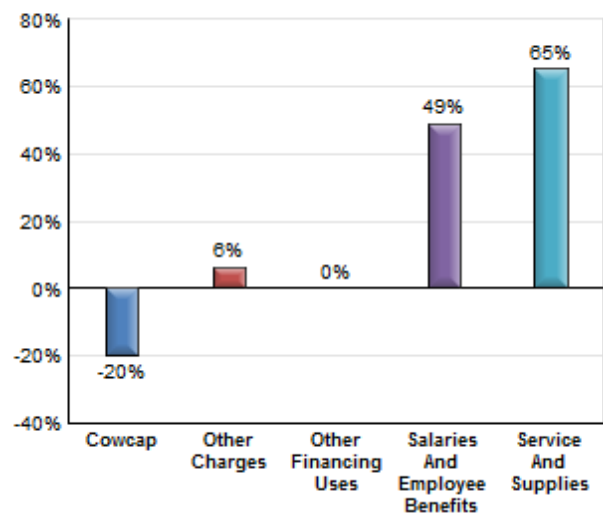
	2018/19 ACTUALS	2019/20 FINAL BUDGET	2020/21 CAO RECOMMEND	VARIANCE
ACTIVITY APPROPRIATIONS:				
Legislative And Administrative	\$945,520	\$2,886,888	\$4,004,805	\$1,117,917
TOTAL ACTIVITY APPROPRIATIONS	\$945,520	\$2,886,888	\$4,004,805	\$1,117,917
APPROPRIATIONS:				
Cowcap	\$(1,050,298)	\$(2,093,213)	\$(798,861)	\$1,294,352
Other Charges	\$164,756	\$195,187	\$240,029	\$44,842
Other Financing Uses	\$284,818	\$-	\$-	\$-
Salaries And Employee Benefits	\$1,437,763	\$1,745,370	\$1,953,579	\$208,209
Service And Supplies	\$108,481	\$3,039,544	\$2,610,058	\$(429,486)
TOTAL APPROPRIATIONS:	\$945,520	\$2,886,888	\$4,004,805	\$1,117,917
REVENUES:				
Charges For Current Serv	\$136,480	\$(8,646)	\$60,334	\$68,980
Cowcap	\$657,076	\$556,598	\$(299,470)	\$(856,068)
Intergovernmental Revenue	\$-	\$2,771,581	\$2,338,001	\$(433,580)
Miscellaneous Revenue	\$-	\$2	\$2	\$-
Other Financing Sources	\$-	\$50,001	\$111,557	\$61,556
TOTAL REVENUES:	\$793,556	\$3,369,536	\$2,210,424	\$(1,159,112)
NET COUNTY COST	\$151,964	\$(482,648)	\$1,794,381	\$2,277,029

SOURCE OF FUNDS



Source of Funds: Illustrates the major revenue accounts
Graph totals may be + / - 1 % of actual total due to rounding

USE OF FUNDS



Use of Funds: Illustrates the major expenditure accounts
Graph totals may be + / - 1 % of actual total due to rounding

Purpose

In keeping with the guidance, support, and direction of the Board of Supervisors, the County Administrative Officer (CAO) is responsible for the strategic and operational management of the county; serves as the Clerk of the Board of Supervisors; and prepares the annual budget and other plans for the county. Through the coordination of agency and departmental activities, the CAO works to ensure that county's government operates efficiently, effectively and equitably.

Core Functions

County Administrative Office

- Oversee all county operations and functions assuring that Board policies are carried out in the most efficient and cost-effective manner.
- Interpret, recommend, and implement all Board policies.
- Forecast and develop the county's annual budget and Mid-Year Budget Report.
- Review and monitor county budgets, services, and programs.
- Oversee preparation of Board of Supervisors meeting agendas and minutes, maintain all official records, and support the Assessment Appeals Board as Clerk of the Board of Supervisors.
- Review, monitor, and prepare recommendations for federal and state legislation.
- Review and provide oversight of countywide position allocations.
- Work collaboratively with the General Services Agency and Capital Projects to set priorities for the Capital Improvement Plan.
- Administer contracts as directed by the Board of Supervisors.
- Review, implement, and monitor Tulare County's adopted Business Plan.

Clerk of the Board

- Prepare, publish, and distribute the Board's agenda.
- Clerk all Board of Supervisors meetings and record legislative actions. Process and maintain all agreements, ordinances, and resolutions resulting from the Board's actions.
- Maintain and update rosters for appointments to boards, commissions, and special districts.
- Provide administrative support to the Assessment Appeals Board relative to the functioning of the assessment appeals process as required by the mandated guidelines of the State Legislature.
- Maintain and update the Tulare County Ordinance Code.
- Maintain copies of the Conflict of Interest – Form 700 Statements for department heads. Prepare annual notifications for the requirement for filing Conflict of Interest Form 700 – Statement of Economic Interests. Conduct the Biennial Code Review (even years), maintain files, and respond to questions related to the Conflict of Interest Disclosure process.
- Receive and process all claims filed against the county.

Key Goals and Objectives Results in FY 2019/20

Organizational Performance

Goal 1: Continue to support the implementation of Tulare County's Strategic Business Plan as adopted by the Board of Supervisors on December 6, 2016.

- **Objective 1** – Continue focus on objectives 1-15 of fiscal year 2018/19, as applicable to the CAO, as adopted in the Tulare County Strategic Business Plan. **Results:** This objective is continually in progress.

Goal 2: Automate workflow for board agenda items to increase efficiencies, including implementing e-signatures.

- **Objective 1** – Explore software and system options for Board agenda process automation and present recommendations to the Board of Supervisors and affected departments. **Results:** This objective was completed. The Board of Supervisors approved PrimeGov software to increase efficiencies and automation in the Board agenda process.

Goal 3: Update County of Tulare Financial Policies.

- **Objective 1** – Strengthen the language in the Revenue Diversification for Fiscal Sustainability section to encourage departments to identify and develop proposals to generate new revenue sources and explore the use of Non-General Fund revenues. **Results:** This objective was completed. The Board adopted the updated financial policies in December of 2019.
- **Objective 2** – Strengthen and add additional language in the General Fund Reserves section regarding the Tulare County's Strategic Reserve Policy. **Results:** This objective was completed. The Board adopted the updated financial policies in December of 2019.

Safety and Security

Goal 1: Support the Countywide Capital Improvement Plan and projects for law enforcement, fire, roads, and emergency operations.

- **Objective 1** – Provide administrative and funding support for the Countywide Capital Improvement Plan as adopted by the Board of Supervisors and identified safety and security projects as funding permits. **Results:** This objective was completed. The Board approved the Capital Improvement Plan in August of 2019.

Economic Well-Being

Goal 1: Continue implementation of Tulare County's Economic Development Strategy.

- **Objective 1** – Provide guidance and funding support to the Tulare County Economic Development Office (RMA) to develop policies, plans, and strategies to support Tulare County's "Open for Business" philosophy. **Results:** This objective is ongoing. The CAO continues to provide support to RMA Economic Development to maximize intergovernmental economic activities.
- **Objective 2** – Collaborate with cities, public entities, Tulare County Economic Development Corporation, and the private sector to develop and implement economic development projects within the county to increase general purpose revenues. **Results:** This objective is ongoing. The CAO continues to provide support to RMA Economic Development to explore public-private development partnership opportunities to increase county revenues.

Goal 2: Actively monitor impacts of Groundwater Sustainability Plans.

- **Objective 1** – Collaborate with local Groundwater Sustainability Agencies to monitor and react to any potential impacts on the overall Tulare County economy and general revenue generation. **Results:** This objective will be continued as Groundwater Sustainability Agencies adopt resolutions and management strategies in the coming year.
- **Objective 2** – In cooperation with impacted departments, identify county operation's groundwater use, recharge capacity, and potential future projects to offset groundwater use. **Results:** This objective is partially completed. The dataset will continue to evolve as Groundwater Sustainability Agencies implement their Groundwater Sustainability Plans.

Quality of Life

Goal 1: Monitor and participate with Tulare County Association of Governments (TCAG) in the 2020 Census Complete Count.

- **Objective 1** – Work with the Tulare County Regional 2020 Census Complete Count Committee (CCC) to complete and submit the County Census Implementation Plan to the State of California Complete Count by September 30, 2019. **Results:** This objective was not completed. The State of California Complete Count extended the deadline for submission to October 31, 2019. The Implementation Plan was submitted by the deadline.
- **Objective 2** – Work with CCC to complete the Final Report to the State of California Complete Count by September 30, 2020. **Results:** This objective is in progress. The report will detail the activities, lessons learned, and budget.

Goal 2: Improve Disadvantaged Community (DAC) access to drinking water and wastewater funding.

- **Objective 1** – Contract for the Tulare-Kern Funding Area DAC Integrated Regional Water Management Involvement Program project development activities by December 2019. **Results:** This Objective is completed. Contracting was completed by February 2020.
- **Objective 2** – Collaborate with the State Water Resources Control Board, Divisions of Drinking Water and Financial Assistance to secure funding from the Affordable Drinking Water Fund to offset unaffordable operation and

maintenance costs for county-owned water systems by June 2020. **Results:** This Objective was not completed because the State Water Resources Control Board did not finalize their expenditure plan by June 2020.

Other Accomplishments in FY 2019/20

- Supported Tulare County's Economic Development program and project activities.
- Provided public safety support through the purchase of equipment and capital assets.
- Supported countywide Capital Improvement Program and projects.
- Updated County Financial policies to include a strategic reserve
- Provided funding to purchase equipment for tree mortality projects.

Key Goals and Objectives for FY 2020/21

Organizational Performance

Goal 1: Implement the new agenda management system, PrimeGov, to support the efficiency and standardization of the County board agenda management process.

- **Objective 1** – Complete the data migration from existing systems into a single solution by August 2020.
- **Objective 2** – Retire existing agenda management system and standardize county use of new system for go-live by October 2020.
- **Objective 3** – Provide an improved constituent experience through a revamped and intuitive public search portal by October 2020.
- **Objective 4** – Implement workflow and on-board each county department in self-service submittal of agenda items into the system by May 2021.

Goal 2: Undertake a joint review of the County of Tulare Financial Policies with the Auditor-Controller.

- **Objective 1** – Annually review County of Tulare Financial Policies with the Auditor-Controller/Treasurer-Tax Collector's Office for appropriateness and comparability with other jurisdictions by June 2021.

Goal 3: Implement the new budget software to support efficiency and modernization of the County's budget process.

- **Objective 1** – Work with OpenGov to establish the project team, roles and responsibilities, project plan, and key dates by August 2020.
- **Objective 2** – Complete OpenGov's virtual training by August 2020.
- **Objective 3** – Train County departments on the new budget system by January 2021.
- **Objective 4** – Go-live with the new budget system by April 2021

Economic Well-Being

Goal 1: Actively monitor impacts of Groundwater Sustainability Plans.

- **Objective 1** – Collaborate with local Groundwater Sustainability Agencies to monitor and react to any potential impacts on the overall Tulare County economy and general revenue generation.
- **Objective 2** – In cooperation with impacted departments, identify county operation's groundwater use, recharge capacity, and potential future projects to offset groundwater use.

Goal 2: Improve Forest Health within Tulare County.

- **Objective 1** – Collaborate with Federal, State, and local agencies to improve forest health in Tulare County by continuing to work toward formal agreements with two partner agencies by June 2021.

Quality of Life

Goal 1: Monitor and participate with Tulare County Association of Governments (TCAG) in the 2020 Census Complete Count.

- **Objective 1** – Work with CCC to complete the Final Report to the State of California Complete Count by December 2020.

Goal 2: Facilitate the decennial redistricting of County Supervisorial Districts to reflect changes in population data collected during the 2020 Census, and ensure equitable representation for county residents.

- **Objective 1** – Present Advisory Redistricting Commission bylaws to the Board for approval by September 2020.
- **Objective 2** – Contract with a community outreach specialist to engage the public in the redistricting process by October 2020.
- **Objective 3** – Create and launch a county redistricting website by November 2020.

Goal 3: Improve Disadvantaged Community (DAC) access to drinking water and wastewater funding.

- **Objective 1** – Finish the Tulare-Kern Funding Area DAC Integrated Regional Water Management Involvement Program by June 2021.
- **Objective 2** – Collaborate with the State Water Resources Control Board, Divisions of Drinking Water and Financial Assistance to secure funding from the Affordable Drinking Water Fund to offset unaffordable operation and maintenance costs for county-owned water systems by June 2021.

Budget Request

The Requested Budget represents an overall increase of \$1,117,917 or 39% in expenditures and a decrease of \$1,159,112 or 34% in revenues when compared with the FY 2019/20 Final Budget. As a result, the Net County Cost increased \$2,277,029 or 472% when compared with the FY 2019/20 Final Budget.

Significant areas with major changes between the FY 2019/20 Final Budget and the FY 2020/21 Requested Budget are as follows:

- Salaries and Benefits increase \$208,209 due to staffing changes and filling vacant positions.
- Service and Supplies decrease \$429,486 primarily due to winding down water programs.
- Other Charges increase \$44,842 based on Internal Service Fund charges.
- County Wide Cost Allocation Plan (COWCAP) increase \$1,294,352 primarily based on changes in the plan.
- Revenue projections decrease \$1,159,112 due to offsetting state grant revenues for water programs and COWCAP.

Staffing changes reflected in the Requested Budget include the following:

- Grade change from 424 to 709 for Chief Clerk, Board of Supervisors position.

County Administrator's Recommendations

This budget is recommended as submitted.

Pending Issues and Policy Considerations

There are no pending issues or policy considerations.

Department Head Concurrence or Appeal

The Department Head concurs with the Recommended Budget.

General Services Agency

Daniel Richardson

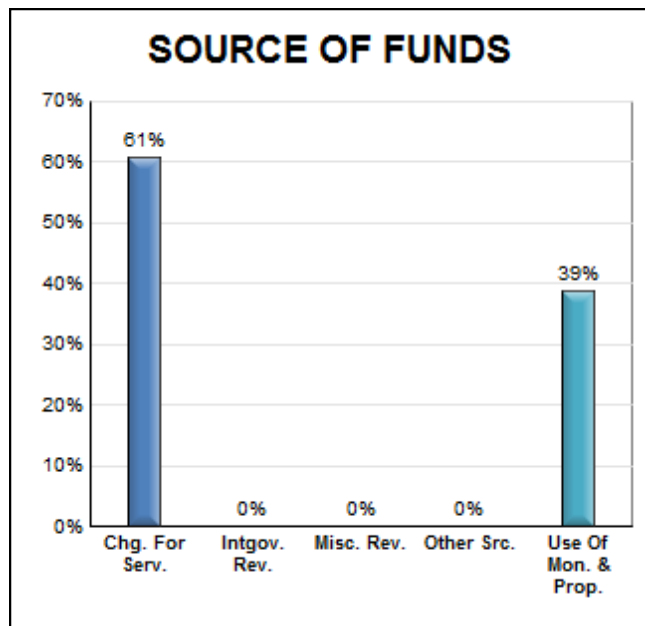
Director

Fund: 001

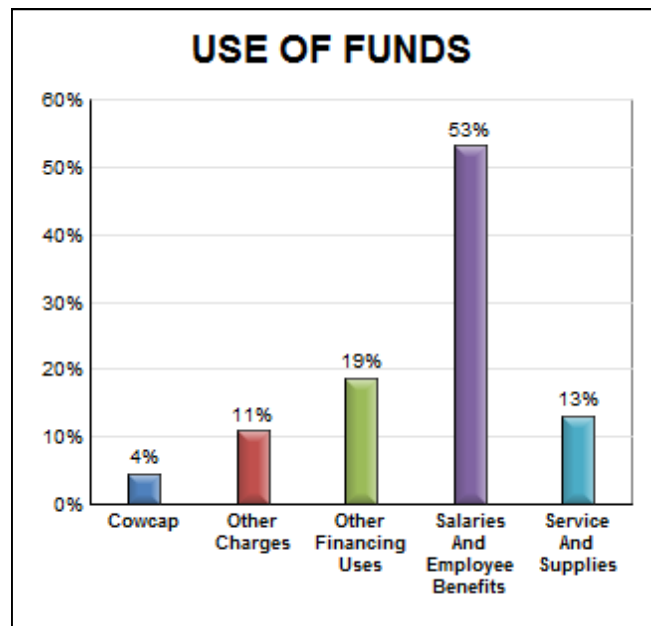
Agency: 087

SUMMARY OF APPROPRIATIONS AND REVENUES

	2018/19 ACTUALS	2019/20 FINAL BUDGET	2020/21 CAO RECOMMEND	VARIANCE
ACTIVITY APPROPRIATIONS:				
Communications	\$85,762	\$90,394	\$96,582	\$6,188
Cultural Services	\$435,392	\$478,518	\$431,211	\$(47,307)
Property Management	\$4,492,031	\$4,834,158	\$3,851,757	\$(982,401)
Recreation Facilities	\$2,635,082	\$2,744,399	\$2,405,610	\$(338,789)
TOTAL ACTIVITY APPROPRIATIONS	\$7,648,267	\$8,147,469	\$6,785,160	\$(1,362,309)
APPROPRIATIONS:				
Cowcap	\$1,377,923	\$1,364,264	\$294,585	\$(1,069,679)
Other Charges	\$567,228	\$236,316	\$730,765	\$494,449
Other Financing Uses	\$1,317,355	\$1,490,058	\$1,271,965	\$(218,093)
Salaries And Employee Benefits	\$3,354,089	\$3,934,354	\$3,603,842	\$(330,512)
Service And Supplies	\$1,031,672	\$1,122,477	\$884,003	\$(238,474)
TOTAL APPROPRIATIONS:	\$7,648,267	\$8,147,469	\$6,785,160	\$(1,362,309)
REVENUES:				
Charges For Current Serv	\$2,264,640	\$2,703,279	\$2,293,916	\$(409,363)
Intergovernmental Revenue	\$-	\$10,000	\$10,000	\$-
Miscellaneous Revenue	\$4,172	\$14,580	\$3,900	\$(10,680)
Other Financing Sources	\$684,818	\$-	\$-	\$-
Rev. from Use of Money & Prop	\$1,432,707	\$1,684,363	\$1,463,502	\$(220,861)
TOTAL REVENUES:	\$4,386,337	\$4,412,222	\$3,771,318	\$(640,904)
NET COUNTY COST	\$3,261,930	\$3,735,247	\$3,013,842	\$(721,405)



Source of Funds: Illustrates the major revenue accounts
Graph totals may be + / - 1 % of actual total due to rounding



Use of Funds: Illustrates the major expenditure accounts
Graph totals may be + / - 1 % of actual total due to rounding

Purpose

The General Services Agency (GSA) is comprised of several divisions, each of which provides services to the public and other departments. The divisions of GSA include Administration, Courier, Museum, Parks and Recreation, and Property Management. In addition, the Agency provides services to several of the County's Internal Service Funds (ISF) including Custodial Services; Grounds Services; Facilities; Fleet Services; Print, Mail, Copier Services; Utilities; and the Capital Projects Division.

The purpose of GSA is to provide reliable, customer-driven services, which produce safe, healthy, and welcoming environments, and enable the efficient and effective delivery of county services to the public.

Core Functions

- The Administration Division pays vendors for services provided, provides financial reports to management, provides personnel support to each division, and performs a variety of analytical functions.
- The Courier Division oversees the delivery of interoffice mail to departments, contracts for services, and manages the courier program to ensure effective receipt of mail packages.
- The Museum Division protects, preserves, and promotes a shared understanding of Tulare County's past and its place in the future by providing the community with innovative, diverse, and engaging exhibits and events.
- The Parks and Recreation Division provides recreational opportunities for those who visit Tulare County Parks by ensuring access to playground and outdoor sports activities in a variety of park settings
- The Property Management Division provides leasing, property acquisition, and property disposal services to county departments.

Key Goals and Objectives Results in 2019/20

Economic Well-Being

Goal 1: Add value to the county by finding a higher and better use for currently vacant or underutilized property.

- **Objective 1** – Declare previously identified vacant or underutilized county-owned properties surplus to county need by December 2019. **Results:** This objective was completed. The Woodville Fire Station was declared surplus to county need in December 2019. Farmland located near Government Plaza was declared surplus to county need and a lease was secured in July 2019. The practice of surplusizing underutilized property is ongoing and part of GSA's Property Management strategy.
- **Objective 2** – Dispose of the surplus Tulare/Pixley Courthouse by June 2020. **Results:** This objective was not completed. Staff is currently in negotiations with the Judicial Council of California. This objective will continue into FY 2020/21.
- **Objective 3** – Secure lease renewal letters for private tenants at the county-owned Tulare Akers Professional Center by June 2020. **Results:** This objective was not completed. Due to ongoing negotiations and change in scope, this objective is in progress and will continue into FY 2020/21.

Quality of Life

Goal 1: Utilize the decision-making framework established by the Museum Strategic Plan to efficiently and effectively accomplish the Museum mission.

- **Objective 1** – Present the Museum Strategic Plan to the Board of Supervisors by August 2019. **Results:** This objective was completed in September 2019.
- **Objective 2** – Collaborate with the community to construct a Westward Settlers exhibit by December 2019. **Results:** This objective was not completed. Due to the logistics of consolidating community input and coordinating research, this objective is in progress and will continue into FY 2020/21.
- **Objective 3** – Establish a Tulare County museum alliance with local museum professionals to broaden the Museum's professional network and promotional opportunities in the community by June 2020. **Results:** This objective was completed in July 2019.

Organizational Performance

Goal 1: Identify property solutions to accommodate the future growth and business needs of county departments.

- **Objective 1** – Work collaboratively with departments to evaluate and prioritize space needs by February 2020. **Results:** This objective was completed. Leases were successfully negotiated to house the District Attorney and Public Defender at the new Cornerstone office building in November 2019. A lease was successfully negotiated to consolidate Probation's operations at the Center Drive office building in December 2019.
- **Objective 2** – Present Countywide Space Improvement Project Phase III priorities and recommendations to the Space Ad Hoc Committee by June 2020. **Results:** This objective was completed in June 2020.

Goal 2: Improve the efficiency and effectiveness of the Property Management Division.

- **Objective 1** – Complete all division procedural checklists related to property lease, sales, and acquisitions to streamline property management activities for review by August 2019. **Results:** This objective was completed in August 2019.
- **Objective 2** – Establish multi-year professional service agreements with multiple appraisers to expedite the Division's acquisition, lease, and disposition processes by June 2020. **Results:** This objective was completed in June 2020.

Goal 3: Pursue a multilateral approach to implementing the initiatives of the Park Strategic Business Plan.

- **Objective 1** – Organize an administrative, operational, and development team structure to support the completion of Strategic Plan tasks and projects by July 2019. **Results:** This objective was completed in July 2019.
- **Objective 2** – Create an action plan of prioritized tasks and projects aligned with Strategic Plan initiatives by December 2019. **Results:** This objective was not completed. It was determined a more comprehensive Lean Six Sigma approach was needed, therefore this objective has been deferred until earlier phases have been accomplished.
- **Objective 3** – Implement the action plan by June 2020. **Results:** This objective was not completed. Due to the COVID-19 pandemic, the data gathering phase was delayed and this objective will continue into FY 2020/21.

Goal 4: As part of the Agency development process, centralize and standardize internal Agency personnel policies and procedures.

- **Objective 1** – Establish Agency timekeeping policies and procedures by July 2019. **Results:** This objective was not completed. Staff determined significant changes were needed to the Agency payroll function and began a process improvement initiative. Once all changes have been implemented, timekeeping policies and procedures will be finalized. This objective is will continue into FY 2020/21.
- **Objective 2** – Establish and train supervisory staff in Agency timekeeping policies and procedures by September 2019. **Results:** This objective was not completed. Training will occur once the timekeeping policies and procedures are finalized. This objective will continue into FY 2020/21.
- **Objective 3** – Establish a pilot project, which tracks administrative staff accruals in real-time using the Agency's timekeeping software by December 2019. **Results:** This objective was not completed. Staff determined a pilot project with limited staff was insufficient and would need to include all GSA staff. This objective will continue into FY 2020/21.

Goal 5: Continuously improve Fiscal Services with a departmental focus on customer service and operational effectiveness and efficiency.

- **Objective 1** – Establish billing analysis procedures and produce monthly division reports to be reviewed by the Fiscal Five by September 2019. **Results:** This objective was completed in September 2019.
- **Objective 2** – Establish an internal audit committee to improve internal cash handling workflows by June 2020. **Results:** This objective was completed in September 2019.

Other Accomplishments in FY 2019/20

- The Tulare Akers Professional Center parking lot was subdivided and sold to a developer in April 2020 for \$1.4 million to be used for future county construction needs.
- Staff negotiated with the City of Dinuba to transfer ownership of the land that houses the county-owned library building to the county. The acquisition was completed in August 2019.
- Parks staff replaced all above-ground electrical with underground electrical at Balch Park. The project was completed in October 2019.
- Parks launched an online reservation system to allow the general public to view park amenities, make reservations, and make payments online in June 2020.
- The Museum published and electronically distributed its first quarterly newsletter to patrons and community partners in May 2020.

Key Goals and Objectives for FY 2020/21

Organizational Performance

Goal 1: Develop a structure for continuous improvement using the Lean Six Sigma framework for process improvement to standardize operations and improve maintenance across all Tulare County Parks.

- **Objective 1** – Identify best practices and areas of opportunity by October 2020.
- **Objective 2** – Compile findings and make recommendations for improvement by January 2021.
- **Objective 3** – Implement improvements by June 2021.

Goal 2: Identify property solutions to accommodate the future growth and business needs of departments.

- **Objective 1** – Prepare a written analysis of options to address county space needs by December 2020.
- **Objective 2** – Present recommendations to the Space Ad Hoc Committee by January 2021.

Goal 3: As part of the Agency development process, centralize and standardize internal personnel policies and procedures.

- **Objective 1** – Complete the timekeeping process improvement effort by December 2020.
- **Objective 2** – Establish timekeeping policies and procedures by March 2021.
- **Objective 3** – Train supervisory staff in timekeeping policies and procedures by May 2021.
- **Objective 4** – Implement tracking of staff accruals in real-time software by June 2021.

Quality of Life

Goal 1: Utilize the decision-making framework established by the Museum Strategic Plan to efficiently and effectively accomplish the Museum mission.

- **Objective 1** – Create a schedule to rotate collection displays throughout the Museum galleries and grounds by September 2020.
- **Objective 2** – Develop the required five core documents for accreditation through the American Alliance of Museums by March 2021.
- **Objective 3** – Collaborate with the community to construct a Westward Settlers exhibit by May 2021.

Goal 2: Complete the Woodville Park Community Forest Establishment project.

- **Objective 1** – Install shade trees and irrigation system by May 2021.
- **Objective 2** – Host a community volunteer event where partners and members of the community can plant trees by June 2021.

Economic Well-Being

Goal 1: Add value to the county by finding a higher and better use for currently vacant or underutilized property.

- **Objective 1** – Dispose of the surplus Tulare/Pixley Courthouse by December 2020.
- **Objective 2** – Secure lease renewal letters for tenants at the county-owned Tulare Akers Professional Center by September 2020.

Budget Request

The Requested Budget represents an overall decrease of \$1,362,309 or 17% in expenditures and a decrease of \$640,904 or 15% in revenues when compared with the FY 2019/20 Final Budget. As a result, the Net County Cost decreased \$721,405 or 19% when compared with the FY 2019/20 Final Budget.

Significant areas with major changes between the FY 2019/20 Final Budget and the FY 2020/21 Requested Budget are as follows:

- Salaries and Benefits decrease \$330,512 based on vacant positions and salary savings.
- Service and Supplies decrease \$238,474 based on reduction in maintenance of buildings and improvements and special departmental expenses.
- Other Charges increase \$494,449 based on an increase in Workers Comp and Property and Liability Insurance.
- Other Financing Uses decrease \$218,093 based on decrease in Operating Transfers Out.

- Countywide Cost Allocation Plan (COWCAP) decrease \$1,069,679 based on changes in the Plan.
- Revenue projections decrease \$640,904 primarily based on a decrease in facility rent and administrative charges.

Staffing changes reflected in the Requested Budget include the following:

- Adjust salary for one classification to account for expanded duties and increased responsibilities. The requested salary adjustment is:
 - Assistant General Services Director (5%)

County Administrator's Recommendations

This budget is recommended as submitted.

Pending Issues and Policy Considerations

There are no pending issues or policy considerations.

Department Head Concurrence or Appeal

The Department Head concurs with the Recommended Budget.

Registrar of Voters

Michelle Baldwin

Registrar of Voters

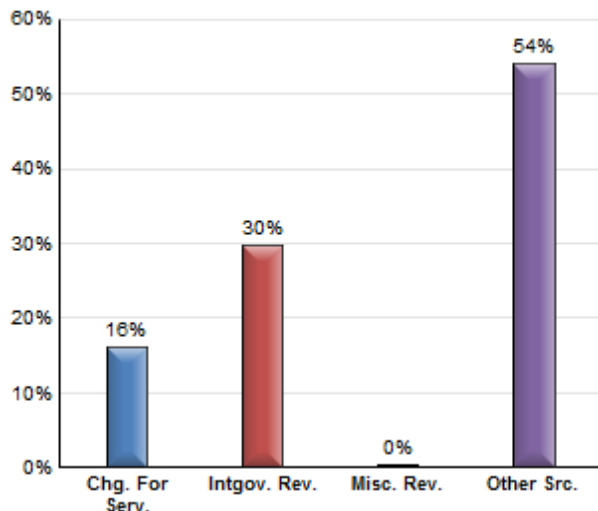
Fund: 001

Agency: 088

SUMMARY OF APPROPRIATIONS AND REVENUES

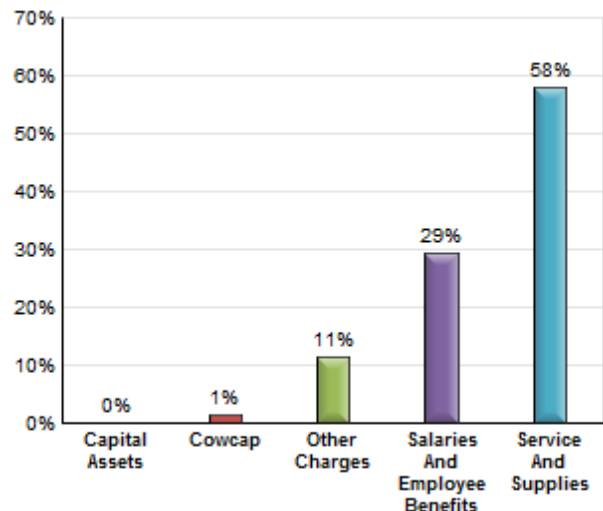
	2018/19 ACTUALS	2019/20 FINAL BUDGET	2020/21 CAO RECOMMEND	VARIANCE
ACTIVITY APPROPRIATIONS:				
Elections	\$3,006,583	\$3,376,849	\$4,014,387	\$637,538
TOTAL ACTIVITY APPROPRIATIONS	\$3,006,583	\$3,376,849	\$4,014,387	\$637,538
APPROPRIATIONS:				
Capital Assets	\$569,089	\$584,089	\$-	\$(584,089)
Cowcap	\$371,835	\$185,166	\$52,079	\$(133,087)
Other Charges	\$259,386	\$391,517	\$451,725	\$60,208
Salaries And Employee Benefits	\$853,716	\$916,767	\$1,180,053	\$263,286
Service And Supplies	\$952,557	\$1,299,310	\$2,330,530	\$1,031,220
TOTAL APPROPRIATIONS:	\$3,006,583	\$3,376,849	\$4,014,387	\$637,538
REVENUES:				
Charges For Current Serv	\$682,443	\$38,000	\$500,000	\$462,000
Intergovernmental Revenue	\$589,210	\$362,752	\$926,368	\$563,616
Miscellaneous Revenue	\$(58,937)	\$93,805	\$11,500	\$(82,305)
Other Financing Sources	\$407,374	\$1,632,980	\$1,685,440	\$52,460
TOTAL REVENUES:	\$1,620,090	\$2,127,537	\$3,123,308	\$995,771
NET COUNTY COST	\$1,386,493	\$1,249,312	\$891,079	\$(358,233)

SOURCE OF FUNDS



Source of Funds: Illustrates the major revenue accounts
Graph totals may be + / - 1 % of actual total due to rounding

USE OF FUNDS



Use of Funds: Illustrates the major expenditure accounts
Graph totals may be + / - 1 % of actual total due to rounding

Purpose

The Registrar of Voters is charged with conducting fair and impartial federal, state, local, and school elections as mandated by the State of California Elections Code, Government Code Section 26802.5, Education Code, Health & Safety Code, Water Code, and the Constitution of the United States.

Core Functions

- Conduct elections, as mandated upon the County of Tulare in accordance with the provisions of the California Elections Code, with the highest degree of accuracy, efficiency, and professionalism.
- Maintain voter registration and update files when someone moves or changes their name or political party.
- Provide ballots to our military servicemen and women and civilian voters all over the world.
- File campaign paperwork and documents after carefully proofing for accuracy from candidates and elected officials.
- File and verify state and local initiatives, referenda, and recall petitions.
- Based on district lines and population, set precincts and polling locations for each election. Find new polling sites as needed and survey for Americans with Disabilities Act Compliance. Recruit and train 300-plus poll workers for each election.
- Count vote by mail and poll ballots. Verify each signature on the vote by mail ballots.
- Conduct canvass after each election and check randomly selected one (1) percent of precincts with hand counts. Verify poll rosters.
- Prepare and certify the Statement of Vote to be approved by the Board of Supervisors.
- Ensure the timely filing of campaign disclosure statements and act as filing officer for 87200 Filers Form 700 - Statements of Economic Interests as required by the Fair Political Practices Commission (FPPC).

Key Goals and Objectives Results in 2019/20

Organizational Performance

Goal 1: Automate the Fair Political Practices Commission Campaign filings and Campaign Form 700 – Statement of Economic Interests filings for candidates filing paperwork to run for an elected position through the eDisclosure solution. The eDisclosure solution provides a streamlined and simplified method for filers to complete their forms online, as well as for the Filing Official to assist in managing filings.

- **Objective 1** – Purchase and install the eDisclosure software in test environment by August 2019. **Results:** This objective was completed. A County Ordinance requiring electronic campaign finance disclosure was approved by the Board of Supervisors in October 2019. An eDisclosure system was purchased and installed in November 2019.
- **Objective 2** – Receive training from SouthTech for using the eDisclosure software by September 2019. **Results:** This objective was completed in December 2019.
- **Objective 3** – Have eDisclosure Solution system operational by October 2019 to allow for candidate filings for the March 2020 Election. **Results:** This objective was completed in December 2019. Candidates began using the system for filing requirements in January 2020 for the March 2020 election.

Goal 2: Implementation of the Democracy Suite 5.2 Voting System for the March 2020 Primary Presidential Election and future elections.

- **Objective 1** – Coordinate the removal of the old equipment, which consists of 500 – 600 pieces and the delivery of the new equipment consisting of 300 pieces by July 2019. **Results:** This objective was completed in June 2019.
- **Objective 2** – Schedule Installation for EMS and Acceptance Testing for all of the equipment by August 2019. **Results:** This objective was completed in July 2019.
- **Objective 3** – Receive staff training for Democracy Suite System, ICC Operator, ICC Adjudication, ICX Operator, and Mobile Ballot Printing by July 2019. **Results:** This objective was completed with staff receiving training in September 2019.
- **Objective 4** – Receive Train the Trainer: Poll Worker Training by August 2019 to train our poll workers. **Results:** This objective was completed with staff receiving training in September 2019.

Goal 3: Implement the ImageCast Remote Access Vote by Mail for our overseas and military voters as well as our voters with disabilities. The ImageCast Remote product will provide the voter with a security code (PIN) which permits them to access an online ballot and complete the ballot secretly and securely using a web-based interface.

- **Objective 1** – Coordinate the installation and configuration of the system through a test environment by September 2019. **Results:** This objective was completed in August 2019. Base configuration was completed in November 2019.
- **Objective 2** – Receive staff training from Dominion IT Project Management by September 2019. **Results:** This objective was completed in August 2019.
- **Objective 3** – Perform logic and accuracy testing by October 2019. **Results:** This objective was completed in August 2019.
- **Objective 4** – Have the system operational for the March 2020 Presidential Primary Election. **Results:** This objective was completed in August 2019. Election-specific localizations were completed, and the system issued ballots beginning in January 2020.

Other Accomplishments in FY 2019/20

- Certified the March 3, 2020 Presidential Primary Election on March 18, 2020, fifteen (15) days after the election.
- Conducted the remaining 25 reassessment surveys of the 50 current polling places for compliance with state and federal ADA guidelines.
- Created a new Poll Worker Handbook to include instructions on using the new Democracy Suite 5.2 Voting System.
- Held an open house that allowed the citizens of Tulare County a hands-on experience using the new voting system.

Key Goals and Objectives for FY 2020/21

Organizational Performance

Goal 1: Develop administrative procedures to improve customer services during an election, including candidate filing.

- **Objective 1** – Establish protocols for issuing Nomination Documents to candidates by July 2020.
- **Objective 2** – Work with TCiCT to allow a candidate to electronically submit their completed documents for review and verification prior to coming into the office by July 2020.
- **Objective 3** – Implement protocols by training staff by July 2020.

Goal 2: Implement the Secretary of State's vote-by-mail ballot tracking system, BallotTrax, on all of the vote-by-mail ballot envelopes. The system will let voters know the location of their ballot, and its status, every step of the way.

- **Objective 1** – Work with the Secretary of State to begin the onboarding process by August 2020.
- **Objective 2** – Provide outreach to educate voters how to sign-up to receive automatic email, text, or voice call notifications about their ballot by October 2020.

Goal 3: Improve the Conditional Voter Registration (CVR) process at all polling locations.

- **Objective 1** – Redesign the CVR envelope so that it can be used as an Affidavit of Registration by July 2020.
- **Objective 2** – Establish procedures for processing a CVR for persons who missed the close of registration deadline by August 2020.
- **Objective 3** – Train poll workers to process a CVR at the polling locations by September 2020.

Quality of Life

Goal 1: Amid the COVID-19 pandemic, implement health and safety protocols for in-person voting for the November 3, 2020 General Election per the Governor's Executive Orders N-64-20 and N-67-20. The Registrar of Voters office has an obligation to ensure that the election is secure and safe for the voters and the poll workers.

- **Objective 1** – Provide sufficient voter education and outreach to inform voters that every registered voter will receive a ballot in the mail as well as an opportunity for in-person voting by September 2020.
- **Objective 2** – Establish a voting location for every 10,000 registered voters throughout Tulare County to allow in-person voting on Saturday, Sunday, Monday and Tuesday (Election Day) for at least eight (8) hours Saturday through Monday and 7:00 a.m. to 8:00 p.m. on Tuesday.

- **Objective 3** – Determine locations for placement of one ballot drop-off box for every 15,000 registered voters beginning 28 days prior to Election Day and continuing during regular business hours each day through the close of voting on Election Day.

Budget Request

The Requested Budget represents an overall increase of \$637,538 or 19% in expenditures and an increase of \$995,771 or 47% in revenues when compared with the FY 2019/20 Final Budget. As a result, the Net County Cost decreased \$358,233 or 29% when compared with the FY 2019/20 Final Budget.

Significant areas with major changes between the FY 2019/20 Final Budget and the FY 2020/21 Requested Budget are as follows:

- Salaries and Benefits increase \$263,286 due to additional Extra Help workers needed for the 2020 General Election.
- Services and Supplies increase \$1,031,220 largely due to the 2020 November Presidential General requiring polling sites to be open from one day to four days per Executive Order N-67-20.
- Other Charges increase \$60,208 primarily based on an increase in Inter-Fund Data Processing.
- Capital Assets decrease \$584,089 based on the reduction of requested voting equipment.
- Countywide Cost Allocation Plan (COWCAP) charges decrease \$133,087 based on changes in the Plan.
- Revenues are anticipated to increase \$995,771 based on charges for election services and an increase in federal funding.

Staffing changes reflected in the Requested Budget include the following:

- No staffing changes requested.

County Administrator's Recommendations

This budget is recommended as submitted.

Pending Issues and Policy Considerations

There are no pending issues or policy considerations.

Department Head Concurrence or Appeal

The Department Head concurs with the Recommended Budget.

Central Telephone

John Hess

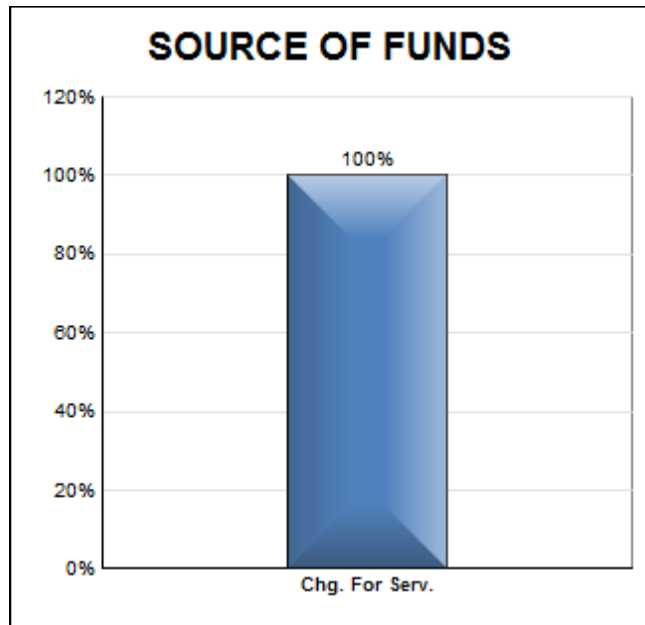
Information and Communications Technology Director (Interim)

Fund: 001

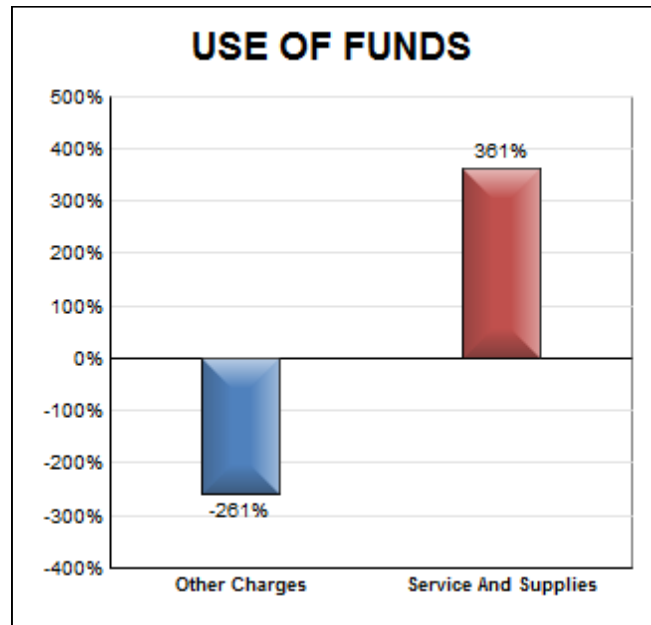
Agency: 091

SUMMARY OF APPROPRIATIONS AND REVENUES

	2018/19 ACTUALS	2019/20 FINAL BUDGET	2020/21 CAO RECOMMEND	VARIANCE
ACTIVITY APPROPRIATIONS:				
Communications	\$316,725	\$325,345	\$423,721	\$98,376
TOTAL ACTIVITY APPROPRIATIONS	\$316,725	\$325,345	\$423,721	\$98,376
APPROPRIATIONS:				
Other Charges	\$(1,180,810)	\$(1,230,730)	\$(1,105,056)	\$125,674
Service And Supplies	\$1,497,535	\$1,556,075	\$1,528,777	\$(27,298)
TOTAL APPROPRIATIONS:	\$316,725	\$325,345	\$423,721	\$98,376
REVENUES:				
Charges For Current Serv	\$323,758	\$325,345	\$423,721	\$98,376
TOTAL REVENUES:	\$323,758	\$325,345	\$423,721	\$98,376
NET COUNTY COST	\$(7,033)	\$0	\$0	\$0



Source of Funds: Illustrates the major revenue accounts
Graph totals may be + / - 1 % of actual total due to rounding



Use of Funds: Illustrates the major expenditure accounts
Graph totals may be + / - 1 % of actual total due to rounding

Purpose

Tulare County Information and Communications Technology Department (TCiCT) collaborates with private industry to provide the primary means of communication between Tulare County staff and the public.

Core Functions

- Management of relations with telecommunications service providers for voice and data communications to ensure that the County is “Open for Business.”
- Purchase of voice and data communications equipment.
- Create public value through efficient and effective services to county departments relating to the allocation of telephone bills, refund requests, ordering new lines, canceling of unused lines, and other cost savings activities.

Key Goals and Objectives Results in FY 2019/20

Economic Well-Being

Goal 1: Continue to review and maintain accurate telephone billing.

- **Objective 1** – Ensure continually excellent service for all County of Tulare departments throughout the fiscal year. **Results:** This objective was completed. TCiCT managed telephone charges and lines in accordance with County policy and provided ongoing communications technology in support of County business.
- **Objective 2** – Identify savings sources continuously throughout the fiscal year. **Results:** This objective was completed. TCiCT identified savings throughout the fiscal year, such as removing redundant lines and moving customers from older to technology to new, e.g., Session Initiation Protocol lines.
- **Objective 3** – Procure and implement a Telecom Audit and Optimization Service to evaluate the broad range of communication products within County of Tulare departments to identify cost-saving opportunities by December 2019. **Results:** This objective was partially completed. In December 2019, TCiCT procured and implemented a Telecom Audit and Optimization Service provider. However, due to the COVID-19 pandemic, analysis is delayed until fall 2020.
- **Objective 4** – Develop and implement a Central Telephone Services Fiscal Forum to provide transparency and inclusion on the billing process for all County of Tulare departments no later than December 2019. **Results:** This objective was completed. In September 2019, TCiCT developed and implemented a Fiscal Forum which included all departments.

Other Accomplishments in FY 2019/20

- Provided twenty-six new phone lines and seven AT&T Switched Ethernet (ASE) lines providing additional voice and data capacity.
- Installed Dark Fiber at various county sites preparing the county network for additional bandwidth and stability.
- Successfully implemented the new web-based Cisco Finesse software to improve TCiCT Call Center support.

Key Goals and Objectives for FY 2020/21

Economic Well-Being

Goal 1: Review and maintain accurate telephone billing to ensure consistent charges to the various departments.

- **Objective 1** – Develop and implement service audit in an effort to identify cost-savings countywide by May 2021.
- **Objective 2** – Utilize the Telecom Audit and Optimization Service to evaluate communication products within departments and identify cost-saving opportunities by June 2021.
- **Objective 3** – Complete a Voice over Internet Protocol (VoIP) lease and upgrade of Cisco telecommunications equipment by June 2021.

Budget Request

The Requested Budget represents an overall increase of \$98,376 or 30% in expenditures and an increase of \$98,376 or 30% in revenues when compared with the FY 2019/20 Final Budget.

Significant areas with major changes between the FY 2019/20 Final Budget and the FY 2020/21 Requested Budget are as follows:

- Other charges decrease \$125,674 primarily based on increased telecommunication charges to other departments.
- Revenue projections increase \$98,376 overall based on increased billed phone revenue.

County Administrator's Recommendations

This budget is recommended as submitted.

Pending Issues and Policy Considerations

There are no pending issues or policy considerations.

Department Head Concurrence or Appeal

The Department Head concurs with the Recommended Budget.

Capital Acquisitions

Cass Cook

Auditor-Controller/Treasurer-Tax Collector

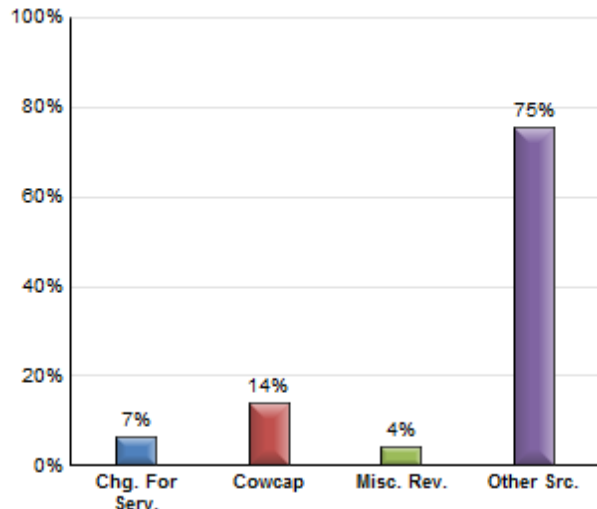
Fund: 001

Agency: 095

SUMMARY OF APPROPRIATIONS AND REVENUES

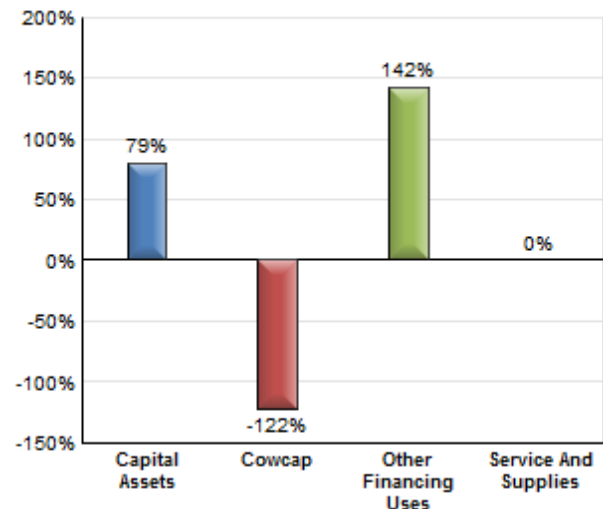
	2018/19 ACTUALS	2019/20 FINAL BUDGET	2020/21 CAO RECOMMEND	VARIANCE
ACTIVITY APPROPRIATIONS:				
Debt Services	\$(3,076,655)	\$628,454	\$604,687	\$(23,767)
Legislative And Administrative	\$125,343	\$2,956,700	\$1,848,163	\$(1,108,537)
TOTAL ACTIVITY APPROPRIATIONS	\$(2,951,312)	\$3,585,154	\$2,452,850	\$(1,132,304)
APPROPRIATIONS:				
Capital Assets	\$125,343	\$3,056,700	\$1,948,163	\$(1,108,537)
Cowcap	\$(3,160,596)	\$(3,188,631)	\$(2,986,651)	\$201,980
Other Financing Uses	\$83,941	\$3,717,085	\$3,491,338	\$(225,747)
Service And Supplies	\$-	\$-	\$-	\$-
TOTAL APPROPRIATIONS:	\$(2,951,312)	\$3,585,154	\$2,452,850	\$(1,132,304)
REVENUES:				
Charges For Current Serv	\$159,162	\$175,593	\$160,395	\$(15,198)
Cowcap	\$347,319	\$352,861	\$344,292	\$(8,569)
Miscellaneous Revenue	\$-	\$100,000	\$100,000	\$-
Other Financing Sources	\$125,343	\$2,956,700	\$1,848,163	\$(1,108,537)
TOTAL REVENUES:	\$631,824	\$3,585,154	\$2,452,850	\$(1,132,304)
NET COUNTY COST	\$(3,583,136)	\$0	\$0	\$0

SOURCE OF FUNDS



Source of Funds: Illustrates the major revenue accounts
Graph totals may be + / - 1 % of actual total due to rounding

USE OF FUNDS



Use of Funds: Illustrates the major expenditure accounts
Graph totals may be + / - 1 % of actual total due to rounding

Purpose

The Capital Acquisitions budget is used to record the payment for all capital assets, including buildings, vehicles, and equipment, obtained by the county through capital leases or other long-term financial proceeds.

Budget Request

The Requested Budget represents an overall decrease of \$1,132,304 or 32% in expenditures and a decrease of \$1,132,304 or 32% in revenues when compared with the FY 2019/20 Final Budget.

Significant areas with major changes between the FY 2019/20 Final Budget and the FY 2020/21 Requested Budget are as follows:

- Capital Assets decrease \$1,108,537 primarily based on vehicles purchased through the use of internal borrowing.
- Other Financing Uses decrease \$225,747 based on a decrease in operating transfer out to the Debt Service Fund.
- Countywide Cost Allocation Plan (COWCAP) increase \$201,980 based on changes in the plan.
- Revenue projections decrease \$1,132,304 overall based on a decrease in operating transfers in for vehicles purchased through the use of internal borrowing.

County Administrator's Recommendations

This budget is recommended as submitted.

Pending Issues and Policy Considerations

There are no pending issues or policy considerations.

Department Head Concurrence or Appeal

The Department Head concurs with the Recommended Budget.

District Attorney

Tim Ward

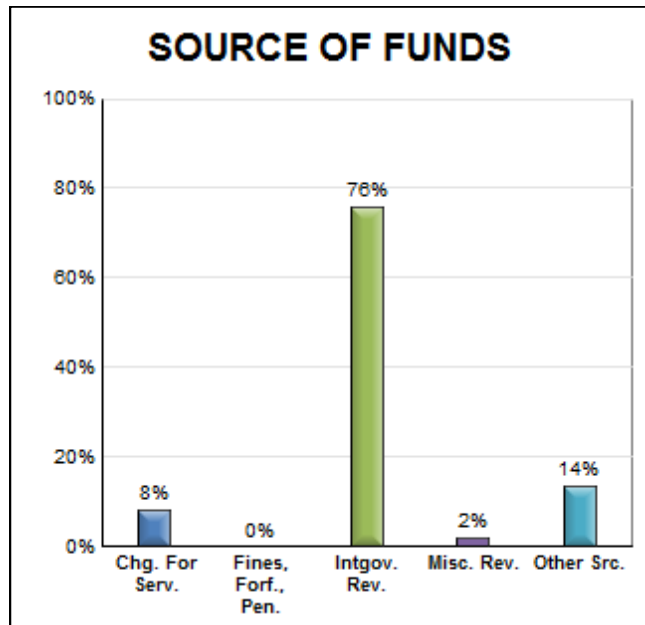
District Attorney

Fund: 001

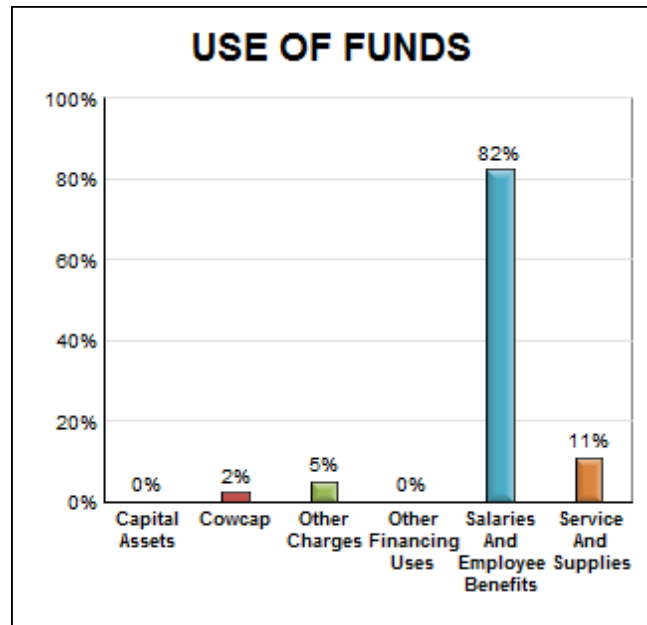
Agency: 100

SUMMARY OF APPROPRIATIONS AND REVENUES

	2018/19 ACTUALS	2019/20 FINAL BUDGET	2020/21 CAO RECOMMEND	VARIANCE
ACTIVITY APPROPRIATIONS:				
Judicial	\$23,856,314	\$26,471,481	\$26,757,761	\$286,280
Other Protection	\$223,074	\$298,299	\$297,496	\$(803)
TOTAL ACTIVITY APPROPRIATIONS	\$24,079,388	\$26,769,780	\$27,055,257	\$285,477
APPROPRIATIONS:				
Capital Assets	\$405,571	\$476,000	\$40,000	\$(436,000)
Cowcap	\$365,679	\$506,555	\$586,255	\$79,700
Other Charges	\$1,629,002	\$1,402,474	\$1,306,605	\$(95,869)
Other Financing Uses	\$201,730	\$1,800	\$1,871	\$71
Salaries And Employee Benefits	\$18,951,502	\$21,608,808	\$22,247,283	\$638,475
Service And Supplies	\$2,525,904	\$2,774,143	\$2,873,243	\$99,100
TOTAL APPROPRIATIONS:	\$24,079,388	\$26,769,780	\$27,055,257	\$285,477
REVENUES:				
Charges For Current Serv	\$322,053	\$388,692	\$448,245	\$59,553
Fines,Forfeit.,Penalties	\$259	\$501	\$501	\$-
Intergovernmental Revenue	\$3,388,306	\$4,058,891	\$4,056,018	\$(2,873)
Miscellaneous Revenue	\$51,421	\$154,085	\$110,421	\$(43,664)
Other Financing Sources	\$375,522	\$877,748	\$721,852	\$(155,896)
TOTAL REVENUES:	\$4,137,561	\$5,479,917	\$5,337,037	\$(142,880)
NET COUNTY COST	\$19,941,827	\$21,289,863	\$21,718,220	\$428,357



Source of Funds: Illustrates the major revenue accounts
Graph totals may be + / - 1 % of actual total due to rounding



Use of Funds: Illustrates the major expenditure accounts
Graph totals may be + / - 1 % of actual total due to rounding

Purpose

The District Attorney is an elected official and is part of the Executive Branch of government. The District Attorney is the public prosecutor and the chief law enforcement officer for the county, prosecuting all criminal cases – adult and juvenile. No one may institute criminal proceedings without the concurrence, approval, or authorization of the District Attorney. The District Attorney also provides advice and assistance to the Grand Jury in its investigation of crime.

Necessary expenses incurred by the District Attorney, in the detection and prosecution of crime, become county charges.

The District Attorney may sponsor, supervise, or participate in any project or program to improve the administration of justice. The jurisdiction of the District Attorney extends to all places and locations within the county, including within the boundaries of incorporated cities. In the enforcement of the law and in the exercise of the powers for which he is elected, the District Attorney acts as both a county officer and a state officer.

The District Attorney is also responsible for the investigation of crime. Such activities are inseparable from the prosecution function. Local police departments and the County Sheriff's Department usually conduct routine investigations. Especially complex, specialized, and sensitive investigations mostly fall to the District Attorney. Examples include police-involved criminal activity, political corruption, and major economic crimes. Grand Jury investigations and post-filing criminal investigations are also the responsibility of the District Attorney.

Core Function

District Attorney

- The core function of the District Attorney's Office is to prosecute crime and hold offenders accountable for their actions.

Bureaus

The District Attorney's Office is divided into three Bureaus: Criminal Prosecution – Special, Criminal Prosecution - General, and Investigations. Criminal cases are divided between General Prosecution cases and Special Prosecution matters.

Bureau of Criminal Prosecutions - Special

The Bureau of Criminal Prosecutions - Special is responsible for the Gang Violence Division, the Crimes Against Children Division, the Financial Crimes Division, the Special Crimes Division, and the Special Operations Division. These cases are handled by the same prosecutor from the time of filing until the case is concluded in court.

The Gang Violence Division handles all cases of gang violence in which the District Attorney has filed the specific enhancement alleging the crime is one involving a criminal street gang. The Crimes Against Children Division handles all cases of child homicide, child molestation, and physical child abuse. The Financial Crimes Division handles white-collar crime, workers' compensation fraud, auto insurance fraud, welfare fraud, and consumer fraud. The Special Crimes Division handles sexual assault, rural crime, domestic violence, auto theft, and elder abuse cases. The Special Operations Division consists of the Case Processing Unit, Information Technology (IT) Unit, and Victim/Witness Center.

- The Case Processing Unit consists of legal office assistants assigned between five separate offices that are responsible for the processing of all criminal cases.
- The IT Unit oversees all of the Department computers, case management system, servers, and e-mail. The Unit staff are the first point of contact in resolving all internal IT issues.
- The Victim/Witness Center provides a full range of comprehensive services to victims of crime in the county.

Cases not handled by a special prosecutor fall within the Bureau of Prosecutions - General. They are handled by the Visalia Prosecutions Division, the Porterville Prosecutions Division, and the Juvenile Division. This Bureau is also responsible for the Special Projects Division, Budget and Fiscal Unit, and the Grant Administration Unit.

The Visalia Prosecutions Division consists of two teams. These teams file all misdemeanor and felony complaints, handle all misdemeanor and preliminary hearing calendars, and prosecute all felony trials not handled by a special prosecutor, all in the Visalia courthouse. The Porterville Prosecutions Division handles all felony and misdemeanor prosecutions in the southern part of the county at the Porterville courthouse. The Juvenile Division handles all juvenile prosecutions. The Special Projects Division consists of the Training and Staff Development Unit, the Human Resources Unit, the Forensic Mental Health Unit, and the Public Administration Unit. The Budget and Fiscal Unit handles an approximately \$27 million budget and payroll services for over 200 employees. The Grant Administration Unit is responsible for the administration of all grant funds. The Unit manages over \$3,000,000 in grant funds annually to help offset the cost of investigating and prosecuting criminal cases.

Bureau of Investigations

The Bureau of Investigations is comprised of experienced police professionals with a variety of law enforcement expertise. Supporting the department's mission of quality service to prosecutors and justice for victims of crime is an outstanding cadre of professional staff members, comprised of clerical personnel and investigator technicians and assistants.

The Department's criminal investigators are responsible for a variety of crime types. The Department has a robust Complex Cases Unit, which encompasses public integrity cases, crimes against police officers, and cold case homicides. The Digital Forensics Unit processes hundreds of computers a year in criminal cases. The Crimes Against Persons and Trial Preparation Unit is responsible for human trafficking investigations, sex crimes, child abuse, and child abduction, among other violent crimes.

The Department also has an active Rural Crimes unit, protecting our farmers and ranchers from theft. The Department has a variety of fraud-related units (real estate, auto insurance, workers' compensation insurance, welfare, and consumer fraud) work diligently to hold criminals responsible for their crimes. Leading these investigations is a management team comprised of forward-thinking supervisors who have both a depth of law enforcement experience and a commitment to continuous improvement.

Key Goals and Objectives Results in FY 2019/20

Safety and Security

Goal 1: Further develop and implement Complex Case Unit protocol and processes to combat white-collar crimes, public integrity and corruption cases, and crimes against police officers.

- **Objective 1** – Host implementation meetings by December 2019 to evaluate the current Complex Case Unit structure and workflow and the improvement measures. **Results:** This objective was completed resulting in expansion of this Unit into Economic Crimes Unit, a newly created unit and enhanced Complex Case Unit.
- **Objective 2** – Complete one specialized training with key personnel by June 2020. **Results:** The objective was completed. The Department provided seven specialized trainings in FY2019/20 with topics including complex case management, overview of city government red flags, white-collar crime debriefing, and notary fraud.

Goal 2: Continue to be an active participant in the Tulare County Human Trafficking Task Force.

- **Objective 1** – Secure additional federal funding by October 2019 to continue to pro-actively investigate human trafficking crimes through 2022. **Results:** The objective was completed. The Department was successful in obtaining another competitive three-year federal grant to combat human trafficking.
- **Objective 2** – Assist in the search for a full-time task force coordinator by March 2020. **Results:** The objective was partially completed. Despite the recruitment challenges associated with the COVID-19 pandemic, the Department hired a task force coordinator in May 2020.
- **Objective 3** – By June 2020, add meaningful partners to the Tulare County Human Trafficking Task Force, including the United States Department of Labor, Wage and Hour Division (USDOLWHD). **Results:** This

objective was not completed. The Department and the USDOLWHD currently have a draft agreement and are in the process of executing a final agreement. This objective will continue into FY 2020/21.

Organizational Performance

Goal 1: Further improve investigation processes and structure to support organizational mission.

- **Objective 1** – Integrate the investigators into the prosecution units to improve communication and collaboration while streamlining the investigations processes by June 2020. **Results:** This objective was partially completed this fiscal year with the creation of the Trial Preparation Unit. Although this objective will not be continued into the next fiscal year, the Bureau of Investigations Unit will continue to seek ways to integrate work teams to improve collaboration.
- **Objective 2** – By March 2020, re-assess personnel structure and make adjustments to address the need for increase in clerical support within the Digital Forensics Unit. **Results:** This objective was completed. A newly hired Legal Office Assistant has been supporting the Digital Forensic Unit since February 2020.
- **Objective 3** – By June 2020, evaluate the space needs of the Digital Forensics Unit and make recommendations for possible relocation to allow room for expansion for staffing and forensics equipment. **Results:** This objective was partially completed. With the recent move of most of the Investigations Unit to the Courthouse ground floor, adequate space has become available for the Digital Forensics Unit.

Goal 2: Continue promoting a high performing investigations workforce through the professional development and retention of well-trained and experienced employees.

- **Objective 1** – By June 2020, develop a Tactical Training Unit focused on officer safety and tactics for detective functions. **Results:** This objective was partially completed. In July 2019, the Department provided its first in-service police survival tactics training. Although this objective will not be continued into the next fiscal year, the Bureau of Investigations Unit will continue to seek ways to improve officer safety and tactics for detective functions.
- **Objective 2** – Provide additional training to improve performance at the shooting range by June 2020. **Results:** This objective was completed. With invaluable assistance from the range staff, shooting performance in all categories has improved in FY 2019/20.
- **Objective 3** – Develop a peer counseling protocol for program implementation by June 2020. **Results:** The objective was completed. The protocol was implemented in February 2020.

Goal 3: Upgrade the outdated case management system to increase staff efficiency and improve ability to make data-driven management decisions.

- **Objective 1** – By June 2020, complete a business process review to analyze workflow, assess reports and forms, and to update current business policies and procedures. The review will also identify any needs for system customization. **Results:** The objective was partially completed. The business process was reviewed and the initial system customization was completed in FY 2019/20. The updating of the current business policies and procedures portion of this objective will continue in FY 2020/21.
- **Objective 2** – By June 2020, obtain approval to purchase a cloud-based host system for the new case management system. **Results:** The objective was completed. The Department obtained approval for this system in March 2020.
- **Objective 3** – By June 2020, develop training materials specific to each bureau's unique use of the system and train all users on the new system. **Results:** This objective was not completed. The objective will be achieved after completion of Goal 3, Objective 1, is fully met in FY 2020/21.

Goal 4: Further develop and implement the CART (Child Abuse Response Team) program protocol and processes.

- **Objective 1** – Collaborate with the state to further develop and implement Child Advocacy Center Data System to increase collaboration among Child Advocacy Centers in the State by June 2020. **Results:** The objective was completed. The Child Advocacy Center Data System was purchased in May 2020.

Other Accomplishments in FY 2019/20

- Delivered over 90 press releases regarding criminal case updates, changes in legislation, and community events while participating in over 65 television, radio, and podcast interviews.
- Conducted 80 informational community outreach events, reaching 14,946 people.

- The Department's Facebook page had over 3,000,000 views during FY 2019/20. This page has the most followers of all District Attorney Facebook pages in California.
- The Victim Witness Center (VWC) assisted 19,953 crime victims, including 1,305 victims of elder abuse, 966 victims of serious felony domestic violence, and 19 victims of human trafficking. In addition, the VWC served 3,446 Spanish-only crime victims.
- The Department oversaw a successful migration of its e-mail to a Windows-based system, enhancing system integration capacity. Desk VoIP phones were also upgraded to keep up with criminal justice system changes.

Key Goals and Objectives for FY 2020/21

Organizational Performance

Goal 1: Improve customer service for criminal justice stakeholders: victims, witnesses, prosecutors, and local law enforcement.

- **Objective 1** – Relocate the Subpoena Services Unit for improved interaction with prosecutors and increased visibility to the public and local law enforcement by June 2021.
- **Objective 2** – Build a Digital Forensic Unit laboratory for improved service to the public, prosecutors, and local law enforcement agencies by June 2021.
- **Objective 3** – By June 2021, implement supervisor quality control processes to improve professionalism and timely service to victims, prosecutors, and local law enforcement agencies.

Goal 2: Upgrade the outdated case management system to increase staff efficiency and improve ability to make data-driven management decisions.

- **Objective 1** – By June 2021, complete system migration, including updating current business policies and procedures.
- **Objective 2** – By June 2021, develop training materials specific to each bureau's unique use of the system and train all users on the new system, including rigorous systems testing.

Safety and Security

Goal 1: Implement additional strategies to promote workforce safety against exposure to COVID-19 pandemic.

- **Objective 1** – Develop additional short-term strategies to control workplace exposure to the COVID-19 pandemic by July 2020.
- **Objective 2** – By August 2020, implement three or more practical exposure control measures, such as, signage for social distancing, calling in policy reminder, personal protective equipment purchases, and utilization of remote meetings.

Goal 2: Continue to be an active participant in the Tulare County Human Trafficking Task Force.

- **Objective 1** – By June 2021, add meaningful partners to the Tulare County Human Trafficking Task Force, including the United States Department of Labor, Wage and Hour Division (USDOLWHD).

Budget Request

The Requested Budget represents an overall increase of \$285,477 or 1% in expenditures and a decrease of \$142,880 or 3% in revenues when compared with the FY 2019/20 Final Budget. As a result, the Net County Cost increased \$428,357 or 2% when compared with the FY 2019/20 Final Budget.

Significant areas with major changes between the FY 2019/20 Final Budget and the FY 2020/21 Requested Budget are as follows:

- Salaries and Benefits increase \$638,475 primarily based on salary and benefit increases for existing positions, including newly added positions during FY2019/20.
- Capital Assets decrease \$436,000 primarily based on paying off case management system upgrade cost during FY2019/20. The FY2020/21 proposed expenditures of \$40,000 include the following:
 - 1 Vehicle for Child Advocacy grant - \$40,000

- COWCAP increase \$79,700 primarily based on changes in the Plan.
- Revenue projections decrease \$142,880 overall based primarily on reduction in financial assistance from Consumer Fraud Trust Fund.

Staffing changes reflected in the Requested Budget include the following:

- No staffing changes requested.

Staffing changes reflected in the Requested Budget that were approved by the Board of Supervisors with an effective date after April 12, 2020, until the publication of this book include the following:

- Add 4 FTE positions to address workload issues:
 - 1 Prosecution Assistant
 - 1 Media Specialist II
 - 1 Investigative Technician II
 - 1 IT Desktop Technician II
- Delete 1 FTE position:
 - 1 Legal Office Assistant Supervisor
- Adjust salaries for one classification to eliminate the salary compaction:
 - Victim Witness Worker-Supervisor (14.63%)

County Administrator's Recommendations

This budget is recommended as submitted.

Pending Issues and Policy Considerations

There are no pending issues or policy considerations.

Department Head Concurrence or Appeal

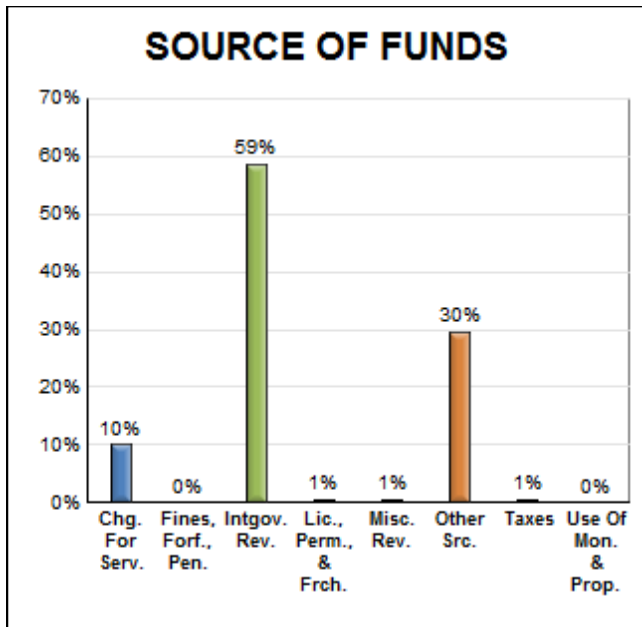
The Department Head concurs with the Recommended Budget.

Health & Human Services Agency

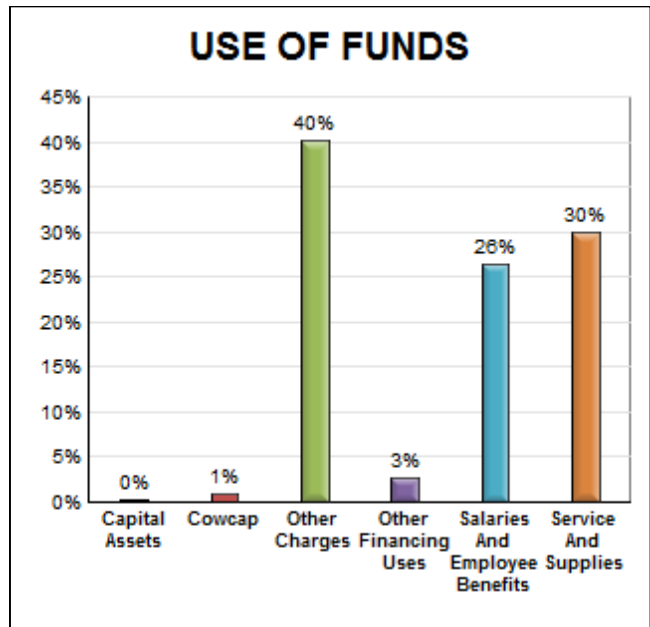
Timothy W. Lutz

Director

Fund: 001				
Agency: 142				
SUMMARY OF APPROPRIATIONS AND REVENUES	2018/19 ACTUALS	2019/20 FINAL BUDGET	2020/21 CAO RECOMMEND	VARIANCE
ACTIVITY APPROPRIATIONS:				
Administration	\$104,872,018	\$116,733,517	\$134,508,393	\$17,774,876
Aid Programs	\$136,807,270	\$153,085,992	\$180,144,982	\$27,058,990
Care Of Court Wards	\$34,124,617	\$35,329,493	\$34,695,779	\$(633,714)
Health	\$103,087,917	\$122,218,650	\$128,286,454	\$6,067,804
Hospital Care	\$60,491,117	\$73,938,007	\$70,326,989	\$(3,611,018)
Other Protection	\$10,902,006	\$11,787,474	\$12,314,059	\$526,585
Veterans' Services	\$373,021	\$449,432	\$400,932	\$(48,500)
TOTAL ACTIVITY APPROPRIATIONS	\$450,657,966	\$513,542,565	\$560,677,588	\$47,135,023
APPROPRIATIONS:				
Capital Assets	\$770,506	\$1,224,700	\$655,694	\$(569,006)
Cowcap	\$3,864,654	\$4,723,332	\$4,654,062	\$(69,270)
Other Charges	\$175,160,756	\$193,773,991	\$225,433,942	\$31,659,951
Other Financing Uses	\$18,836,678	\$18,020,172	\$14,329,497	\$(3,690,675)
Salaries And Employee Benefits	\$128,030,008	\$146,110,397	\$147,538,621	\$1,428,224
Service And Supplies	\$123,995,364	\$149,689,973	\$168,065,772	\$18,375,799
TOTAL APPROPRIATIONS:	\$450,657,966	\$513,542,565	\$560,677,588	\$47,135,023
REVENUES:				
Charges For Current Serv	\$42,902,528	\$50,384,565	\$54,501,675	\$4,117,110
Fines,Forfeit.,Penalties	\$603	\$550	\$805	\$255
Intergovernmental Revenue	\$262,476,178	\$297,373,398	\$319,144,671	\$21,771,273
Lic.,Permits & Franchise	\$2,646,151	\$3,056,426	\$3,328,719	\$272,293
Miscellaneous Revenue	\$11,999,021	\$1,602,767	\$2,917,173	\$1,314,406
Other Financing Sources	\$110,754,248	\$141,040,759	\$161,110,012	\$20,069,253
Rev. from Use of Money & Prop	\$-	\$-	\$-	\$-
Taxes	\$2,880,520	\$3,000,000	\$3,000,000	\$-
TOTAL REVENUES:	\$433,659,249	\$496,458,465	\$544,003,055	\$47,544,590
NET COUNTY COST	\$16,998,717	\$17,084,100	\$16,674,533	\$(409,567)



Source of Funds: Illustrates the major revenue accounts
Graph totals may be + / - 1 % of actual total due to rounding



Use of Funds: Illustrates the major expenditure accounts
Graph totals may be + / - 1 % of actual total due to rounding

Purpose

Broadly speaking, the purpose of the Tulare County Health & Human Services Agency (HHSA) is to provide a wide array of services to enhance Tulare County residents' lives. To quote the Mission Statement, HHSA is "dedicated to protecting and strengthening the well-being of the community through the development of effective policies, practices, and services delivered in a culturally and linguistically competent manner." HHSA comprises four branches: Fiscal Operations, Human Services, Mental Health, and Public Health. The four branches work collaboratively to improve, promote, and protect the physical and mental health of residents by preventing disease, promoting healthy lifestyles, and encouraging self-sufficiency.

Core Functions

- Supports services and policies that are: collaborative, community-driven, and evidence-based.
- Promotes service delivery that is: culturally competent, respectful, and a model of excellence.
- Supports a work environment that demonstrates: diversity, integrity, accountability, teamwork and mutual respect, and staff development and recognition.

The Fiscal Operations Branch provides a broad level of accounting compliance, cash oversight and control, billing, and contract management to the Agency. This Branch serves as a strategic partner to all Agency programs, helping to increase accountability, cost reimbursement, and prudent fiscal management through long-term financial forecasting. Together, these services increase funding sustainability and strengthen organizational performance. The Branch also provides ancillary services, such as privacy compliance oversight, coordination of responses to Public Records Act requests, and building management services for the 52 county-owned or leased HHSA buildings.

Additionally, the Animal Services Division resides under the Fiscal Operations Branch. Animal Services serves the residents of Tulare County by responding timely to animal-related calls and concerns, promoting a healthy animal community in the county through education and outreach, and working to find permanent placements for sheltered animals.

The Human Services Branch delivers a host of services that provide public value to the community, including assistance to elderly and dependent adults through its Aging Services programs, and case management services through its Tulare Work Opportunity and Responsibility to Kids (TulareWORKs) and Child Welfare Services (CWS) Divisions.

CWS is dedicated to protecting abused and neglected children and to strengthening, preserving, and reuniting families in crisis. Aging Services provides services to seniors aged 60 and older, disabled adults, and veterans and their families. Aging Services programs serve historically underserved groups, including low-income and minority seniors, seniors at risk for institutionalization, and seniors living in rural areas.

TulareWORKs provides essential resources and services to children and families experiencing financial hardship, life crises, or barriers to employment. TulareWORKs partners with community organizations to minimize employment barriers, provide job skills training, and facilitate additional support services. In FY 2019/20, TulareWORKs served approximately 51% of the population of Tulare County.

The Adult Protective Services (APS) and Public Guardian divisions also fall within the Human Services Branch; both of these programs respond to reports of negligence or abuse to elderly or dependent adults and provide appropriate services. In cases where the court finds an individual incapable of self-care, the Public Guardian may assume responsibility for that person's care and finances.

The Mental Health Branch provides services through the Mental Health Plan for Tulare County residents experiencing symptoms of mental illness. The Alcohol and Other Drug (AOD) Division serves residents with drug and/or alcohol dependency.

The Mental Health Branch offers a full range of specialty mental health services provided by a culturally diverse network of community mental health programs, clinics, psychiatrists, psychologists, therapists, case managers, and peer support specialists. With the adoption of the Mental Health Services Act, enacted in January 2005, services are provided in a manner that is strength-based and consumer-centered and focused on wellness, recovery, and resiliency.

The Alcohol and Other Drug Program delivers treatment, recovery, prevention, and placement services aimed at improving the overall health and well-being of individuals who suffer from substance use and/or abuse. With the implementation of the Drug Medi-Cal Organized Delivery System in July 2019, the program and service delivery now focus on a comprehensive assessment and individualized treatment plan to address the whole person based on the needed level of care. Through a multi-disciplinary approach, these programs and services create a system of care that will help individuals of all ages access needed services.

The Public Health Branch protects and promotes the health status of Tulare County residents through the development and/or implementation of public health and primary care programs, with proactive performance management that analyzes service delivery and health outcomes annually, reporting results to community stakeholders. Services include individual Health, Public Health, and Environmental Health programs. They are provided with the intent of protecting health, preventing disease, and promoting the health and well-being of all persons in Tulare County. Additionally, the Public Health Branch applied for Accreditation through the Public Health Accreditation Board (PHAB). This is an effort that began in November 2015 and culminated with a site visit in February 2020. The Branch awaits an outcome in the fall of 2020.

The Tulare County Health Care Centers have clinics located in Visalia and Farmersville and specialize in providing services to underserved communities. The clinics are certified as Federally Qualified Health Center (FQHC) Look-alikes and offer primary, specialty, and preventive care services to county residents regardless of their ability to pay. The health care centers utilize the Patient-Centered Medical Home (PCMH) model to improve patient care and health outcomes through increased coordination between specialty providers, primary physicians, health educators, and other key personnel that contribute to whole-person care. Environmental Health plays a critical role in protecting public health and safety in a broad range of areas, including foodborne contaminants and environmental hazards.

The Tobacco Control Project also falls within the Public Health Branch. The Tobacco Control Project provides multi-modality efforts throughout the county to reduce health problems associated with tobacco use. The project coordinates with regional and state groups to provide education and information to the public, free smoking-cessation classes, and consultation on how facilities can become smoke-free, in addition to working with enforcement agencies to curb tobacco sales to underage youth. The project also receives and processes complaints of violation of Labor Code Section 6404.5 (Smoke-Free Workplace/Bar Law).

Collaboration with other agencies and departments, as well as community-based organizations, is a priority for HHSA, based on its potential for increasing both quantity and quality of services. This has been especially true with the onset of the COVID-19 pandemic. These collaborations include the Public Health Branch activating the Department Operation Center (DOC), in cooperation with the other HHSA branches, in response to the 2019 novel coronavirus pandemic. The Public Health Branch has also been working in partnership with the local hospitals and health care providers to expand emergency response capacity and provide necessary personal protective equipment (PPE) for health care employees. Additional collaborations include: the Coordinated Care Operations Center (CCOC) was formed to support the social, behavioral health response related to COVID-19 pandemic; the newly formed Community Care Coalition was formed with community partners from health care, behavioral health, and community-based organizations focusing on coordinated efforts to meet the needs of Tulare County residents; the Health Advisory Committee, whose membership includes individuals and organizations from the community, HHSA, and the Board of Supervisors; the Mental Health Court, a collaborative effort that includes the Superior Court, District Attorney, Public Defender, and Probation; the Suicide Prevention Task Force (SPTF), a collaboration between HHSA and numerous other government entities, community-based organizations, faith groups, and concerned community members throughout Tulare County that focuses on addressing suicide rates in the community and provides tools to suicidal or potentially suicidal persons, as well as to survivors of suicide; the Veterans Advisory Committee; the Animal Services Advisory Committee; and the Task Force on Homelessness, which includes municipal partners, other county departments, and community partners. Working in partnership with community organizations and aligning available resources, HHSA can provide integrated, seamless client service delivery on multiple levels.

Key Goals and Objectives Results in FY 2019/20

Quality of Life

Goal 1: Develop, expand, or improve services to ensure a safe and thriving community.

- **Objective 1** – By June 2020, TulareWORKs, Public Health, Tulare County Office of Education, and First 5 of Tulare County will collaborate to achieve 25% of the enrolled PLAY (Home Visiting Initiative) participants to be representative of rural and unincorporated areas and 15% representative of pregnant individuals. **Results:** This objective is in progress. PLAY (Home Visiting Program) participants from rural and unincorporated areas of Tulare County increased to 21%. Due to the COVID-19 pandemic, achieving the goal of 25% is not expected before the end of the fiscal year. However, the number of pregnant participants served exceeded the goal and represented 21% participation. This objective will be carried forward to FY 2020/21.
- **Objective 2** – By June 2020, the Public Health Branch will create an educational campaign with bus ads to be placed on at least two Tulare County Area Transit (TCAT) busses to promote awareness regarding the benefits of drinking water over sugar-sweetened beverages. **Results:** This objective was not completed. However, bus ads for other health education programs such as tobacco control and prevention and lead prevention were created and promoted on various busses with routes throughout Tulare County.
- **Objective 3** – By June 2020, the Mental Health Branch will expand the HOPE Team project by integrating an Alcohol and Drug Specialist, who will respond and provide services to consumers outside of the clinic setting. **Results:** This objective was completed. One AOD specialist has been assigned to the HOPE team. This person is able to provide both assessments and treatment in the form of individual and group sessions in the field and in a clinic setting.
- **Objective 4** – By June 2020, the Tulare County Health Care Centers will develop a transportation program to increase access to health care by assisting with the transportation of patients to and from clinic appointments. **Results:** This objective is in progress. A van has been purchased and wrapped to promote Tulare County Health Care Centers and available services. A transportation policy has been drafted and is pending finalization.
- **Objective 5** – By June 2020, TulareWORKs will work through the CalWORKs 2.0 approach, which is a new approach to delivering services to CalWORKs families and to increase hours of participation for a minimum of 5% of the Employment Services participants. **Results:** This objective was not completed. For the period of July 2019 to February 2020, there was an average of a 1% increase in hours of participation. Due to the age of the CalWORKs 2.0 approach and additional time required to work with clients and staff, HHSA did not meet this goal. In addition, due to the COVID-19 pandemic, HHSA discontinued seeing clients effective March 23, 2020.
- **Objective 6** – By June 2020, the Tulare County Health Care Centers will address three of the top identified gaps in care by expanding the health education curriculum to promote wellness, in collaboration with community partners, to reach residents within and beyond the clinics. **Results:** This objective was completed. The curriculum has been identified and developed to provide health education on the following topics: Asthma, Tobacco Prevention, and Diabetes. The curriculum has been submitted to Anthem for review and approval.
- **Objective 7** – By June 2020, Animal Services will process at least 25% of new and renewal dog licenses online, converting these licenses to a paperless system using the new web-based licensing software. **Results:** This objective is in progress. The Web Licensing module went live in July 2019, and from July 1, 2019, through April 13, 2020, Animal Services had 243 licensing payments, or 12% of all dog licenses, processed online. Animal Services updated its website with a link to the licensing website, and both paper and online billing are currently in effect until Animal Services can capture more email addresses.
- **Objective 8** – By June 2020, the Public Health Branch will implement a branch-wide community feedback form to be utilized by a minimum of five public health programs to increase knowledge of services and incorporate feedback to enhance service delivery. **Results:** This objective was completed. The Public Health Performance Management and Quality Improvement committee approved and pilot-tested a community feedback survey to gather feedback on the delivery of services. The survey was implemented at the Vital Statistics office and all nine WIC branches. The quality improvement project resulted in more visible signage being placed for the public.
- **Objective 9** – By June 2020, in an effort to prepare for the Sustainable Groundwater Management Act (SGMA), the Environmental Health Division will be an active participant in a minimum of 10 meetings with SGMA stakeholders to ensure the Groundwater Sustainability Plan development is consistent with county-wide policies, procedures, and ordinances. **Results:** This objective was completed. The Environmental Health Division participated in regular meetings with stakeholders regarding SGMA.
- **Objective 10** – By June 2020, the Public Health Laboratory will complete the implementation of in-house valley fever testing to assist with diagnosis and surveillance of valley fever in Tulare County. **Results:** This objective is in progress. The first round of validation studies has been completed. An additional study will be required and has been scheduled for FY 2020/21 due to the COVID-19 pandemic.

Goal 2: Evaluate and improve services to ensure services are provided in a collaborative and community-driven manner.

- **Objective 1** – By June 2020, TulareWORKs, in collaboration with community partners, will enroll 25% of the General Assistance population in the CalFresh Employment and Training program to assist with skill development or strengthening, job training/placement, and promotion of self-sufficiency. **Results:** This objective was not completed. As of April 2020, TulareWORKs enrolled 20% of the General Assistance population in the CalFresh Employment and Training program. Meeting the goal of 25% before June 2020 is unlikely due to the COVID-19 pandemic.
- **Objective 2** – By June 2020, the Mental Health Branch will restructure the intake and access team to include crisis services, substance use disorder assessment utilizing the American Society of Addiction Medicine tool, short-term case management, and linkages for consumers who do not meet medical necessity. Additionally, the Mental Health Branch will utilize the Multidisciplinary Team (MDT) meeting model, which includes participants from all areas of social services, to establish and monitor treatment plans for hard-to-serve consumers. **Results:** This objective will be continued. Training for our clinical staff from the Access team has taken place this past year on how to use the ASAM tool. Three new clinicians and one seasoned clinician have trained in the administration of the ASAM assessment tool. Additional staff will be trained in the next year.
- **Objective 3** – By June 2020, Child Welfare Services and TulareWORKs will strengthen the collaboration among local Family Resource Centers to ensure that residents are provided services and support in their local communities. These partnerships will be solidified with the creation of a liaison within each office for the Family Resource Centers. **Results:** This objective is in progress. Due to the implementation of the Home Visiting Program (HVP), TulareWORKs has greatly improved its relationship with the Family Resource Centers and Child Welfare Services. TulareWORKs is working with Child Welfare Services to provide training for the referral process to obtain HVP services. The training has not yet taken place, due to the COVID-19 pandemic. TulareWORKs held quarterly meetings with the Family Resource Centers as well as quarterly meet and greets with the home educators providing direct services at the Family Resource Centers. However, HHSA has not implemented a liaison within each office.
- **Objective 4** – By June 2020, California Children's Services (CCS) will conduct surveys for clients receiving active services in the Medical Therapy Units. The surveys will be conducted six months apart to measure the improvements. **Results:** This objective will be continued. California Children's Services (CCS) completed the initial survey for clients in November and December 2020. The second survey was scheduled to be completed in April and May; however, it has been postponed due to the COVID-19 pandemic.
- **Objective 5** – By June 2020, the Public Health Branch will address findings from community focus group sessions conducted in 2018 by developing culturally appropriate educational campaigns/materials/media in collaboration with an African American organization to increase organizational capacity and address health equity. **Results:** This objective was not completed. Outreach was conducted with local NAACP representatives and other community representatives; however, attempts to arrange appropriate attendance in focus groups were unsuccessful. The Public Health Branch will continue to evaluate alternative methods to reach this demographic, including identifying a champion and partnering with the Human Services and Mental Health branches in their equity and outreach efforts.

Organizational Performance

Goal 1: Increase the value of our services by enhancing quality and strengthening our ability to deliver cost-effective programs consistent with the Agency's vision, mission, and values.

- **Objective 1** – By June 2020, the In-Home Supportive Services (IHSS) program will implement new software that is currently being created by IT to replace manual tracking and distribution of IHSS workloads. The software will help with worker accountability, performance, and management of the program's workload. **Results:** This objective was completed. Software is in the last stages of completion. End-user training was scheduled to take place in April 2020; however, it was postponed until further notice due to the COVID-19 pandemic.
- **Objective 2** – By June 2020, Adult Protective Services will achieve and maintain a reassessment compliance rate of 50% on cases that are open 90 days or more. Quality Assurance measures will be constructed and monitored to ensure program compliance. **Results:** This objective was completed. During this fiscal year, Adult Protective Services has focused on maintaining contact with our most complex cases and has followed up with all cases that were not submitted for closure within 90 days, completing reassessments on 100% of the cases with which we were able to maintain contact.
- **Objective 3** – By June 2020, California Children's Services (CCS) will implement a Transitional Planning Team pilot that will hold meetings with at least 10 clients who require long-term health care transition planning out of the CCS program. **Results:** This objective was not completed. The California Children's Services

program has developed a plan, but due to management and staff vacancies, meetings with clients have yet to be completed.

- **Objective 4** – By June 2020, the Public Health Branch will achieve national accreditation by the Public Health Accreditation Board. **Results:** This objective is in progress. The site review for accreditation occurred on February 5–7. Accreditation outcome was to be shared in June 2020; however, announcements on accreditation are likely to be postponed because of the COVID-19 pandemic.
- **Objective 5** – By June 2020, Adult Protective Services and the Public Guardian's Office will expand outreach to local hospitals and medical facilities. A total of 10 presentations are scheduled to be held with hospital staff, including all Kaweah Delta Patient Financial Services staff, educating them on the services provided by the programs and the required information to complete a Capacity Declaration with the Tulare County Superior Court. **Results:** This objective is in progress. Adult Protective Services and the Public Guardian's Office were able to increase outreach efforts to include annual training to all of Kaweah Delta Hospital's Patient and Family Services (PFS) social workers, participate in three Senior Center Town Hall meetings, lead one Mandatory Reporter training at a local residential facility, collaborate with Visalia Police Department's Homeless Outreach and Proactive Enforcement (HOPE) Team, collaborate with Tulare County's Health & Human Services Agency's Multidisciplinary Homeless Outreach Team (MHOT), assist with Kaweah Delta Hospital's Street Medicine program, as well as collaborate with Tulare County Mental Health's efforts to create a Whole Person Care system so that we can ensure the programs' clients receive all available services in the community in an efficient manner. Due to the COVID-19 pandemic, the programs' annual World Elder Abuse Awareness Month (WEAMM) event was canceled, as well as the eight senior center presentations held regularly. Efforts to continue these outreach endeavors through alternate methods are being researched, and regular outreach will resume once COVID-19 pandemic concerns and restrictions subside.
- **Objective 6** – By June 2020, the Mental Health Branch/MHSA will implement Seeking Safety, an evidence-based treatment model that treats substance use disorders along with certain mental health diagnoses. This model will be utilized either in a group setting or on an individual basis with consumers who meet the treatment criteria in both the Visalia Adult Integrated Clinic and Porterville Adult Clinic. **Results:** This objective is in progress. Identified clinical staff have been trained in Seeking Safety and are currently using the interventions in individual sessions when clinically appropriate. Seeking Safety books were purchased for the clinic and are available to clinical staff to guide treatment. After the shelter-in-place order is lifted, HHSA will begin to schedule Seeking Safety groups. As new clinicians are hired, additional training will need to take place in FY 2020/21, and this has been added to next fiscal year's objectives.
- **Objective 7** – By June 2020, the Tulare County Health Care Centers will prepare for and apply to become a Federally Qualified Health Center (FQHC) through the Health Resources and Services Administration (HRSA). **Results:** This objective is in progress. The HRSA On-site Visit is tentatively scheduled in October 2020. Additionally, all resources have been diverted to the COVID-19 pandemic, causing further delays in meeting this goal.
- **Objective 8** – By June 2020, Public Health will work with partners to certify eligibility staff in offering the Aids Drug Assistance Program (ADAP) by adding a minimum of three new sites throughout the county to expand access to care for eligible clients. **Results:** This objective is in progress. A plan has been developed but not implemented yet. Public Health was able to certify an additional internal staff member, and plans are being developed to roll out to Human Services staff to allow expansion at other sites.

Goal 2: Strengthen partnerships with community providers to maximize effectiveness, funding sustainability, and capacity building.

- **Objective 1** – By June 2020, the Public Health Emergency Preparedness Program will coordinate with the public health laboratory and the epidemiology team to conduct an exercise that will test our biosurveillance capabilities. **Results:** This objective was completed. In November 2019, the Public Health Emergency Preparedness Program conducted a regional exercise that tested biosurveillance capabilities, which included the public health lab, the epidemiology team, and regional and state partners.
- **Objective 2** – By June 2020, Child Welfare Services, in collaboration with the Tulare County Office of Education, will work toward the integration of CWS social workers and TCOE Foster Youth staff to create a one-stop approach to meeting the needs of our foster youth. This collaboration will occur at a blended work site to serve the foster youth of Tulare County. **Results:** This objective was completed. Child Welfare Services in collaboration with community partners supported and assisted with the implementation of Tulare County's Dream Center. The Dream Center is the home to the staff of the Tulare County Child Abuse Prevention Council, three social workers from Tulare County Child Welfare Services, and an eligibility worker from TulareWORKs. The social workers have expertise in the Independent Living Program, family connections, and AB12 foster youth benefits, while the eligibility workers can help youth with Medi-Cal, food stamps,

housing, and job searches. This collaboration has enabled a blended worksite, to serve the foster youth of our county through a one-stop approach.

- **Objective 3** – By June 2020, the Communicable Disease Unit will deliver ten presentations to local health care providers and community partners to increase the adherence to STD standard screening and treatment recommendations. **Results:** This objective was not completed. The County's Health Officer and the TB program staff provided letters to health care providers containing guidance and information regarding latent TB screening and treatment. Due to COVID-19 pandemic, program staff were assigned to assist with response activities; therefore, we were not able to complete this objective.
- **Objective 4** – By December 2019, in partnership with the Tulare County Animal Services Advisory Committee, Animal Services will develop an education program targeting elementary and middle school youth. By June 2020, Animal Services will implement the education program within each district. **Results:** This objective will be continued. Animal Services has worked together with the Best Friends Animal Society to develop an education program targeting elementary and middle school youth. Due to unexpected circumstances, the project was placed on hold and will be completed by December 2020.
- **Objective 5** – By June 2020, the Mental Health Branch/MHSA will develop a process that will assist in transitioning consumers to a lower level of care and connect them to community providers for continued treatment. Additionally, the medical team within the Mental Health Branch will create a handbook for Primary Care Physicians (PCP) as a quick reference guide detailing mental health diagnoses and psychotropic medications. **Results:** This objective was not completed. Mental Health continues to struggle in transitioning consumers to lower levels of care that include primary PCP care. This is mainly due to PCPs being hesitant about taking on psychiatric care. More outreach and education are needed with PCPs to accomplish this objective. As we build staffing capacity, we will have staff assigned and dedicated to the task of helping consumers connect more effectively with lower levels of care in the community and bridge the gap to PCP services with case management support.
- **Objective 6** – By June 2020, in an effort to reduce the prevalence of Tuberculosis (TB) in Tulare County, the Public Health Branch will engage local health care providers to support TB diagnosis and management by providing a minimum of two presentations and educational resources on how to safely screen and treat patients who have latent TB. **Results:** This objective is in progress. The TB program completed an educational packet for providers. This packet was sent to various health care providers in Tulare County. Due to the COVID-19 pandemic, program staff were assigned to assist with response activities; therefore, they were not able to complete this objective. The program is planning to provide these two presentations in the upcoming fiscal year.
- **Objective 7** – By June 2020, the Public Health Emergency Preparedness Program will collaborate with a minimum of two educational institutes to re-establish the medical reserve corps. **Results:** This objective was completed. The Public Health Emergency Preparedness program collaborated with Porterville College and San Joaquin Valley College to re-establish the medical reserve corps.

Other Accomplishments in FY 2019/20

- On February 5 and 6, 2020, the Public Health Branch hosted three site visitors from the Public Health Accreditation Board. Public Health Staff, representing the administration, program, and management, were interviewed across 12 different domains of public health, including quality improvement, community engagement, administration and management, policies, access to care, and workforce. Thirteen community partners also participated in the interviews to highlight the collaborative work done in Public Health. The Chairman and Vice-Chairman of the Board, along with the CAO, contributed to the effort representing the governing board. This visit was the final step of a five-year cumulative process to obtain accreditation. The Public Health Branch will receive the outcome of the visit by September 2020.
- The Mental Health Branch successfully implemented telehealth and virtual services as a way to continue to serve the residents of the county during the COVID-19 pandemic. It was accomplished through coordinated efforts with contracted providers as federal and state regulations changed to meet the new social distancing requirements. This new type of service delivery method will enhance the way providers meet service demand needs for years to come.
- Child Welfare Services in collaboration with Parenting Network, supported the development of a new Family Resource Center (FRC) in Dinuba. The creation of this new FRC marked a significant accomplishment because Dinuba is the fourth largest city in Tulare County and there was a genuine need for a family resource center.
- The Mental Health Branch developed a partnership with The Source LGBT+ community center and designated a clinical cultural broker to interface between the clinic and community center. Working together,

we are identifying assessment processes and tools to introduce into the clinic that will ensure a more welcoming experience for the LGBT community.

- In Home Supportive Service (IHSS) staff was commended by the California Department of Social Services (CDSS) for their efforts in increasing enrollment in the Electronic Systems Portal (ETS) to assist the state in meeting Electronic Verification Visit requirements. Tulare County continues to rank high for ETS enrollment and, as of the implementation date of April 1, 2020, Tulare County's enrollment rate was 89.9%, which was well within the goal set by CDSS.
- Animal Services received a Lifesaving Grant through Best Friends Animal Society to increase live outcomes for cats coming into the shelter. Through this partnership with Best Friends, along with increased rescue partnerships, Animal Services was able to achieve a live release rate of 82% from August 2019 to April 2020. The average live release rate for 2020 is 85%.

Key Goals and Objectives for FY 2020/21

Quality of Life

Goal 1: Develop, expand, or improve services to ensure a safe and thriving community.

- **Objective 1** – By June 2021, Child Welfare Services, in collaboration with InTelegy, will ensure successful implementation within the screening process that includes a phone functionality to enhance and improve direct services to the community. This will help to support and manage the high volumes of calls. These direct services include consolidating all child welfare services calls through one single point of contact, managing operators as a call center, and establishing phone functionality processes.
- **Objective 2** – By June 2021, the Public Health Laboratory will implement a bi-directional interface with one of the three local hospitals to improve service efficiency and expand surge capacity.
- **Objective 3** – By June 2021, the Mental Health Branch will incorporate Telehealth within the clinic setting and develop a hybrid model serving consumers both in a clinic setting and electronically.
- **Objective 4** – By June 2021, the Environmental Health Division will expand and strengthen the unpermitted food vendor surveillance and enforcement program by partnering with two additional programs that can assist with the investigation and enforcement.
- **Objective 5** – By June 2021, TulareWORKs will work through the California Outcomes and Accountability Review (CalOAR) implementation, which is a new approach to delivering services to CalWORKs families, and will increase our overall Employment Services Orientation attendance rate by 15%.

Goal 2: Evaluate and improve services to ensure services are provided in a collaborative and community-driven manner.

- **Objective 1** – By June 2021, the Mental Health Branch will continue to use the American Society of Addiction Medicine (ASAM) tool for substance use disorder assessment. They will incorporate this into the mental health intake process to determine the medical necessity for both mental health and substance use disorders through one assessment. This will assist in identifying co-occurring disorders and streamline consumer wellness plans to treat both disorders.

Organizational Performance

Goal 1: Increase the value of our services by enhancing quality and strengthening our ability to deliver cost-effective programs consistent with the Agency's vision, mission, and values.

- **Objective 1** – By June 2021, the Communicable Disease program will work toward enrolling 80% of qualifying patients into electronic Directly Observed Therapy (eDOT) to virtually manage patient care. Utilization of eDOT will increase program efficiencies, decrease travel costs, and enhance the patient experience by adding options for their preferred care plan.
- **Objective 2** – By December 2020, the Public Health Branch will achieve national accreditation by the Public Health Accreditation Board.

Goal 2: Strengthen partnerships with community providers to maximize effectiveness, funding sustainability, and capacity building.

- **Objective 1** – By June 2021, the Women, Infant, and Children (WIC) program will be co-located within two Federally Qualified Health Centers. Colocation will allow the program to leverage funding, resources, and services with health care partners. Additionally, colocation will improve access to care and services for our

patients by allowing them to take advantage of nutritional services through WIC in coordination with a visit to their primary care provider.

- **Objective 2** – By June 2021, the Tulare County Veterans Office will expand its outreach efforts to include local community colleges. This is consistent with the state's objective to provide veterans services in education-based settings which are known to be frequented by veterans and their families, thus improving access and eliminating unnecessary barriers to services.
- **Objective 3** – By June 2021, the Mental Health Branch will develop a collaborative process with the Public Guardian that will assist in transitioning consumers to a lower level of care, focusing on Institution for Mental Disease (IMD) and augmented Board and Care placements.
- **Objective 4** – By December 2020, in partnership with the Tulare County Animal Services Advisory Committee and Best Friends Animal Society, Animal Services will develop an education program focusing on responsible pet ownership, spay and neuter, and vaccination. This program will have both a component aimed at school-aged children as well as a general component to be implemented at community events throughout the county. By June 2021, Animal Services will finalize the program components and begin implementing programs in the community.

Budget Request

The Requested Budget represents an overall increase of \$47,135,023 or 9% in expenditures and increase of \$47,544,590 or 10% in revenues when compared with the FY 2019/20 Final Budget. As a result, the Net County Cost has decreased by \$409,567 or 2% when compared with the FY 2019/20 Final Budget.

Significant areas with major changes between the FY 2019/20 Final Budget and the FY 2020/21 Requested Budget are as follows:

- Salaries and Benefits increase overall by \$1,428,224 based on merit increases, cost-of-living adjustments, annual increase for the Pension Obligation Bond (POB), and increased retirement and benefit costs.
- Services and Supplies increase overall by \$18,375,799 based on a budgeted contingency for TulareWORKs, and increasing expenses for psychiatric hospitalizations, Institutions for Mental Diseases (IMD) placements, and Criminal Justice Health and Mental Health Services.
- Other Charges increased overall by \$31,659,951 primarily due to an increase to CalWORKs Assistance payments, interagency transfers, and increased expenses for services provided by other county departments.
- Capital Assets decrease \$569,006. The FY 2020/21 proposed expenditures of \$655,694 include the following:
 - 1 7FBCU20 Electric Forklift truck battery - \$8,000
 - 1 Cargo Van - \$43,321
 - 1 Firewall Appliance - \$18,700
 - 2 HP ProLiant BL 460c G6 standard blade server - \$83,000
 - 1 LG18-1050F3B Forklift battery charger - \$8,500
 - 1 Licensed Microwave Link - \$14,300
 - 1 Uninterrupted Power Supply - \$9,000
 - 2 Uninterrupted Power Supply LX 16K - \$101,200
 - 2 Vehicles - \$50,974
 - 5 WS-C3850 48 Port Switch - \$45,000
 - 1 Uninterrupted Power Supply - \$13,700

The following capital assets were approved by the Board of Supervisors prior to the publication of this book:

- 3 Passenger Vans - \$135,000
- 1 Automated RT-PCR Platform - \$100,000
- 1 Vehicle - \$24,999
- Other Financing Uses decrease of \$3,690,675 based on anticipated declining state sales tax and Vehicle License Fees (VLF) revenues due to the economic impacts of COVID-19 pandemic and resulting economic recession.
- Revenue projections increase overall based on anticipated receipt of State General Fund (SGF) revenues from the Safety Net Reserve to maintain CalWORKs Assistance payments for recipients and an anticipated increase to the TulareWORKs allocation. SGF's are required due to the declining projections for State sales tax and VLF revenues. With the economic impacts of COVID-19 pandemic and resulting recession, state

sales tax and VLF projections for Social Services, Public Health, and Mental Health are anticipated to decline, and base funding requirements are not expected to be met.

Staffing changes reflected in the Requested Budget include the following:

- Add 9 FTE positions to address workload issues and organizational changes as a result of taking on additional programmatic oversight. The requested additional positions include:
 - 1 Accountant II
 - 2 Medical Assistant II
 - 1 Nurse Practitioner
 - 2 Nurse Public Health II
 - 2 Nutrition Assistant III
 - 1 Public Health Prog Coordinator
- Delete 75 FTE vacant positions. The requested deleted positions include:
 - 6 Account Clerk I
 - 2 Account Clerk II
 - 3 Administrative Aide
 - 1 Alcohol and Drug Specialist I
 - 1 Community Health Technician
 - 1 Cultural Competency Manager
 - 1 Department Secretary
 - 3 Dietitian I
 - 1 Dietitian II
 - 1 Division Manager HHS - TulareWORKS
 - 1 Environmental Health Specialist II
 - 2 Health Aide
 - 1 Health Program Assistant
 - 1 HHS Unit Manager I-CalWork
 - 6 HHSA Collector Investigator II
 - 1 Medical Office Assistant I
 - 1 Mental Health Case Manager II
 - 1 Milk Technician II
 - 1 Nurse-Licensed Vocational
 - 1 Nutrition Assistant II
 - 8 Office Assistant II
 - 2 Office Assistant IV
 - 1 Paralegal II
 - 4 Patient Accounts Representative II
 - 1 Patient Accounts Representative III
 - 1 Physician Assistant
 - 2 Psychiatrist II
 - 4 Self Sufficiency Support Assistant II
 - 4 Self Sufficiency Counselor II
 - 4 Self Sufficiency Counselor III
 - 2 Self Sufficiency Resource Specialist
 - 1 Self Sufficiency Supervisor
 - 1 Social Service Worker Assistant
 - 3 Social Services Worker II
 - 1 Social Services Worker III
 - 1 Supervising Account Clerk
- Amend 22 FTE positions to align with program needs. The requested amended positions include:
 - 2 Account Clerk II to Account Clerk III

- 1 Deputy HHS Director Clinic Services Mental Health to Deputy HHS Director – Mental Health Clinic Services
 - 1 Deputy Director HHS MH Integrated Services to Deputy HHS Director – Mental Health Clinic Services
 - 1 Deputy HHS Director – Fiscal Admin Programs to Deputy HHS Director – Admin Programs
 - 1 Division Manager HHS Integrated Services to Division Manager – Mental Health
 - 1 Division Manager HHS Mental Health Managed Care to Division Manager – Mental Health
 - 2 Social Services Worker II to Health Education Assistant
 - 1 Social Services Supervisor I to Public Health Program Coordinator
 - 12 Self Sufficiency Counselor III to Self Sufficiency Counselor II
- Reclassify 1 FTE positions to more accurately reflect actual job duties performed and the needs of the programs. The requested reclassified positions include
- 1 Administrative Specialist II to HHS HR Manager

Staffing changes reflected in the Requested Budget that were approved by the Board of Supervisors with an effective date after April 12, 2020, until the publication of this book include the following:

- Add 17 FTE positions to address workload issues and organizational changes as a result of taking on additional programmatic oversight. The requested additional positions include:
- 3 Administrative Specialist II
 - 1 Child Welfare Service Manager
 - 1 Compliance Specialist
 - 3 Electronic Health Records Specialist
 - 4 Health Education Specialist
 - 1 Lead Public Health Nurse
 - 1 Mental Health Technician II
 - 1 Personnel Services Officer II
 - 2 Public Health Prog Coordinator
- Delete 2 FTE vacant positions. The requested deleted positions include:
- 1 Dietitian I
 - 1 Family Services Coordinator

County Administrator's Recommendations

This budget is recommended as submitted.

Pending Issues and Policy Considerations

There are no pending issues or policy considerations.

Department Head Concurrence or Appeal

The Department Head concurs with the Recommended Budget.

Human Resources and Development

Jason T. Britt
Director (Interim)

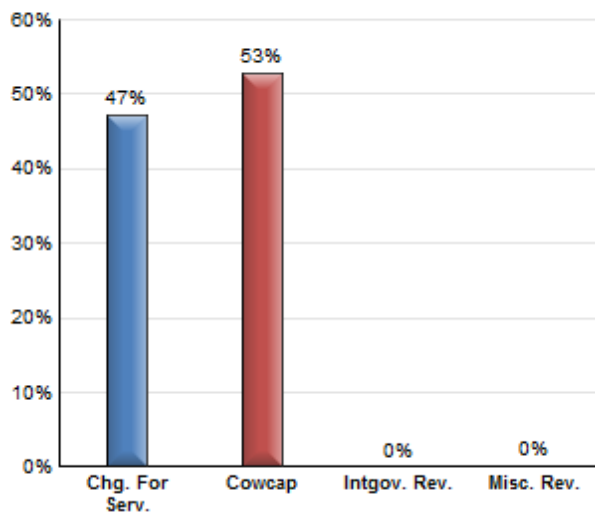
Fund: 001

Agency: 200

SUMMARY OF APPROPRIATIONS AND REVENUES

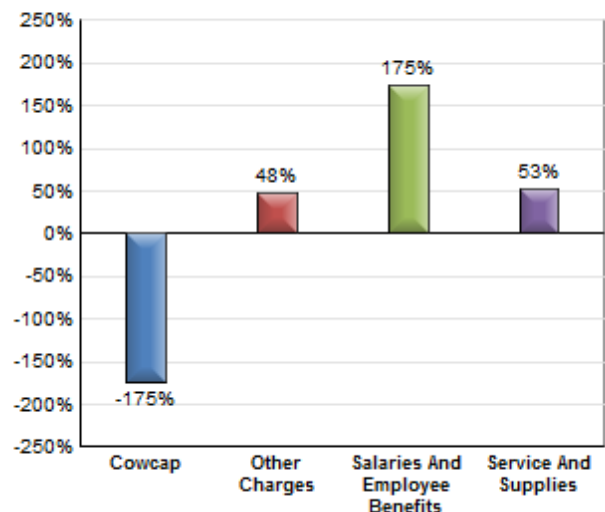
	2018/19 ACTUALS	2019/20 FINAL BUDGET	2020/21 CAO RECOMMEND	VARIANCE
ACTIVITY APPROPRIATIONS:				
Personnel	\$529,650	\$1,201,488	\$1,464,342	\$262,854
TOTAL ACTIVITY APPROPRIATIONS	\$529,650	\$1,201,488	\$1,464,342	\$262,854
APPROPRIATIONS:				
Cowcap	\$(2,747,002)	\$(2,503,031)	\$(2,562,744)	\$(59,713)
Other Charges	\$423,009	\$503,291	\$699,427	\$196,136
Salaries And Employee Benefits	\$2,083,083	\$2,411,336	\$2,557,727	\$146,391
Service And Supplies	\$770,560	\$789,892	\$769,932	\$(19,960)
TOTAL APPROPRIATIONS:	\$529,650	\$1,201,488	\$1,464,342	\$262,854
REVENUES:				
Charges For Current Serv	\$392,148	\$374,389	\$394,658	\$20,269
Cowcap	\$383,119	\$385,241	\$440,854	\$55,613
Intergovernmental Revenue	\$-	\$-	\$-	\$-
Miscellaneous Revenue	\$345	\$502	\$502	\$-
TOTAL REVENUES:	\$775,612	\$760,132	\$836,014	\$75,882
NET COUNTY COST	\$(245,962)	\$441,356	\$628,328	\$186,972

SOURCE OF FUNDS



Source of Funds: Illustrates the major revenue accounts
Graph totals may be + / - 1 % of actual total due to rounding

USE OF FUNDS



Use of Funds: Illustrates the major expenditure accounts
Graph totals may be + / - 1 % of actual total due to rounding

Purpose

The Human Resources and Development Department (HR&D) is responsible for administering the Personnel Rules and Policies adopted by the Board of Supervisors. Additionally, the Department provides support to all other departments and employees throughout the organization regarding a variety of human resources related services.

Core Functions

- **Administration:** Plans, organizes, and directs the operations of the Department. Ensures that goals and programs are consistent with the County's Strategic Management Plan. Ensures that the Department is responsive to the public, the Board of Supervisors, departments, employees, employee organizations, and applicants. Provides oversight of fiscal processes, budget, and financial transactions/accounting.
- **Talent Acquisition, Compensation, and Classification:** Provides quality candidates for employment consideration through recruitment, testing, and onboarding employees. Maintains and amends Tulare County's Classification and Compensation Plan to reflect changing organizational structures and updates to job functions. Provides policy guidance to department managers and advice on human resource issues to employees and applicants.
- **Employee/Employer Benefits and Wellness:** Administers a comprehensive employee benefits program that meets the diverse and changing needs of employees, their families, retirees, and Special District employees. Communicates benefit programs to participants and provides education on how to be informed consumers with the long-term goal of reducing medical claims and health care premiums.
- **Employee/Employer Training and Development Services:** Provides Supervisory, Leadership, and Management training to employees. Arranges and facilitates specialized training and learning resources for departments and employees. Coordinates Sexual Harassment Prevention Training (AB 1825) with County Counsel.
- **Employee/Employer Relations:** Provides policy support to departments in the areas of labor relations, disciplinary actions, performance management, application of Personnel Rules, and Administrative Regulations. Facilitates meet and confer sessions and contract negotiations in relation to specific Memoranda of Understanding with bargaining units. The unit conducts investigations of alleged discrimination/harassment for departments and employees or coordinates with outside investigators for this service.
- **Employee/Employer Data Services:** Provides oversight and training to departments in maintaining and reporting employment data through the Enterprise Human Resources and Information System (HRIS). Performs, coordinates, maintains data and modifications to the HRIS system. Provides information in response to public information requests. Assists with the onboarding process. Provides policy guidance and advice on human resource related issues.
- **Support Systems:** Supports and assists the operations of the HR&D staff, and oversees records management, serves as the main customer service contact via phone or in-person, and provides general clerical support. Coordinates the Employee Service Award Program and responds to subpoena and record requests.

Key Goals and Objectives Results in FY 2019/20

Organizational Performance

Goal 1: Develop a "Career Ladder and Bridges Workshop" for current employees.

- **Objective 1** - Develop tools and curriculum for a workshop for employees interested in exploring their options for promotion within Tulare County by June 2020. **Results:** This objective was completed. Tools and curriculum were developed in March 2020.
- **Objective 2** - Launch the program and schedule the initial workshops by June 2020. **Results:** This objective was not completed. This objective was delayed due to the COVID-19 pandemic and is expected to be completed in January 2021.
- **Objective 3** - Develop a survey tool to measure effectiveness of the workshops and tracking of employee participants by June 2020. **Results:** This objective was not completed. This objective was delayed due to the COVID-19 pandemic. This objective will be completed in January 2021.

Other Accomplishments in FY 2019/20

- Sponsored the 12th annual Health and Wellness Fair in September 2019. Over 1,200 employees attended and 50 employee discount businesses and health vendors participated in the day-long event.
- Facilitated 25 Supervisory Academy workshops, with HR&D and contracted professionals leading several courses as subject matter experts.
- Implemented Relias, a new online learning management system. Completed Relias Liaison training for all non-HHSA departments and conducted user training for 1,807 employees.
- Manually processed 1,562 verifications for employee loans and employment, and 9,758 automated verifications through "The Work Number" for current and former employees.
- Monitored the "Loans at Work" program for an average of 74 loans applied for per month with an average loan amount of \$4,630 per employee.
- Conducted specialized workshops for department heads, managers, human resource representatives and payroll clerks. The workshops included: Leave of Absence, Processing Unemployment Insurance, Enterprise Training, and Families First Corona Response Act 2020.
- Implemented 98point6, a text based virtual primary care available to eligible members and dependents.
- Launched a virtual New Employee Orientation program.

Key Goals and Objectives for FY 2020/21

Organizational Performance

Goal 1: Develop a virtual Health and Wellness Fair program as an alternative to the historically large group event held at the Visalia Convention Center.

- **Objective 1** - Develop interactive activities related to health and wellness by May 2021.
- **Objective 2** - Incorporate open enrollment information for Fiscal Year 2020/21 by May 2021.

Goal 2: Utilize the Relias Learning Management System to provide online training to County staff.

- **Objective 1** - Create and develop five new training courses by June 2021.
- **Objective 2** - Convert Supervisory Academy courses to e-learning format by June 2021.
- **Objective 3** - Develop a leadership academy for leads and entry level management by June 2021.

Budget Request

The Requested Budget represents an overall increase of \$262,854 or 22% in expenditures and an increase of \$75,882 or 10% in revenues when compared with the FY 2019/20 Final Budget. As a result, the Net County Cost increased \$186,972 or 42% when compared with the FY 2019/20 Final Budget.

Significant areas with major changes between the FY 2017/18 Final Budget and the FY 2018/19 Requested Budget are as follows:

- Salaries and Benefits increase \$146,391 primarily based on being fully staffed and merit increases.
- Other charges increase \$196,136 primarily based on an increase in data processing custodial and copier charges.

Staffing changes reflected in the Requested Budget include the following:

There are no staffing changes being considered.

County Administrator's Recommendations

This budget is recommended as submitted.

Pending Issues and Policy Considerations

There are no pending issues or policy considerations.

Department Head Concurrence or Appeal:

The Department Head concurs with the recommended budget.

Probation

Michelle Bonwell

Chief Probation Officer

Fund: 001

Agency: 205

SUMMARY OF APPROPRIATIONS AND REVENUES

	2018/19 ACTUALS	2019/20 FINAL BUDGET	2020/21 CAO RECOMMEND	VARIANCE
ACTIVITY APPROPRIATIONS:				
Care Of Court Wards	\$201,158	\$347,506	\$269,738	\$(77,768)
Detention And Correction	\$38,460,916	\$54,020,241	\$51,502,313	\$(2,517,928)
TOTAL ACTIVITY APPROPRIATIONS	\$38,662,074	\$54,367,747	\$51,772,051	\$(2,595,696)

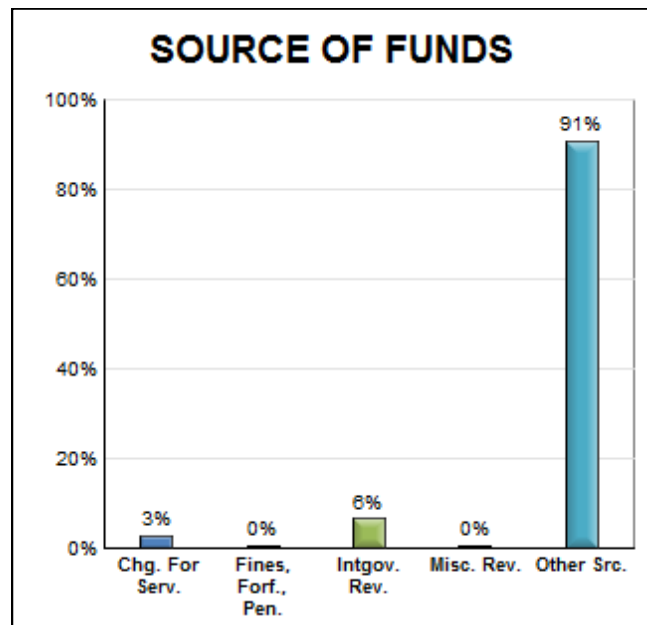
APPROPRIATIONS:

Capital Assets	\$48,367	\$154,800	\$426,250	\$271,450
Cowcap	\$1,363,728	\$1,512,477	\$1,201,186	\$(311,291)
Other Charges	\$6,948,611	\$8,202,855	\$7,498,198	\$(704,657)
Other Financing Uses	\$3,328,512	\$619,887	\$216,320	\$(403,567)
Salaries And Employee Benefits	\$22,955,120	\$32,323,615	\$32,680,140	\$356,525
Service And Supplies	\$4,017,736	\$11,554,113	\$9,749,957	\$(1,804,156)
TOTAL APPROPRIATIONS:	\$38,662,074	\$54,367,747	\$51,772,051	\$(2,595,696)

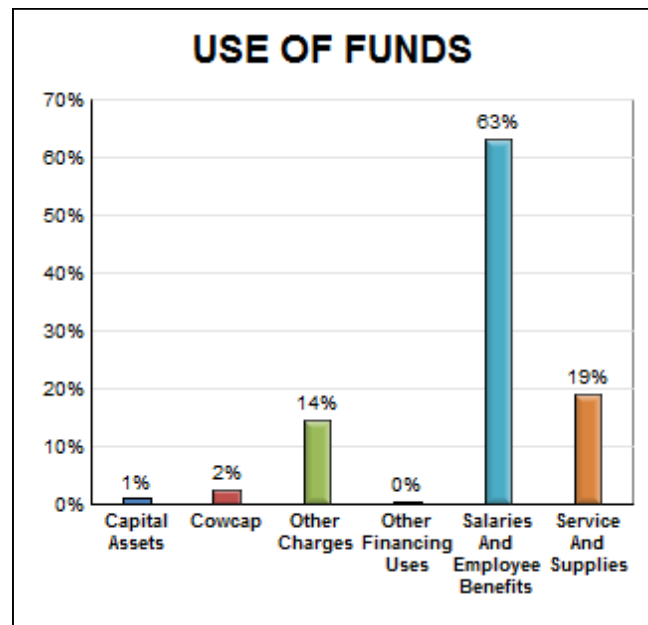
REVENUES:

Charges For Current Serv	\$489,741	\$564,309	\$809,777	\$245,468
Fines,Forfeit.,Penalties	\$17,104	\$17,501	\$20,501	\$3,000
Intergovernmental Revenue	\$795,722	\$516,382	\$1,958,480	\$1,442,098
Miscellaneous Revenue	\$99,820	\$108,505	\$108,507	\$2
Other Financing Sources	\$16,654,199	\$30,906,233	\$28,473,632	\$(2,432,601)
TOTAL REVENUES:	\$18,056,586	\$32,112,930	\$31,370,897	\$(742,033)

NET COUNTY COST	\$20,605,488	\$22,254,817	\$20,401,154	\$(1,853,663)
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Source of Funds: Illustrates the major revenue accounts
Graph totals may be + / - 1 % of actual total due to rounding



Use of Funds: Illustrates the major expenditure accounts
Graph totals may be + / - 1 % of actual total due to rounding

Purpose

Sections 1203.5 and 1203.6 of the California Penal Code and Section 270 of the California Welfare and Institutions Code mandate the Office of the Chief Probation Officer. These statutes also authorize the appointment of assistant and deputy probation officers to perform such duties and tasks as directed by the Court and the Juvenile Justice Commission. Section 850 of the California Welfare and Institutions Code establishes the requirement for a Juvenile Hall and Section 854 of the California Welfare and Institutions Code places the appointment of the staff assigned to the Juvenile Hall under the direction of the Chief Probation Officer.

Core Functions

Probation Department

- Complete investigative reports on juvenile and adult offenders upon referral by the Juvenile and Criminal Courts and report findings and recommendations to the Court.
- Supervise persons placed under the supervision of the Probation Officer by the Juvenile and Criminal Courts and determine both the level and type of supervision consistent with Court-ordered conditions of probation.
- Supervise offenders released from the California Department of Corrections and Rehabilitation (CDCR) subject to a period of Post Release Community Supervision.
- Provide for the safe and secure detention of juveniles alleged to come within the jurisdiction of the Juvenile Court or who have been deemed wards of the Court and in need of in-custody programming.

The vision of the Tulare County Probation Department is changing lives and building safer communities. The mission of Tulare County Probation Department is protecting our communities, enhancing quality of life, and serving our courts. In an effort to meet this mission and associated legal mandates, the Probation Department provides a wide range of administrative, investigative, supervisory, rehabilitative, and detention services for juvenile and adult offenders.

Administrative Services Division

The Administrative Services Division provides a full spectrum of administrative services to the operational divisions, including fiscal management, human resources, grants and contractual agreements, implementation of policies and procedures, external audits, internal operational studies, and information technology.

Adult Supervision Services Division

The Adult Supervision Services Division consists of California Assembly Bill 109 (The Public Safety Realignment Act of 2011) assessment, supervision, and Pretrial services; California Senate Bill 678 (The Community Corrections Performance Incentive Act of 2009) assessment and supervision services; High-Risk Supervision; Limited Supervision; Adult Records; and the grant-funded Office of Traffic Safety, Sexual Assault Felony Enforcement (S.A.F.E.), and Spousal Abuse Felony Enforcement (S.A.F.E.) programs.

State law requires the Probation Department keep, on any person released to the care of the Probation Officer, a complete and accurate record in suitable books or other form, in writing, of the conduct, employment, occupation, and condition of such person committed to his/her care during the term of such probation, and the result of such probation. Results are provided to the Department of Justice on a monthly basis.

California Assembly Bill 109

In an effort to address prison overcrowding and assist in alleviating California's financial crisis, California Assembly Bill 109 transferred responsibility for the supervision and housing of specified low-level offenders and parolees from CDCR to the county level. This bill went into effect on October 1, 2011.

California Penal Code Section 1230.1(a) was added through this legislation and required each County to establish a Community Corrections Partnership (CCP) to maximize the effective investment of criminal justice resources in evidence-based correctional sanctions and programs. The CCP is chaired by the Chief Probation Officer.

The Juvenile Services Division consists of Juvenile Investigations/Court Services, Juvenile Interstate Compact, Team Supervision, Campus Probation Officer, Placement, Non-Custody Intake, and Central Records.

California Welfare and Institutions Code Section 281 mandates the Probation Officer shall, upon order of any court in any matter involving the custody, status, or welfare of a minor or minors, make an investigation of appropriate facts and circumstances and prepare and file with the Court written reports and written recommendations in reference to such matters.

California Welfare and Institutions Code Section 706.5 mandates each placement recommendation include a case plan. California Welfare and Institutions Code Section 791 mandates when directed by the Court, the Probation Department shall make an investigation and take into consideration the age, maturity, educational background, family relationships, demonstrable motivation, treatment history, if any, and other mitigating and aggravating factors in determining whether the minor is a person who would be benefited by education, treatment or rehabilitation.

If a minor is found to be a person described in Section 602 of the California Welfare and Institutions Code and the Court does not remove the minor from the physical custody of the parent or guardian, the Court must impose specific conditions of probation following adjudication on specified offenses, which shall be enforced by the probation officer. The Court shall order the care, custody, and control of the minor to be under the supervision of the probation officer who may place the minor in any of the following: the home of a relative, a non-related extended family member, a Short-Term Residential Therapeutic Program (STRTP) or a licensed Resource Family. By statute, all foster children placed in STRTP's must be visited at least monthly regardless of location.

Adult Court Services Division

The Adult Court Services Division consists of Adult Investigations, Adult Pretrial Court Officers, Drug Court, Recovery Court (California Proposition 36), Veteran's Court, Mental Health Court, Adult Interstate Compact, Electronic Monitoring Unit, Pretrial Supervision, and Pretrial Assessment Units.

California Penal Code Section 1203 mandates that any defendant who may be eligible for probation, following a finding or plea of guilty to a felony charge, be referred to the Probation Department for a report and recommendation. This mandated report may be comprehensive or abbreviated in format, based upon the needs of the Court.

California Penal Code Section 1191.3 mandates the Probation Officer provide, at the time of sentencing in all felony convictions, a general estimate of the conduct and work time credits to which the defendant may be entitled for previous time served; and the conduct or work time credits authorized under California Penal Code Sections 2931, 2933, or 4019.

Juvenile Detention Division

California Welfare and Institutions Code Section 850 mandates the Board of Supervisors in every County shall provide and maintain, at the expense of the County, in a location approved by the Judge of the Juvenile Court or by the Presiding Judge of the Juvenile Court, a suitable house or place for the detention of wards of the Juvenile Court and of persons alleged to come within the jurisdiction of the Juvenile Court. Such house or place shall be known as the "Juvenile Hall" of the County.

The Juvenile Hall shall not be in, or connected with, any jail or prison, and shall not be deemed to be, nor be treated as a penal institution. Minimum standards are mandated and include but are not limited to: education; recreation and exercise; counseling and casework services; behavior control; discipline; medical and dental services; food and nutrition; clothing, bedding and linen services; and access to legal services.

The Juvenile Detention Facility maintains four distinct populations of juvenile offenders: juveniles who have been arrested by law enforcement and are awaiting a detention hearing and/or other order of the Court; juveniles who have been adjudicated and are awaiting placement in out-of-home care, other commitment programs, or the Division of Juvenile Justice (DJJ); juveniles as a result of a Transfer Hearing that are being tried in Adult Criminal

Court and are pending sentence; and juveniles who have been committed by the Court to secure, long-term programming who, prior to the implementation of California Senate Bill 81 (The Juvenile Justice Realignment Act of 2007) and the passage of California Proposition 57 (The California Parole for Non-Violent Criminals and Juvenile Court Trial Requirements Initiative of 2017), would have been committed to the state operated DJJ.

The Juvenile Detention Facility also operates a Home Supervision Program, as mandated by California Welfare and Institutions Code Section 636; and an Aftercare Program for youth following completion of a commitment program, including electronic monitoring or global positioning.

The Probation Department provides commitment programs for both male and female offenders ranging in age from 12 through 18 years. The length of commitment may range from 90 days to 2 years and provides a wide variety of services to address their identified needs and transitional planning to include the youth and their family.

Key Goals and Objectives Results in 2019/20

Safety and Security

Goal 1: Continue to evaluate the implementation of the Public Safety Assessment (PSA) to ensure fidelity of tool.

- **Objective 1** – Provide refresher training to assessment staff by October 1, 2019. **Results:** This objective was completed. The Supervising Probation Officer of the Pretrial Assessment Unit provided refresher training to staff before October 1, 2019.
- **Objective 2** – Conduct periodic random sampling to evaluate scoring accuracy by June 30, 2020. **Results:** This objective was completed. A formal random sampling of scoring accuracy was completed in May 2020. Informal correction/training of assessment staff occurs as needed.
- **Objective 3** – Contract with vendor to evaluate PSA outcome data by September 1, 2019. **Results:** This objective was completed. MW Consulting completed an analysis and report on the Department's first full year of implementation of the PSA in March 2020.

Goal 2: Expand services available to adult probation clients.

- **Objective 1** – Research existing programs providing services to probation clients by August 1, 2019. **Results:** This objective is not completed. After looking at possible options, it was decided to look at proposals for a Service Center to house multiple programming options and stay in-line with evidence-based programming as the needs of county clients evolve.
- **Objective 2** – Select potential vendor and discuss service delivery by September 1, 2019. **Results:** This objective is in progress. A proposal for the Service Center was received in August 2019; however, service delivery specifics are still being deliberated.
- **Objective 3** – Enter into a contract with vendor to expand service delivery to adult clients by October 1, 2019. **Results:** This objective is in progress. Discussion with various providers remains ongoing.

Economic Well-Being

Goal 1: Implement Vocational Education Program.

- **Objective 1** – Occupy and furnish Vocation Education building by October 1, 2019. **Results:** This objective was completed. Vocational Education Building was completed and furnished by February 2020. There was a 4-month delay due to construction issues.
- **Objective 2** – Begin vocational trade instruction by January 1, 2020. **Results:** This objective was not completed. The Vocational Education was scheduled to begin in March 2020, however, due to COVID-19 pandemic, Tulare County Office of Education staff are now providing remote instruction. Therefore, until teachers return to onsite facilitation, vocational trade instruction has been suspended.

Goal 2: Probation Services Center Renovation Project

- **Objective 1** – Award renovation bid to vendor by December 1, 2019. **Results:** This objective was not completed. The project was delayed due architectural plans, permits, internal processing, and COVID-19 pandemic related delays.

- **Objective 2** – Renovation/re-model complete by April 1, 2020. **Results:** This objective was not completed. The project was delayed due to architectural plans, permits, internal processing, and COVID-19 pandemic related delays.
- **Objective 3** – Occupy Probation Services Center by June 30, 2020. **Results:** This objective was not completed. The project was delayed due to architectural plans, permits, internal processing, and COVID-19 pandemic related delays.

Organizational Performance

Goal 1: Expand the Pretrial Supervision Unit to safely mitigate potential jail over-crowding issues and eliminate holding persons in custody pending trial based on an inability to post bail.

- **Objective 1** – Add one (1) FTE Deputy Probation Officer II/III positions to the Pretrial Supervision Unit by April 1, 2020. **Results:** This objective was completed in January 2020, by reassigning a Deputy Probation Officer to the Pretrial Supervision Unit.
- **Objective 2** – Move/assign one (1) FTE Pretrial Monitoring position to South County by December 30, 2019. **Results:** This objective was completed by October 2019.
- **Objective 3** – Move/assign a second FTE Pretrial Monitoring position to South County by June 1, 2020. **Results:** This objective was completed in March 2020.

Goal 2: Evaluate levels of supervision to optimize officer efficiencies and delivery of service to clients.

- **Objective 1** – Evaluate Correctional Assessment and Intervention System (CAIS) risk assessment results as they relate to risk and orientation identifiers by September 2019. **Results:** This objective was completed in September 2019.
- **Objective 2** – Develop supervision matrix based upon their CAIS assessment results by November 2019. **Results:** This objective was completed. A CAIS Supervision Matrix in consultation with National Council on Crime and Delinquency (NCCD) was developed by December 2019.
- **Objective 3** – Implement supervision matrix within Adult Division by January 1, 2020. **Results:** This objective was not completed. The objective was delayed due to COVID-19 pandemic; however, it was completed in June 2020.

Goal 3: Utilize CAIS data to optimize Adult Supervision strategies.

- **Objective 1** – In addition to risk level, begin utilizing the unique orientation identifiers in the CAIS assessment tool to identify client supervision level needs by January 2020. **Results:** This objective was completed. A CAIS Supervision Matrix in consultation with NCCD was completed in March 2020.
- **Objective 2** – Begin preliminary evaluation of recidivism outcomes as they relate to CAIS risk level and orientation to improve supervision and service delivery practices by June 2020. **Results:** This objective was completed by June 2020.

Goal 4: Expand the function of the Quality Improvement Unit to include research and analysis of complex statistical data on various programs implemented by the Department.

- **Objective 1** – Add one (1) FTE Probation Statistical Analyst position, a new classification, to handle complex research and statistical analyses of the Unit effective November 2019. **Results:** This objective was completed. One FTE Probation Statistical Analyst position was added effective November 10, 2019.

Other Accomplishments in FY 2019/20

- In July of 2019, the Department and the Tulare County District Attorney's Office entered into a new Memorandum of Understanding (MOU) regarding the Human Trafficking Task Force in collaboration with the Department and ten (10) other justice agencies.
- The Tulare County Superior Court in collaboration with the Department applied for a Pretrial Pilot Program Grant through the Judicial Council of California and was one of ten (10) counties chosen to pilot the program throughout California.
- In August 2019, the Department's Pretrial Assessment Unit began conducting pretrial assessments on all misdemeanor and felony bookings.
- In December 2019, the Department and the Tulare County Health and Human Services Agency, Child Welfare Services agreed on a revised MOU. The MOU established and/or ratify existing relationships and

procedures between both parties. The goal is to continue to coordinate the services of county foster youth through cooperation, collaboration, and sharing of appropriate information by both agencies.

- In January 2020, the Department secured a lease agreement which will allow the consolidation of the Visalia area offices and will result in more efficient and effective service delivery.
- In March 2020, the Pretrial Assessment Unit began conducting pretrial assessments seven (7) days a week.
- In March 2020, the Pretrial Assessment Unit began filing assessment reports with the Tulare County Superior Court to allow the magistrate to make pretrial decisions well before statutory arraignment timelines.
- In an effort to become more efficient and paperless, Department staff scanned over 23,000 reports and approximately 500 cases into the Department's case management system, which eliminates the need to store physical documents and provides the ability to access them electronically.
- The Department upgraded its technological equipment including desktop computers, laptops and smartphones. These devices will allow officers to more efficiently supervise clients.

Key Goals and Objectives for FY 2020/21

Organizational Performance

Goal 1: Continue to evaluate the implementation of the Public Safety Assessment (PSA) to ensure fidelity of tool.

- **Objective 1** – Contract with a vendor to complete a validation study on the use of the PSA in Tulare County by January 2021.
- **Objective 2** – Conduct periodic random sampling to evaluate scoring accuracy by June 2021.
- **Objective 3** – Work with the Superior Court, the TCiCT and Court IT to complete the middleware project for the Pretrial Pilot Program Grant by June 2021.

Goal 2: Optimize caseload assignments, supervision distribution, and division structure to function more efficiently.

- **Objective 1** – Assess and evaluate supervision and division structure by September 2020.
- **Objective 2** – Implement modification to caseload assignment, supervision distribution and division structures by January 2021.

Safety and Security

Goal 1: Establish a Probation Service Center for the central region of Tulare County to expand services delivery in a centralized location.

- **Objective 1** – Identify services for both juvenile and adult clients by December 2020.
- **Objective 2** – Enter into contract with identified service providers by March 2021.
- **Objective 3** – Assess the preliminary utilization of services by June 2021.

Quality of Life

Goal 1: Provide Vocational Education Training to youth committed to the Juvenile Detention Facility to enhance their ability to gain employment once released from custody.

- **Objective 1** – Obtain approved permission slip from Tulare County Office of Education legal team by December 2020.
- **Objective 2** – Begin vocational trade instruction by February 2021.
- **Objective 3** – Provide 25 youth with instruction in the vocational education certificate program by June 2021.

Budget Request

The Requested Budget represents an overall decrease of \$2,595,696 or 5% in expenditures and a decrease of \$742,033 or 2% in revenues when compared with the FY 2019/20 Final Budget. As a result, the Net County Cost decreased \$1,853,663 or 8% when compared with the FY 2019/20 Final Budget.

Significant areas with major changes between the FY 2019/20 Final Budget and the FY 2020/21 Requested Budget are as follows:

- Salaries and Benefits increase \$356,525 primarily due to negotiated salary increases and cost of living adjustments.
- Services and Supplies decrease \$1,804,156 primarily due to decrease in the cost of contracted vendors providing various services to clients, Special Departmental Expense and Office Supplies.
- Other Charges decrease \$704,657 primarily due to decrease in Services from Other Department, Building Maintenance and decrease in Data Processing.
- Capital Assets increase \$271,450 primarily due to the requested replacement of vehicles with high mileage
 - 10 Interceptor Replacement Vehicles
 - Cafeteria Equipment - \$12,000
 - 1 Full Metal Detector – 10,000
- Other financing decrease \$403,567 overall due to the completion of various projects handled by the Capital Projects.
- County Wide Cost Allocation Plan (COWCAP) decrease \$311,291 primarily based on changes in the plan.
- Revenue projections decrease \$742,033 overall due to decrease in revenues from state-funded programs.

Staffing changes reflected in the Requested Budget include the following:

- Delete ten (10) FTE positions that are not immediate needs of the Department. The positions requested for deletion include:
 - 1 Account Clerk I
 - 2 Probation Detention Services Officer
 - 1 Probation Institution Supervisor
 - 6 Probation Correctional Officer I/II

County Administrator's Recommendations

This budget is recommended as submitted.

Pending Issues and Policy Considerations

There are no pending issues or policy considerations.

Department Head Concurrence or Appeal

The Department Head concurs with the Recommended Budget.

Public Defender

Lisa Bertolino Mueting

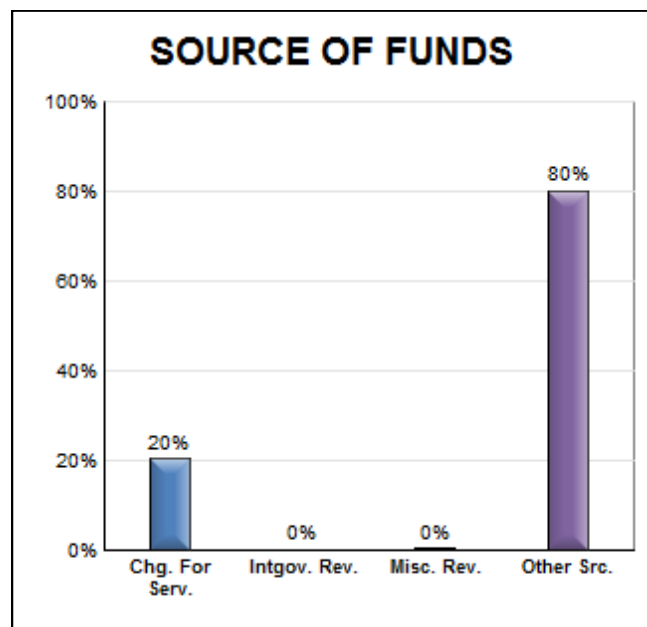
Public Defender

Fund: 001

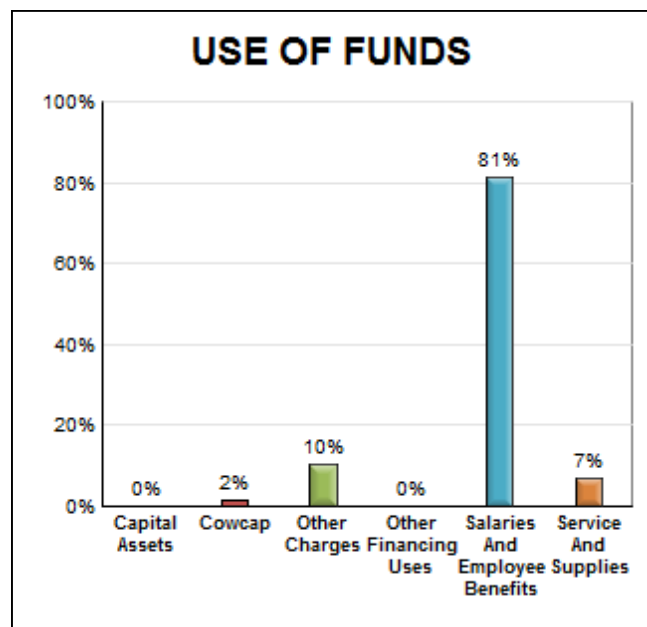
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SUMMARY OF APPROPRIATIONS AND REVENUES

	2018/19 ACTUALS	2019/20 FINAL BUDGET	2020/21 CAO RECOMMEND	VARIANCE
ACTIVITY APPROPRIATIONS:				
Judicial	\$10,556,738	\$11,957,943	\$12,707,098	\$749,155
TOTAL ACTIVITY APPROPRIATIONS	\$10,556,738	\$11,957,943	\$12,707,098	\$749,155
APPROPRIATIONS:				
Capital Assets	\$-	\$50,000	\$-	\$(50,000)
Cowcap	\$192,299	\$210,546	\$190,876	\$(19,670)
Other Charges	\$931,099	\$1,188,174	\$1,305,992	\$117,818
Other Financing Uses	\$1,352	\$1,406	\$1,462	\$56
Salaries And Employee Benefits	\$8,981,910	\$9,937,517	\$10,337,940	\$400,423
Service And Supplies	\$450,078	\$570,300	\$870,828	\$300,528
TOTAL APPROPRIATIONS:	\$10,556,738	\$11,957,943	\$12,707,098	\$749,155
REVENUES:				
Charges For Current Serv	\$102,748	\$100,002	\$100,002	\$-
Intergovernmental Revenue	\$56,293	\$44,941	\$3	\$(44,938)
Miscellaneous Revenue	\$862	\$204	\$203	\$(1)
Other Financing Sources	\$181,698	\$338,587	\$398,573	\$59,986
TOTAL REVENUES:	\$341,601	\$483,734	\$498,781	\$15,047
NET COUNTY COST	\$10,215,137	\$11,474,209	\$12,208,317	\$734,108



Source of Funds: Illustrates the major revenue accounts
Graph totals may be + / - 1 % of actual total due to rounding



Use of Funds: Illustrates the major expenditure accounts
Graph totals may be + / - 1 % of actual total due to rounding

Purpose

The Tulare County Public Defender provides constitutionally and statutorily mandated legal services to certain indigent citizens in cases where life or liberty interests are at stake.

Core Functions

The Tulare County Public Defender undertakes to provide competent, effective, ethical, and economical legal representation to individuals unable to afford private counsel in constitutionally and statutorily mandated cases where life or liberty interests are at stake. Such representation is mandated by the United States Constitution and California State law, primarily the Constitution, Government Code, Health and Safety Code, Penal Code, and Welfare and Institutions Code. The Public Defender participates as an active partner with other justice departments to ensure proper administration of justice for the citizens of Tulare County. Attorneys from the Public Defender's Office are typically appointed by the Tulare County Superior Court (Court) to represent:

- Adult defendants accused of crimes in misdemeanor and felony cases.
- Juveniles in delinquency cases.
- Mentally disabled individuals facing involuntary mental health commitments.
- Defendants facing incarceration in contempt of court cases arising out of a failure to obey civil court orders.

While enabling statutes mandate the work that the Public Defender must do, and the primary responsibility is to clients, the role as a Tulare County Department is actually broader. The Public Defender's Office is an integral part of the administration of justice for the citizens of Tulare County and takes the role as a criminal justice partner seriously, along with law enforcement agencies and Probation to ensure, to the extent possible, that just outcomes occur for its clients.

Organization

Deputy Public Defenders are the backbone of the Department. They handle case management and client contact from the inception of a case until final sentencing. They direct all of the action from client and witness interviews to initiating investigation requests, evaluating evidence, conducting legal research, and writing motions. Attorneys negotiate cases with their counterparts in the District Attorney's Office and with judges. When necessary, they try cases to juries or judges.

Investigators follow up on leads, interview witnesses, serve subpoenas, gather and analyze evidence, help create trial exhibits, advise attorneys, and strategize trial tactics. They often act as witness coordinators for attorneys who are in trial, sit at counsel table as the defense investigating officer, and sometimes testify in court.

Support staff open and close files, answer telephones, and maintain a case management database program. Legal support staff includes paralegals and law clerks who assist attorneys with legal research, writing and provide trial support on complex matters including death penalty cases. Interviewers make initial client intake contact. Social workers provide a variety of services, both before and after convictions for all clients. The Department's Accountant and Account Clerk process payroll and all departmental financial transactions. Administrative, personnel and budget tasks are handled by the Staff Services Analyst and Accountant.

The Public Defender has offices in the Visalia Courthouse, Porterville and the Juvenile Justice Complex. While there is some overlap in duties, most attorneys have specifically defined assignments:

- Felony attorneys handle the most serious cases. Felony charges, upon conviction, can lead to state prison sentences. Felony crimes include drug offenses, sex crimes, robbery and burglary, serious assaults, and murder.
- Misdemeanor attorneys range in experience from recent law school graduates who have just passed the Bar Exam to lawyers with a few years of criminal law experience. Upon conviction for a misdemeanor, a client may serve a maximum of one year in the county jail. These clients face a variety of less serious charges for crimes like driving under the influence of alcohol, petty theft, simple assaults, domestic violence, and some drug offenses.
- Juvenile and Pretrial Unit attorneys include:

- Three deputy attorneys and a supervising attorney are assigned to the Juvenile and Pretrial Unit. Department attorneys rotate into the Unit for at least a year. Juvenile work is highly specialized and requires specific training and additional mandatory education. These attorneys handle all phases of representing juveniles charged with criminal offenses. Consequences for these young clients can range from informal supervision in their homes, formal probation supervision, removal from their parents' control and custody with a commitment to a group home, local youth detention facilities or, as a final resort, to the State Division of Juvenile Facilities.
- Last day arraignments are held at the Pre-Trial Facility. Attorneys assigned to this court inform inmates of the charges against them, provide advice in entering pleas, and settle various, mostly older, cases that are in the client's best interest to quickly resolve.
- Civil attorneys do not carry exclusively civil caseloads. Instead, the civil cases are rotated between several lawyers. The weekly civil calendars include:
 - Conservatorship proceedings for individuals alleged to be unable to feed, clothe, or care for themselves because of a mental disorder or their advanced age.
 - Welfare and Institutions Code Section 6500 proceedings wherein developmentally disabled individuals are facing involuntary commitment to a state hospital.
 - Civil Contempt proceedings for people alleged to have willfully violated lawful court orders, primarily for failure to pay child support.
 - Certain guardianship and adoption cases.
 - Hearings for people involuntarily detained in mental health facilities or those involuntarily compelled to take psychotropic medications.
 - Hearings for people facing recommitments as sexually violent predators; those found not guilty by reason of insanity, but still deemed insane; and mentally disordered offenders.
- Specialty Court attorneys do not work exclusively in specialty courts. Instead, various lawyers are assigned to represent clients:
 - Drug Court is a "voluntary" specialty court for individuals with drug problems charged with a variety of non-violent offenses and who would otherwise likely be facing State prison or local incarceration. Instead, these individuals agree to a rigorous program of court-monitored and enforced drug treatment. Participants pay for the costs associated with their individual treatment in this program.
 - Proposition 36 "Recovery Court" is a statutorily mandated drug treatment program for all non-violent drug possession offenders. Upon successful completion of this court-ordered community-based treatment, the case against the defendant is dismissed.
 - Mental Health Court was developed as the result of the Department working closely with the Tulare County Superior Court, Probation Department, Mental Health Branch of the Health and Human Services Agency, and the District Attorney's Office to create a court dedicated to addressing the special needs of offenders with serious, persistent mental illnesses. The goal, modeled after the Drug Court, is to help these individuals maintain their treatment programs and stay crime-free through the provision of very intensive mental health services and intervention. The program has been operational since 2008.
 - Veterans Court provides veterans in the criminal justice system who suffer from Post-Traumatic Stress Disorder or other service-related mental health disorder with intensive, comprehensive treatment as an alternative to more traditional incarceration and punishment for certain kinds of offenses related to their diagnosed disorder. The Veterans Court has been operational since 2010.

The Public Defender's office in Porterville houses staff assigned primarily to the South County Justice Center.

Attorneys assigned to the Porterville office handle misdemeanor and felony criminal matters through trial and sentencing, all Welfare and Institutions Code section 6500 matters, and all the other appointed civil cases that are set in the South County Justice Center. Juvenile delinquency proceedings held in the South County Justice Center are handled by the Juvenile Attorney Team.

The office at the Juvenile Justice Center houses the Investigations Unit and a clerical support staff member.

Key Goals and Objectives Results in FY 2019/20

Safety and Security

Goal 1: Implement the changes in the law made by SB 1437 which significantly changed the law of Felony Murder and Probable Consequences Liability.

- **Objective 1** – Identify and contact individuals that are currently serving time in prison or are on parole for murder convictions that relied on these theories of criminal liability for their convictions by June 30, 2020. **Results:** This objective was completed. Department records were searched and other records were provided to the Department by other agencies to identify convicted defendants who might be eligible for relief under California Penal Code Section 1170.95.
- **Objective 2** – Assist those identified in filing the petition which requests resentencing under the new statutes enacted under this legislation by June 2020. **Results:** This objective was completed. In cases in which it was determined that the defendant is likely to be eligible for relief, the Department provided defendants with a copy of a petition for relief and instructions on completing it. In those cases, in which a petition for relief has been filed, the Department assisted in litigating it.

Goal 2: Improve processes and methods utilized in cases eligible for Mental Health Diversion.

- **Objective 1** – Working with professionals at Health and Human Services Agency, refer individuals that may qualify for Mental Health Diversion by December 2019. **Results:** This objective was completed. A contact person at the Public Defender's Office was identified to ensure effective communication with the Health and Human Services Agency that is consistent and up to date. Additionally, the Mental Health Diversion attended subcommittee meetings to voice the Department's thoughts, concerns, issues and success with the group of criminal justice partners. The Department reached out to professionals involved in mental health diversion for updates on clients, funding, and procedural updates.
- **Objective 2** – Public Defender Social Workers will identify other clients that may qualify for Mental Health Diversion. Social Workers will create treatment plans and assist other professionals with the development of treatment plans for clients that qualify for Mental Health Diversion by December 2019. **Results:** This objective was completed. Social Workers met with attorneys on a regular basis to discuss clients and their mental health history to determine if the client would be a good fit for the Mental Health Diversion program. Social workers assisted in enhancing existing treatment plans and helped interpret for the attorneys and for the court. Social workers wrote extensive memoranda and declarations to the Courts providing clinical background of individual cases and satisfying statutory criteria required to make prima facie findings for Mental Health Diversion.

Quality of Life and Economic Well-Being

Goal 1: Continue expanding the Clean Slate Program which provides Tulare County citizens an opportunity to have previous criminal convictions reduced to less-serious offenses and/or an opportunity to have criminal records expunged. The provisions of Proposition 47 are due to expire, or sunset, in 2022, making this outreach very time-sensitive.

- **Objective 1** – Expand outreach to community citizens allowing for greater opportunities for employment, housing, and government benefits to encourage self-sufficiency and improve quality of life by June 2020. **Results:** This objective was completed. Department staff attended numerous events providing information about these services throughout FY 2019/20. The Department filed numerous motions for felony cases and advised many misdemeanants seeking this relief.
- **Objective 2** – Provide training to other service entities so they can provide the necessary information and assist Tulare County citizens in obtaining this relief by June 2020. **Results:** This objective was completed with eight training presentations provided in the community in FY 2019/20.

Organizational Performance

Goal 1: Improve training for attorneys new to criminal defense practice.

- **Objective 1** – Create a practice guide for internal use that identifies the most important and relevant topics that should be included, and present these succinctly with referrals and links to other tools by January 2020. **Results:** This objective was partially completed. The manual should be completed by August 2020, and will be made available to all attorneys at that time.
- **Objective 2** – Update and finalize a packet for new attorneys with documents, forms, and referrals by December 2019. **Results:** This objective was not completed. The objective should be updated and finalized by March 2021. Of note is that this tool will need to be updated regularly due to changes in the law.
- **Objective 3** – Update presentations about specialty courts to reflect changes in the law by October 2019. **Results:** This objective was completed. Training was provided for Deferred Entry of Judgment, Recovery Court, Drug Court, Mental Health Court, Veterans' Diversion and Veterans' Court.

- **Objective 4** – Update and better organize shared folders and drives. Determine what topics should be included and update the information by February 2020. **Results:** This objective was completed. The shared legal drive was reorganized so that all documents were in appropriate folders.
- **Objective 5** – Create mini-modules of training to be presented at misdemeanor team meetings by December 2019. These trainings will provide an update or introduction to an area of law that can be reviewed on a more frequent basis. **Results:** This objective was not completed. The mini-modules concept was abandoned and not proving practical for the topics that the misdemeanor attorneys must be proficient in. It has been determined that detailed presentations under our continuing education programs and resources, must continue as the primary tool for educating our novice attorneys.

Goal 2: Clearly identify goals and expectations for clerical unit.

- **Objective 1** – Create a manual for clerical team that identifies tasks that must be performed and time lines and expectations for completion of those tasks by June 2020. **Results:** This objective was completed. Manuals for the clerical team were created for Conservatorship and Juvenile caseloads.

Other Accomplishments in FY 2019/20

- Planned and coordinated with General Services Agency to develop and open new offices for the Public Defender in Porterville.
- Created and implemented a health and security plan to deal with many issues created by the COVID-19 pandemic.
- Instituted procedures through the use of video conferencing to enable remote hearings safeguarding the health of department attorney personnel and public members.
- Four management staff members completed the CSAC credential training course and became California County Senior Executives Institute credentialed.

Key Goals and Objectives for FY 2020/21

Organizational Performance

Goal 1: Create a team approach to death penalty representation to support attorneys and staff handling capital cases.

- **Objective 1** – Create an in-house system that allows attorneys and staff with capital cases to brainstorm and work together while preparing their cases by December 2020.
- **Objective 2** – Create an in-house mentoring system for capital case attorneys and staff to support employees working on their first capital case by December 2020.

Goal 2: Clearly identify goals and expectations for clerical unit.

- **Objective 1** - Create manuals for clerical team identifying tasks that must be performed and timelines and expectations for completion for the adult criminal caseload and Drug Court/Recovery Court caseloads by June 2021.

Goal 3: Improve and continue training for all attorneys.

- **Objective 1** – Collaborate with other counties to utilize training resources, guides, materials, and vignettes by March 2021.
- **Objective 2** – Create in-house training schedules for continued education in trial advocacy, complex criminal litigation, immigration law, and specialized litigation (such as conservatorships and 6500s) by March 2021.

Safety and Security

Goal 1: Implement additional strategies and safety measure to mitigate COVID-19 pandemic exposure.

- **Objective 1** – Update and contrive additional COVID-19 safety measures in the wake of COVID-19 protocols by August 2020.
- **Objective 2** – Implement regular department, office, management and attorney meetings utilizing a virtual meeting platform (such as Zoom) by October 2020.
- **Objective 3** – Provide continuing education and training through virtual platforms, both through in-house resources as well as outside agencies by June 2021.

Quality of Life and Economic Well-Being

Goal 1: Advance the directive of the Clean Slate Program, which provides Tulare County citizens an opportunity to have previous criminal convictions reduced to less-serious offenses and/or an opportunity to have criminal records expunged.

- **Objective 1** – Devise new and innovative methods for community outreach to allow for greater opportunities for employment, housing, and government benefits to encourage self-sufficiency by June 2021.
- **Objective 2** – Formulate an internal Committee to determine outreach and implementation of the program by August 2020. This Committee will also be tasked with outreach and collaboration with outside agencies with a similar vision.
- **Objective 3** – Continue to provide trainings to other service entities so that the information can be more widely broadcast within the community by June 2021.

Budget Request

The Requested Budget represents an overall increase of \$749,155 or 6% in expenditures and an increase of \$15,047 or 3% in revenues when compared with the FY 19/20 Final Budget. As a result, the Net County Cost increased \$734,108 or 6% when compared with the FY 19/20 Final Budget.

Significant areas with major changes between the FY 2019/20 Final Budget and the FY 2020/21 Requested Budget are as follows:

- Salaries and Benefits increase by \$400,423, which is primarily based on increases in salaries, benefits, and Pension Obligation Bond costs.
- Services and Supplies increase by \$300,528, primarily based on lease expense for Cornerstone Building.
- Other Charges increase by \$117,818, primarily due to increases in Workers' Compensation, Data Processing, General Services, and Liability Insurance.
- Capital Assets decrease \$50,000 based on no capital assets being purchased in FY 2020-21.

Staffing changes reflected in the Requested Budget include the following:

- No staffing changes requested.

Staffing changes reflected in the Requested Budget that were approved by the Board of Supervisors with an effective date after April 12, 2020, until the publication of this book include the following:

- Add 1 FTE position pursuant to Board resolution 2020-0170 to address increased demands of case plans required to be completed by a licensed professional.
 - 1 Social Worker – Licensed

County Administrator's Recommendations

This budget is recommended as submitted.

Pending Issues and Policy Considerations

There are no pending issues or policy considerations.

Department Head Concurrence or Appeal

The Department Head concurs with the Recommended Budget.

Resource Management Agency

Reed Schenke

Director

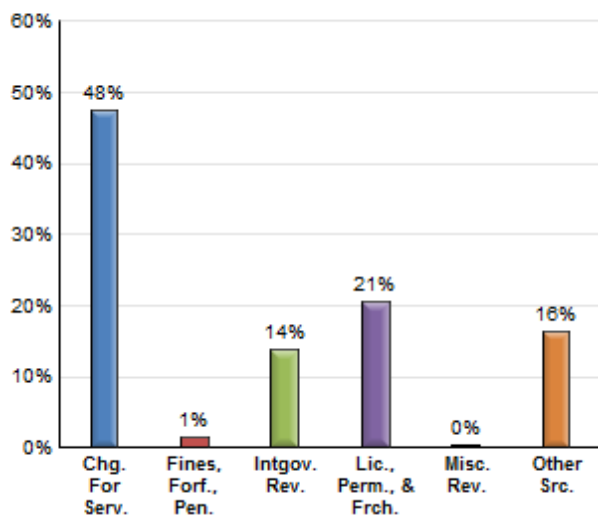
Fund: 001

Agency: 230

SUMMARY OF APPROPRIATIONS AND REVENUES

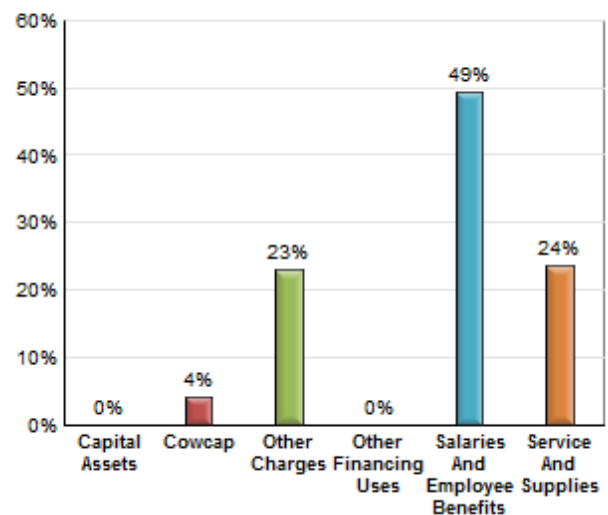
	2018/19 ACTUALS	2019/20 FINAL BUDGET	2020/21 CAO RECOMMEND	VARIANCE
ACTIVITY APPROPRIATIONS:				
Flood Control And Soil And Wat	\$523,493	\$1,363,620	\$1,363,301	\$(319)
Other Assistance	\$447,032	\$367,769	\$1,491,495	\$1,123,726
Other General	\$2,182,556	\$2,906,281	\$2,689,105	\$(217,176)
Other Protection	\$3,320,617	\$4,482,156	\$3,897,741	\$(584,415)
Protection Inspection	\$3,424,373	\$4,144,990	\$4,051,429	\$(93,561)
TOTAL ACTIVITY APPROPRIATIONS	\$9,898,071	\$13,264,816	\$13,493,071	\$228,255
APPROPRIATIONS:				
Capital Assets	\$137,261	\$150,000	\$12,000	\$(138,000)
Cowcap	\$469,169	\$447,058	\$567,483	\$120,425
Other Charges	\$2,235,078	\$2,972,648	\$3,094,188	\$121,540
Other Financing Uses	\$16,478	\$-	\$-	\$-
Salaries And Employee Benefits	\$5,670,056	\$7,194,661	\$6,641,105	\$(553,556)
Service And Supplies	\$1,370,029	\$2,500,449	\$3,178,295	\$677,846
TOTAL APPROPRIATIONS:	\$9,898,071	\$13,264,816	\$13,493,071	\$228,255
REVENUES:				
Charges For Current Serv	\$4,126,372	\$5,811,749	\$5,420,987	\$(390,762)
Fines,Forfeit.,Penalties	\$227,800	\$125,000	\$157,500	\$32,500
Intergovernmental Revenue	\$422,007	\$514,386	\$1,571,612	\$1,057,226
Lic.,Permits & Franchise	\$2,635,577	\$2,639,000	\$2,354,700	\$(284,300)
Miscellaneous Revenue	\$13,543	\$51,002	\$41,000	\$(10,002)
Other Financing Sources	\$1,216,943	\$1,863,400	\$1,860,000	\$(3,400)
TOTAL REVENUES:	\$8,642,242	\$11,004,537	\$11,405,799	\$401,262
NET COUNTY COST	\$1,255,829	\$2,260,279	\$2,087,272	\$(173,007)

SOURCE OF FUNDS



Source of Funds: Illustrates the major revenue accounts
Graph totals may be + / - 1 % of actual total due to rounding

USE OF FUNDS



Use of Funds: Illustrates the major expenditure accounts
Graph totals may be + / - 1 % of actual total due to rounding

Purpose

The purpose of the Resource Management Agency (RMA) is to provide efficient and effective public service in the areas of planning, engineering, development, construction, and building through its three branches: Economic Development and Planning, Public Works, and Fiscal Services.

Core Functions

- Maintain a Strategic Management System approach based on a business model, emphasizing timely project delivery with a high degree of quality.
- Maintain and implement a comprehensive General Plan, Zoning Ordinance, and Ordinance Code relating to matters affecting the public health, safety, and general welfare of the residents of Tulare County.
- Provide community-based improvement projects that benefit the residents of Tulare County, including, but not limited to, projects involving safe routes to schools, complete streets, bike and pedestrian paths, water, and wastewater infrastructure, and parks.
- Improve and maintain the County's transportation infrastructure to benefit the residents of Tulare County, including, but not limited to, projects involving road widenings, road rehabilitation, bridge replacement, bridge rehabilitation, and transit facilities and services.

RMA's vision is to serve as a model of customer service and expeditious project processing through collaborative team-based management, employee empowerment, continuous business process improvement, technological innovation, professional competence, multi-level communication, mutual respect, integrity, and an agency-wide commitment to professional excellence.

RMA's mission is to support Tulare County's economic well-being and quality of life initiative by being "Open for Business"; by effectively managing natural and developing resources, and by committing to delivery of timely and cost-effective public services.

- The Economic Development and Planning Branch includes the Economic Development Office; Permit Center Division; Environmental Planning Division; Special Projects Division; Project Processing Division; and Building and Housing Division.
- The Public Works Branch includes the Road Maintenance Management Group; Design Development and Construction Management Group; Special Programs Management Group; and Surveyors Group.
- The Fiscal Services Branch includes the Accounting, Human Resources, and Payroll Divisions.

Key Goals and Objectives Results in FY 2019/20**Economic Well-Being**

Goal 1: Promote the economic well-being of the residents and businesses within the unincorporated area of Tulare County.

- **Objective 1** – Work with a minimum of ten Tulare County existing companies by way of the Business Expansion and Retention (BEAR) Program by June 2020. **Results:** This objective was completed. Staff met with several businesses throughout the year to highlight resources available through the program.
- **Objective 2** – Attract business to Tulare County by directly marketing to a minimum of ten targeted companies by June 2020. **Results:** This objective was completed. Outreach was done throughout the year via in person meetings, attendance at expositions, and online to promote Tulare County's development opportunities.
- **Objective 3** – Work with companies on business development that results in the creation of at least 75 jobs by June 2020. **Results:** This objective was completed. Worked with existing businesses throughout the year on various expansion projects, and brought in new businesses that ultimately led to the creation more than 400 jobs, many of which were in alternative energy production.
- **Objective 4** – Complete the Monument Preservation Project to preserve, recover, and restore monuments of the fifth standard parallel of the Public Land Survey System within Tulare County to perpetuate the monuments which define land boundaries in the County by June 2020. **Results:** This objective was not completed. Survey division has hired an extra help land surveyor to assist with the completion of the Survey Monument, and anticipates completing this objective in FY 2020/21.

Goal 1: Promote the public health, safety, and general welfare of the residents of Tulare County by implementing the County's General Plan 2030 Update through completion of major environmental, planning, development, and building initiatives.

- **Objective 1** – Complete the Community Plan updating process for the unincorporated communities of Cutler-Orosi, Springville, Lemon Cove, and the Area Plan for Kingsburg Urban Development Boundary by June 2020. **Results:** This objective was not completed. Lemon Cove Community Plan was completed and adopted by the Board of Supervisors in February 2020, Cutler-Orosi Community Plan had extensive public outreach in fall 2019, and staff completed the draft rezoning plan. General Plan initiatives (GPI) for Kingsburg initial public outreach meeting was conducted in fall 2019 and the Springville Community Plan Update was initiated by the Board of Supervisors in April 2020. Public outreach was delayed due to the COVID-19 pandemic.
- **Objective 2** – Implement the Animal Confinement Facilities Plan (ACFP) (Dairy Plan) in FY 2019/20. **Results:** This objective was completed. A settlement agreement was reached in August 2019 and implementation for the plan has begun. A full-time dairy planner was hired in December 2019, an outreach plan and Animal Facilities website were created, and staff is working on a General Plan amendment and annual report.
- **Objective 3** – Continue to pursue enforcement of the Tulare County cannabis ordinance and monitor the implementation of industrial hemp throughout FY 2019/20. **Results:** This objective was completed. Code compliance have actively worked 237 cannabis cases. The Agricultural Commissioner will be monitoring industrial hemp.
- **Objective 4** – Issue 4,000 building permits by June 2020. **Results:** This objective was completed. RMA issued 3,516 building permits since April 2020 and it is anticipated that 4,000 building permits will be issued by June 2020.
- **Objective 5** – Complete 400 or more general code enforcement cases by June 2020. **Results:** This objective was completed. Code compliance has worked 450 cases of general code, substandard housing, and abandoned vehicles.
- **Objective 6** – Complete 440 planning and development projects, a 10% increase over the prior year's objective, by June 2020. **Results:** This objective was completed. RMA completed 430 cases in May 2020 and over 500 cases in June 2020.
- **Objective 7** – Provide land surveying services which contribute to the many public works projects to improve the safety and efficiency of transportation systems for people and goods. **Results:** This objective was completed. Land surveying services were provided to more than 60 public works projects, including two projects for Solid Waste.
- **Objective 8** – Develop and implement a General Plan amendment to address Sustainable Groundwater Management Act (SGMA) by June 2020. **Results:** This objective was completed and will be ongoing. GPI related to the Water Element was completed in December 2020. Staff commented on all Groundwater Sustainability Agency (GSA) Groundwater Sustainability Plans in Tulare County in 2019. The consultant contract is in progress and participation on technical advisory boards, on two GSA's, and in quarterly GSA manager meetings is ongoing.
- **Objective 9** – Develop and implement a General Plan Amendment to address the Safety Element in regards to adaptation and resiliency for drought and flood concerns under the Climate Action Plan (CAP) by June 2020. **Results:** This objective was completed and will be ongoing. GPI for General Plan update related to the updated Safety Element was completed in December 2019. A draft Matheny Tract Climate Adaptation and Resiliency Plan and community outreach are in progress. RMA is working with State OES on draft Safety Element Guidelines and have applied for a Proposition 84 Grant to assist in paying for work in April 2020.
- **Objective 10** – Develop and implement a General Plan amendment to address vehicle miles traveled under the updated California Environmental Quality Act (CEQA) by June 2020. **Results:** This objective was completed and will be ongoing. GPI for amendment to Traffic Element of the General Plan was completed in December 2019. Draft guidelines were completed by consultant and reviewed by staff. RMA initiated the public review process in May 2020 and utilized SB 2 funding to assist in paying for the study.
- **Objective 11** – Utilize increased code compliance staff to abate five substandard housing sites by June 2020. **Results:** This objective was not completed. RMA hired an additional three staff and have abated two major abatement sites.

Organizational Performance

Goal 1: Improve the organizational performance of RMA's Economic Development and Planning, Public Works, and Fiscal Services Branches by implementing RMA's Strategic Management System.

- **Objective 1** – Apply to Caltrans for approval of an Indirect Cost Rate Plan (ICRP) for Roads and Planning by June 2020. **Results:** This objective was completed. An ICRP was submitted in December 2019 and approved by the State in January 2020.
- **Objective 2** – Prepare timely and useful reports on KPI's within each branch of RMA to document progress on key projects and overall departmental efficiency by June 2020. **Results:** This objective was completed. KPI's have been established and are monitored through the production and dissemination of various internal reports by June 2020.
- **Objective 3** – Reduce the dependence on manual financial management by implementing Business Intelligence software to increase operational efficiencies by June 2020. **Results:** This objective was completed. Several manual reporting processes were modified using business intelligence software and efficiency was increased by June 2020.
- **Objective 4** – Identify two enhancement opportunities for the new RMA website by June 2020. **Results:** This objective was completed. A Point & Pay system was acquired allowing for payment via the RMA website and several permit and planning documents were added to the website by June 2020.
- **Objective 5** – Implement the updated electronic filing system plan for all divisions of RMA by June 2020. **Results:** This objective was not completed. An investigation into electronic filing system software solutions is underway, and it is anticipated that a new system will be acquired by December 2020.
- **Objective 6** – Utilize Key Performance Indicators (KPI's) for all general fund divisions to enhance management decision making by June 2020. **Results:** This objective was completed. Accounts payable processing was improved by utilizing KPI tracking of an invoice life in the system and building permit processing was improved by tracking the age of permit applications by December 2019.
- **Objective 7** – Develop a plan and implement it to utilize an unused module in RMA's main project cost accounting software by June 2020. **Results:** This objective was completed. A Wincams asset tracking module was implemented for better tracking of RMA assets by August 2019.
- **Objective 8** – Further develop a continuous improvement initiative to help identify efficiency in the fiscal service division by June 2020. **Results:** This objective was completed. The continuous improvement initiative is routinely discussed at management meetings and several sub tasks are developed routinely. In FY 2021 an automated report related to roads project cost tracking was created that eliminated a manually produced one by fiscal staff, saving several staff hours and providing information timelier to management.

Key Goals and Objectives for FY 2020/21

Organizational Performance

Goal 1: Improve the organizational performance of RMA's Economic Development and Planning, Public Works, and Fiscal Services Branches by implementing RMA's Strategic Management System.

- **Objective 1** – Apply to Caltrans for approval of an Indirect Cost Rate Plan (ICRP) for Roads and Planning by June 2021.
- **Objective 2** – Develop a plan to automate an RMA process or report and implement it by June 2021.
- **Objective 3** – Identify two continuous improvement initiatives to improve administrative efficiencies by June 2021.

Quality of Life

Goal 1: Promote the public health, safety, and general welfare of the residents of Tulare County by implementing the County's General Plan 2030 Update through the completion of major environmental, planning, development, and building initiatives.

- **Objective 1** – Complete the Community Plan updating process for the unincorporated communities of Cutler-Orosi, Springville, and the Area Plan for Kingsburg and Delano Urban Development Boundaries by June 2021.
- **Objective 2** – Increase utilization of electronic submission and approval of building and planning permits (E-Review) by June 2021.
- **Objective 3** – Develop and implement a General Plan Amendment to address vehicle miles traveled under the updated California Environmental Quality Act (CEQA) by June 2021.

Goal 1: Promote the economic well-being of the residents and businesses within the unincorporated area of Tulare County.

- **Objective 1** – Develop an Economic Development Strategic Plan for Tulare County by June 2021.
- **Objective 2** – Update the Tulare County Economic Development website to allow for more marketing opportunities and provide relevant resources to assist businesses by June 2021.
- **Objective 3** – Complete the Monument Preservation Project to preserve, recover, and restore monuments of the fifth standard parallel of the Public Land Survey System within Tulare County to perpetuate the monuments which define land boundaries in the County by June 2021.

Budget Request

The requested Budget represents an overall increase of \$228,225 or 2% in expenditures and an increase of \$401,262 or 4% in revenues when compared with the FY 2019/20 Final Budget. As a result, the Net County Cost decreased \$173,007 or 8% when compared with the FY 2019/20 Final Budget.

Significant areas with major changes between the FY 2019/20 Final Budget and the FY 2020/21 Requested Budget are as follows:

- Salaries and Benefits decrease \$553,556 primarily based on eliminating or salary saving existing full time and extra help position vacancies.
- Services and Supplies increase \$677,846 primarily based on increase in grant related expenses.
- Other Charges increase \$121,540 primarily based on increased expenses related to data processing internal service costs.
- Capital Assets decrease \$138,000 primarily based on a reduction of capital expenditures in FY 2020/21. The FY 2020/21 proposed expenditure of \$12,000 include the following:
 - Large Format Scanner – \$12,000
- Countywide Cost Allocation Plan (COWCAP) charges increase by \$120,425 based on changes in the Plan.
- Revenue projections increased \$401,262 primarily based on an increase in grant revenues.

Staffing changes reflected in the Requested Budget include the following:

- Delete 3 FTE positions. The requested deleted positions include:
 - 1 Economic Development Analyst I/II
 - 1 Office Assistant III
 - 1 Grant Specialist II

County Administrator's Recommendations

This budget is recommended as submitted.

Pending Issues and Policy Considerations

There are no pending issues or policy considerations.

Department Head Concurrence or Appeal

The Department Head concurs with the Recommended Budget.

Sheriff-Coroner

Mike Boudreaux

Sheriff-Coroner

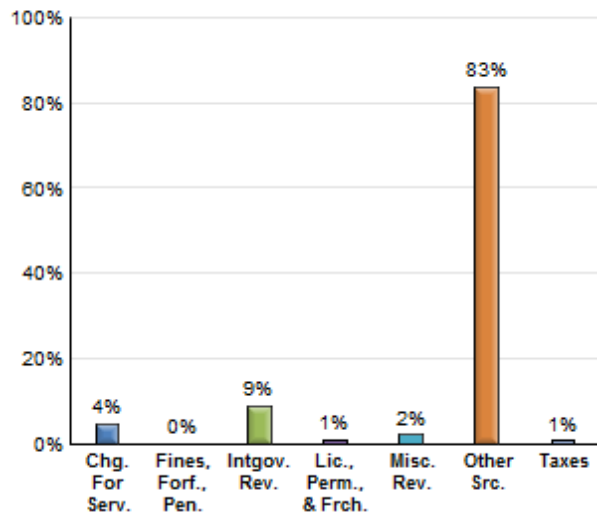
Fund: 001

Agency: 240

SUMMARY OF APPROPRIATIONS AND REVENUES

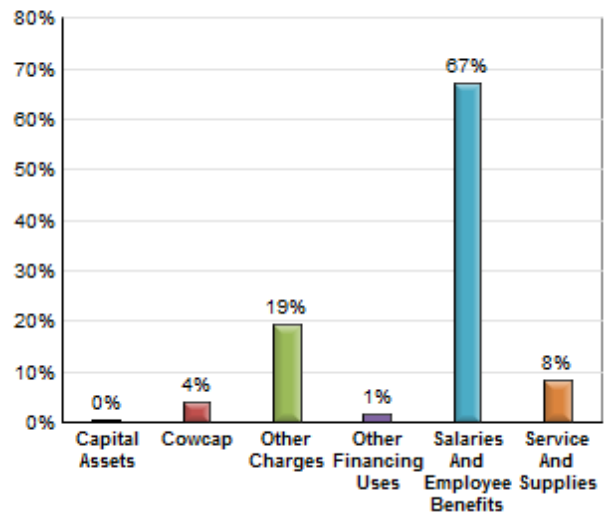
	2018/19 ACTUALS	2019/20 FINAL BUDGET	2020/21 CAO RECOMMEND	VARIANCE
ACTIVITY APPROPRIATIONS:				
Detention And Correction	\$49,844,343	\$57,014,999	\$55,589,010	\$(1,425,989)
Judicial	\$7,337,579	\$8,372,928	\$8,142,555	\$(230,373)
Police Protection	\$53,728,619	\$56,098,979	\$59,735,977	\$3,636,998
TOTAL ACTIVITY APPROPRIATIONS	\$110,910,541	\$121,486,906	\$123,467,542	\$1,980,636
APPROPRIATIONS:				
Capital Assets	\$861,150	\$430,706	\$460,954	\$30,248
Cowcap	\$3,151,806	\$4,367,264	\$4,775,574	\$408,310
Other Charges	\$19,385,253	\$22,599,755	\$23,793,331	\$1,193,576
Other Financing Uses	\$1,363,904	\$1,813,604	\$1,754,781	\$(58,823)
Salaries And Employee Benefits	\$77,087,111	\$83,246,886	\$82,636,339	\$(610,547)
Service And Supplies	\$9,061,317	\$9,028,691	\$10,046,563	\$1,017,872
TOTAL APPROPRIATIONS:	\$110,910,541	\$121,486,906	\$123,467,542	\$1,980,636
REVENUES:				
Charges For Current Serv	\$1,493,670	\$1,640,622	\$1,116,424	\$(524,198)
Fines,Forfeit.,Penalties	\$762	\$2,050	\$505	\$(1,545)
Intergovernmental Revenue	\$3,571,341	\$2,762,008	\$2,179,342	\$(582,666)
Lic.,Permits & Franchise	\$212,645	\$341,000	\$207,000	\$(134,000)
Miscellaneous Revenue	\$552,860	\$224,743	\$484,215	\$259,472
Other Financing Sources	\$18,267,028	\$21,978,044	\$20,837,891	\$(1,140,153)
Taxes	\$112,206	\$140,052	\$141,876	\$1,824
TOTAL REVENUES:	\$24,210,512	\$27,088,519	\$24,967,253	\$(2,121,266)
NET COUNTY COST	\$86,700,029	\$94,398,387	\$98,500,289	\$4,101,902

SOURCE OF FUNDS



Source of Funds: Illustrates the major revenue accounts
Graph totals may be + / - 1 % of actual total due to rounding

USE OF FUNDS



Use of Funds: Illustrates the major expenditure accounts
Graph totals may be + / - 1 % of actual total due to rounding

Purpose

The Tulare County Sheriff's Office (TCSO) is a State Constitutional Office headed by an elected Sheriff as prescribed in State Government Code 24000(b). The Sheriff is responsible for providing law enforcement services in the county including patrol of the unincorporated areas, traditional and cybercrime investigations, and custody of adult offenders. The Sheriff is also the Coroner, responsible for death investigations and conducting autopsies. The Sheriff's Office provides a variety of support services, including dispatch of law enforcement personnel, maintenance of criminal records, community outreach through crime prevention, youth services, and social media. The agency is divided into six divisions; each division is commanded by a Captain with two Assistant Sheriffs, each overseeing three divisions. The two Assistant Sheriffs report directly to the Undersheriff. The divisions are Investigations, Patrol, Operations Support, Administrative Services, Detentions, and Administrative Support.

Core Functions

- Provide patrol, coroner, civil, and investigation services to ensure the safety of people and property.
- Provide safe and secure detentions of people committed to the custody of TCSO.
- Provide search and rescue services.

Divisions

Investigations Division – The main activities of the Division include:

- Follow up investigations on crimes within the unincorporated areas of the county.
- Manage or a member of multi-agency domestic violence, narcotics and gang suppression units.
- Assist other local, State, and Federal agencies with criminal investigations.
- Provide crime analysis and statistical information.
- Provide public education and crime prevention presentations.
- Identify, collect, process, and preserve evidence from suspects, victims, and crime scenes.
- Provide Coroner's investigations of deaths and determine the circumstances and cause of death.

Patrol Division – The main activities of the Division include:

- Prevent and detect criminal activity while in marked vehicles, arresting those responsible for criminal activity.
- Create partnerships with the community and work to reduce not only criminality but also quality of life issues that perpetuate blight and crime utilizing the philosophy of community-based policing.
- Provide youth mentorship and avenues for growth through community outreach programs that provide positive role models and deterrence from gang involvement and crime.
- Community-based officers for community-oriented policing projects.
- School Resource Officer programs.
- Indian reservation coordination.

Operations Support Division – The main activities of the Division include:

- Assure the public is informed about crime investigations, programs, and other activities through social media and our public information officer.
- Provide air support services using aircraft and Unmanned Aerial Vehicles (Drones).
- Provide search and rescue operations for people lost or missing in remote areas.
- Provide rescue and recovery operations in rivers, lakes, and swift-water environments. Recover and preserve criminal evidence.
- Provide mutual aid coordination to other law enforcement agencies upon request.
- Patrol the waterways, perimeter campgrounds, and picnic areas of the lakes and rivers throughout the county.
- Youth services such as Explorers and the Police Activity League.

Administrative Services Division – The main activities of the Division include:

- Assure TCSO's operations are complying with federal, state, and local requirements.
- Investigate allegations of misconduct by personnel and oversee legal matters affecting the Department.
- Facilitate recruitment, hiring, and promotional processes.
- Suspected explosive device investigation through the EOD task force.
- Coordinate services provided by TCSO Volunteers, Chaplains, and Sheriff's Posse.
- Oversee vehicle fleet services.

Detentions Operations Division – The main activities of the Division include:

- Detain, transport, and house pre-trial and sentenced inmates to court and other locations as needed.
- Provide for the care and welfare of inmates to include mental health and medical care.
- Coordinate transportation and other custody-related issues with other criminal justice agencies.
- Manage the custody deputy jail training officer program.
- Manage the detentions K9 program to ensure contraband does not enter the facilities.
- Manage the Department's two jail construction grant projects, (California Assembly Bill 900 and California Senate Bill 1022).

Administrative Support Division – The main activities of the Division include:

- Produce beef, pork, eggs, vegetables, and other food products for use in the jail kitchen for inmate meals.
- Provide laundry service to inmates and warehousing of Sheriff's supplies for the jails.
- Conduct roadside litter, tire clean up, and graffiti abatement.
- Provide programs for inmates designed to increase their skills, education, and ability to function in the community without reverting to criminal activity.
- Provide alternatives to incarceration for eligible offenders. These include voluntary work assignments and/or participation in court-mandated treatment programs such as anger management and drug abuse prevention.
- Store and process crime reports and registration documents on gang members, sexual offenders, and other offenders legally required to register with law enforcement. Provide access to such documents by law enforcement personnel and the public in compliance with privacy and public disclosure laws.
- Provide 911 call services for county residents to report requests for law enforcement, emergency medical, and other urgent assistance.
- Coordinate all IT operations to include car computers, body worn cameras, in-car video systems, cell phones, video inmate conferencing, and other related IT at all Sheriff's facilities and mobile systems.
- Provide court security at courthouses throughout the county and serve court-related documents such as eviction notices, subpoenas and other legal notices.

Key Goals and Objectives Results in 2019/20

Safety and Security

Goal 1: The Human Trafficking Unit will conduct long-term investigations in Tulare County involving trafficking crimes (labor/juvenile).

- **Objective 1** – The Human Trafficking Unit long-term investigations will increase awareness and provide victims with assistance and gain successful prosecution of the suspects by June 2020. **Results:** This objective was completed.
- **Objective 2** – The Human Trafficking Unit will conduct an Operational four times a year and will work along our Cyber Crimes Unit to develop additional cases by June 2020. **Results:** This objective was completed.
- **Objective 3** – Locate victims of labor trafficking through education and investigative techniques by June 2020. **Results:** This objective was completed.

Economic Well-Being

Goal 1: With growing trends in computer/phone fraud, the Sheriff's Department will educate the public of scams and financial crimes.

- **Objective 1** – Create an educational portal on the Sheriff's Office public website to explain types of scams from local to international that include phone, internet and mail scams by June 2020. **Results:** This objective was not completed and is a work in progress. When the Department receives these cases, it immediately contacts Employee Public Relations Unit so alerts can be put out on the Sheriff's Office's social media platforms. This alert informs community members to the current scam. It is reactive to the crime but always informational. The Department will continue its effort and key goal for Fiscal Year 2020/21.
- **Objective 2** – Create a tri-fold pamphlet (Spanish and English) with the same information discussed and put out in the portal. This could be handed out at functions where the Sheriff's Office has set up information booths. These pamphlets could also be handed out through HHSA/Social Services to our elderly community (prominent victims) or left in mass at our assisted living facilities. This would include phone numbers to various law enforcement agencies, where a person could call and describe or explain a situation that may in fact be a scam. **Results:** This objective was completed.

Goal 1: Reduce Property and Violent Crimes in substation communities

- **Objective 1** – Continue to educate community members regarding theft deterrent measures and safety practices through community meetings and contact by June 2020. **Results:** This objective was completed.
- **Objective 2** – Continue to review daily, the crime stats for substation area and crime maps to determine community hot spots for crimes occurring. **Results:** This objective was completed.
- **Objective 3** – Community Based Organization's will conduct quarterly graffiti abatement details or as needed. The graffiti abatement details will include our Explorer program and any community volunteers. **Results:** This objective was completed.

Organizational Performance

Goal 1: Continue the change to the Violent Crimes Unit specific to the Homicide Unit review of Cold Cases.

- **Objective 1** – Use of new DNA technology (Genealogy type), specific to cases and DNA evidence which have a lengthy time-consuming process, on at least one case per month. **Results:** This objective was completed.
- **Objective 2** – Complete review of evidence on cold cases. With a reorganization and dedication to department cold cases, the Violent Crimes Unit will focus on new technology to find leads that were not available in the past. Due to the extensive background and time to investigate, the Violent Crimes Unit will handle four cold cases per year. **Results:** This objective was completed.

Other Accomplishments in FY 2019/20

- The Sheriff's Office opened the new \$72 million South County Detention Facility near the city of Porterville. The 100,000 square foot facility has four units branching off of one central control station, transitional housing, a kitchen, bakery, classrooms, laundry room, medical area and much more. The facility can house up to 519 inmates.
- The Sheriff's Office partnered with the District Attorney's Office and Family Services to expand human trafficking investigations to include labor trafficking, and victims working in the fields or rural intersections selling produce and flowers.
- The Sheriff Office launched Operation Stray Bullet after an 8-year-old girl was shot and wounded in Seville. The operation went after Norteño Criminal Street Gang members and associates who were responsible for more than 30 drive-by shootings and other violent crimes. More than two dozen suspects were arrested, including the man who shot the girl in Seville. Also, two men and a 17-year-old male who were arrested for the murder last summer in Cutler. Detectives seized 12 pounds of methamphetamine, 150 pounds of processed marijuana, half pound of black tar heroin, 18 firearms, four assault rifles, one grenade, two silencers and two stolen vehicles.
- A Sheriff's Deputy made a traffic stop in Pixley for a car without a front license plate. The deputy ended up arresting two men in the largest drug bust in the history of the Tulare County Sheriff's Office. More than 160 pounds of methamphetamine and approximately 300 fentanyl pills were confiscated.
- The Sheriff initiated the construction process for a new 58,570 square-foot detention facility that will be located mostly where the Men's Correctional Facility was located. The new facility will house 256 adult inmates with six dormitory housing units, multiple program rooms for self-help, and rehabilitation and education programs to reduce recidivism.

Key Goals and Objectives for FY 2020/21

Organizational Performance

Goal 1: Conduct Team Building Workshop for Personnel in Management

- **Objective 1** – All sworn and non-sworn personnel in a management position will be mandated to attend a uniquely designed Team Building Workshop as a group. The POST instructor and Sheriff will coordinate with one another ahead of time on the curriculum pursuant to overall needs and lessons for the attendees to gain improved organizational performance by June 2021.

Safety and Security

Goal 1: Partner with HHSA to create/expand the collaboration of Deputies from the HEART Unit with Behavior Health specialists (Clinician/Crisis).

- **Objective 1** – Establish a working model for Deputy/Behavioral Health to respond to calls for service that are identified as behavioral health in nature by June 2021.
- **Objective 2** – Establish training classes for deputies to become familiar with symptoms/signs/behaviors of persons with behavioral health challenges (CIT 8 hours) by June 2021.
- **Objective 3** – Establish training classes for Behavioral Health personnel to become familiar with law enforcement procedures/practices such as officer safety, situational awareness, and communications (Radio) by June 2021.

Quality of Life

Goal 1: Continue to collaborate and educate the community on safety practices when symptoms of illness present themselves.

- **Objective 1** – Through partnerships, educate the community on the benefits of health practices: washing hands, distancing, staying home when symptoms are present, and utilizing face coverings when appropriate.

Economic Well-Being

Goal 1: Implement Firearm Force Option Modernization & Annual Training Cost Improvement

- **Objective 1** – Obtain, develop, train, and implement a department-wide transition of sworn personnel from departmentally-issued Glock handguns in 40/45 caliber; to the issuance, possession and use of Sig Sauer handguns – all in 9mm. Glock handguns to be phased out by June 2021.
- **Objective 2** – Increase firearm compatibility amongst staff, and reduce annual ammunition expenditures in comparison to previous fiscal years.

Budget Request

The Requested Budget represents an overall increase of \$1,980,636 or 2% in expenditures and a decrease of \$2,121,266 or 8% in revenues when compared with the FY 2019/20 Final Budget. As a result, the Net County Cost increased \$4,101,902 or 4% when compared with the FY 2019/20 Final Budget.

Significant areas with major changes between the FY 2019/20 Final Budget and the FY 2020/21 Requested Budget are as follows:

- Salaries and Benefits decrease \$610,547 primarily based on increased salary savings, a decrease in overtime and deletion of positions.
- Services and Supplies increase \$1,017,872 primarily for the Motorola project.
- Other Charges increase \$1,193,576 primarily based on General Liability and Utilities expense
- Capital Assets increase \$30,248 primarily based on rollover of the Department's capital expenditures that were budgeted but not received prior to the end of FY 2019/20. The FY 2020/21 proposed expenditures of \$460,954 includes the following:

- 1- Brief Cameral Surveillance Video \$60,476
- 2- XAMS Spotlight \$27,666
- 1- Berla \$32,084
- 1- Aviation Radio \$148,565

The following capital assets were approved by the Board of Supervisors prior to the publication of this book.

- 1- Boat \$109,523
- 5- Decontamination Equipment \$82,640

- Countywide Cost Allocation Plan (COWCAP) increase of \$408,310 overall based on changes in the Plan.
- Revenue projections decrease by \$2,121,266.

Staffing changes reflected in the Requested Budget include the following:

- Delete 1 FTE position that was previously grant funded in the Patrol Division.
 - 1 Sheriff's Deputy II
- Delete 14 FTE positions that were previously funded by the Criminal Justice Realignment (AB109)
 - 5 Detention Service Officer
 - 1 Inmate Programs Specialist
 - 1 IT Desktop Technician III
 - 7 Sheriff's Correctional Deputies
- Delete 7 FTE positions that were identified as chronic vacancies
 - 3 Detention Service Officer
 - 1 IT Desktop Technician II
 - 1 Food & Laundry Service Manager
 - 1 Cook III
 - 1 Vocational Grounds Maintenance Supervisor

County Administrator's Recommendations

This budget is recommended as submitted.

Pending Issues and Policy Considerations

There are no pending issues or policy considerations.

Department Head Concurrence or Appeal

The Department Head concurs with the Recommended Budget.

Citizens' Option for Public Safety (COPS)

Mike Boudreaux

Sheriff-Coroner

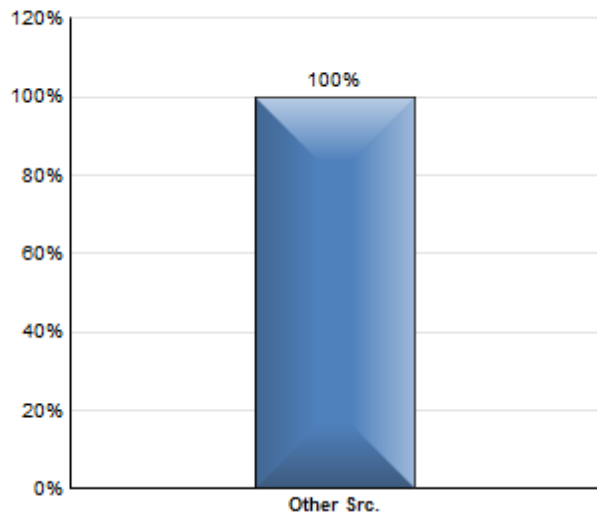
Fund: 001

Agency: 260

SUMMARY OF APPROPRIATIONS AND REVENUES

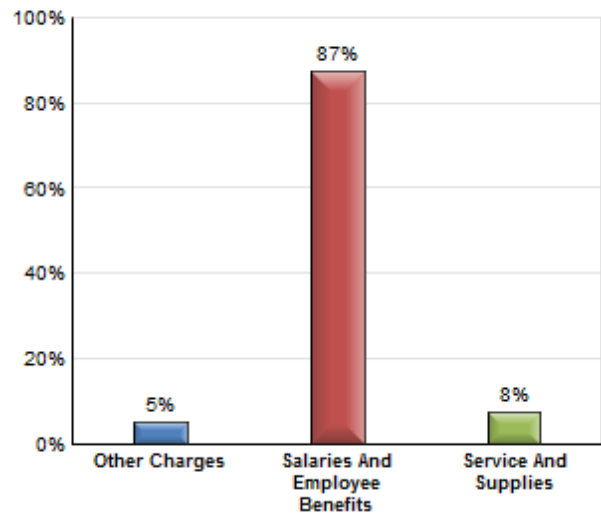
	2018/19 ACTUALS	2019/20 FINAL BUDGET	2020/21 CAO RECOMMEND	VARIANCE
ACTIVITY APPROPRIATIONS:				
Detention And Correction	\$247,339	\$266,687	\$276,763	\$10,076
Judicial	\$153,720	\$211,612	\$339,594	\$127,982
Police Protection	\$315,783	\$430,623	\$428,293	\$(2,330)
TOTAL ACTIVITY APPROPRIATIONS	\$716,842	\$908,922	\$1,044,650	\$135,728
APPROPRIATIONS:				
Other Charges	\$8,387	\$9,098	\$53,824	\$44,726
Salaries And Employee Benefits	\$708,455	\$899,824	\$910,826	\$11,002
Service And Supplies	\$-	\$-	\$80,000	\$80,000
TOTAL APPROPRIATIONS:	\$716,842	\$908,922	\$1,044,650	\$135,728
REVENUES:				
Other Financing Sources	\$533,839	\$725,200	\$863,258	\$138,058
TOTAL REVENUES:	\$533,839	\$725,200	\$863,258	\$138,058
NET COUNTY COST	\$183,003	\$183,722	\$181,392	\$(2,330)

SOURCE OF FUNDS



Source of Funds: Illustrates the major revenue accounts
Graph totals may be + / - 1 % of actual total due to rounding

USE OF FUNDS



Use of Funds: Illustrates the major expenditure accounts
Graph totals may be + / - 1 % of actual total due to rounding

Purpose

The Citizens' Option for Public Safety (COPS) was established through Assembly Bill 3229, Chapter 134, Statutes of 1996. The funding requires the enactment of Supplemental Law Enforcement Services Funds, for use by the County Sheriff for front-line and jail operations and by the County District Attorney for criminal prosecutions.

Core Functions

Front-Line Operations Support

- Sheriff's field personnel are utilized in various patrol assignments throughout Tulare County.

Jail Operations

- Sheriff's detention supervisory personnel are assigned to the detention facilities to provide staff supervision.

District Attorney

- District Attorney personnel are used for prosecution of criminal offenders.

Key Goals and Objectives Results in FY 2019/20

Safety and Security

Goal 1: Utilize the COPS funds to maintain staffing levels in Patrol and Detention Divisions and to allow the Department to address its community policing goals. **Results:** This objective was completed.

Organizational Performance

Goal 1: Work with local governmental organizations to ensure Tulare County continues to receive annual funding. **Results:** This objective was completed.

Key Goals and Objectives for FY 2020/21

Safety and Security

Goal 1: Utilize the COPS funds to maintain staffing levels in Patrol and Detention Divisions and to allow the Department to address its community policing goals.

Organizational Performance

Goal 1: Work with local governmental organizations to ensure Tulare County continues to receive annual funding.

Budget Request

The requested budget represents an overall increase of \$135,728 or 15% in expenditures and an increase of \$138,058 or 19% in revenues when compared with FY 2019/20 Final Budget. As a result, the Net County Cost was decreased by \$2,330 or 1% when compared with FY 2019/20 Final Budget.

Significant areas with major changes between the FY 2019/20 Final Budget and the FY 2020/21 Requested Budget are as follows:

- Services and Supplies increase by \$80,000 is primarily due to license renewal, equipment purchases and training to support BOI Forensic Data Unit for the District Attorney's Office.

- Other Charges increase by \$44,726 is primarily due to anticipated administrative charge expense from the District Attorney's Office.
- Revenues increase by \$138,058 is primarily due to an increase to the Local Law Enforcement allocation as it will cover all the additional expenditures.

Staffing changes reflected in the Requested Budget include the following:

- No staffing changes requested.

County Administrator's Recommendations

This budget is recommended as submitted.

Pending Issues and Policy Considerations

There are no pending issues or policy considerations.

Department Head Concurrence or Appeal

The Department Head concurs with the Recommended Budget.

Rural Crime Prevention

Tim Ward

District Attorney

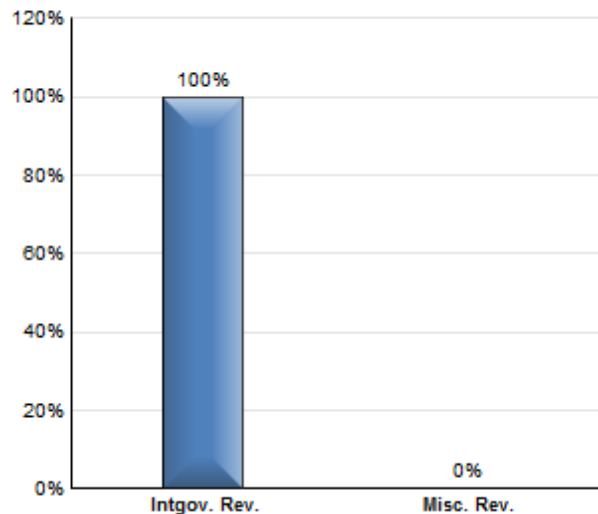
Fund: 001

Agency: 265

SUMMARY OF APPROPRIATIONS AND REVENUES

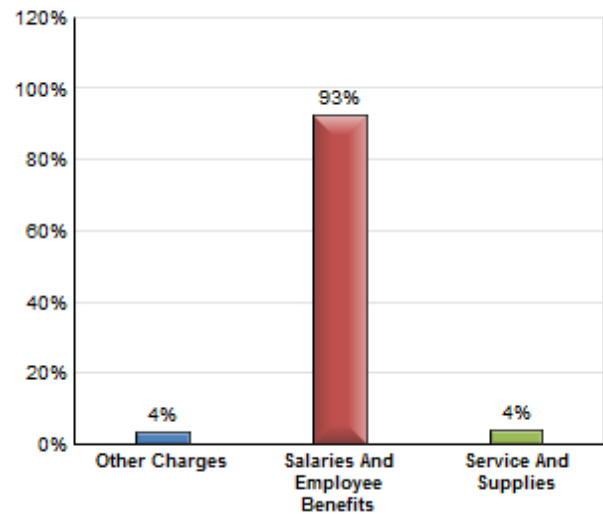
	2018/19 ACTUALS	2019/20 FINAL BUDGET	2020/21 CAO RECOMMEND	VARIANCE
ACTIVITY APPROPRIATIONS:				
Police Protection	\$593,604	\$669,392	\$716,442	\$47,050
Protection Inspection	\$-	\$-	\$-	\$-
TOTAL ACTIVITY APPROPRIATIONS	\$593,604	\$669,392	\$716,442	\$47,050
APPROPRIATIONS:				
Other Charges	\$4,194	\$9,098	\$25,679	\$16,581
Salaries And Employee Benefits	\$575,696	\$633,234	\$663,703	\$30,469
Service And Supplies	\$13,714	\$27,060	\$27,060	\$-
TOTAL APPROPRIATIONS:	\$593,604	\$669,392	\$716,442	\$47,050
REVENUES:				
Intergovernmental Revenue	\$597,408	\$669,392	\$716,442	\$47,050
Miscellaneous Revenue	\$-	\$-	\$-	\$-
TOTAL REVENUES:	\$597,408	\$669,392	\$716,442	\$47,050
NET COUNTY COST	\$(3,804)	\$0	\$0	\$0

SOURCE OF FUNDS



Source of Funds: Illustrates the major revenue accounts
Graph totals may be + / - 1 % of actual total due to rounding

USE OF FUNDS



Use of Funds: Illustrates the major expenditure accounts
Graph totals may be + / - 1 % of actual total due to rounding

Purpose

Former District Attorney Phil Cline created the Rural Crime Prevention Program decades ago to address the special needs of protecting Tulare County's rural agricultural infrastructure. The District Attorney's Office collaborates with Tulare County Sheriff's Office to meet the program objectives. The Program is funded through the County Local Revenue Fund 2011, Enhancing Law Enforcement Activities Subaccount (ELEAS) from the State of California. Tulare County has a special interest in protecting farmers and ranchers and is uniquely suited for such a program due to its heavy reliance on the agriculture industry. Tulare County consistently ranks in the top three counties in the nation in agricultural production and had \$7.2 billion in total crop value in 2018. Of the 3,158,400 acres of land in Tulare County, approximately 1,780,000 are used for agricultural activities.

Core Functions

- The Tulare County Sheriff's and District Attorney's Offices both provide investigative resources, while the District Attorney's Office provides prosecutorial resources to the Rural Crime Prevention Program in order to aggressively and collectively target offenders who prey on Tulare County's agricultural community.

Key Goals and Objectives Results in FY 2019/20

Safety and Security

Goal 1: Continue to successfully investigate and prosecute agricultural-related crimes in conjunction with the Tulare County Sheriff's Ag Crimes Unit.

- **Objective 1** – By June 2020, begin conducting site visits to monitor local recycling centers and scrapyards for early detection of the crime. **Results:** This objective was not completed. Due to a current staffing shortage and COVID-19 restrictions, this unmet objective will be deferred to FY 2020/21.

Goal 2: Continue with agricultural crimes prevention efforts through the use of technology and other available resources.

- **Objective 1** – By June 2020, seek opportunities to acquire solar-powered surveillance cameras to reduce equipment operations costs. **Results:** This objective was completed. The Department purchased battery powered surveillance cameras which are more cost-effective, yet also offer higher quality photos and improved technology.
- **Objective 2** – By June 2020, deploy bait equipment to keep Tulare County at the forefront of agricultural crimes prevention and investigations. **Results:** This objective was completed. A total of 12 pieces of bait equipment were deployed, resulting in two arrests. Investigators and Detectives spent a total of 7,664 hours in deploying bait equipment and investigating crimes associated with the deployed equipment.
- **Objective 3** – Continue offer services through the Owner Applied Number (OAN) system and increase equipment stamping to deter theft and provide service to the farm and ranching communities by June 2020. **Results:** This objective was completed. The Rural Crimes Unit completed 39 OAN stamping jobs to protect over 6,000 pieces of farming equipment. Through outreach efforts, the Unit issued 42 new OANs during June 2020.

Organizational Performance

Goal 1: Maintain a leadership role within the Central Valley Rural Crimes Task Force (CVRCTF) & California Rural Crimes Prevention Task Force (CRCPTF).

- **Objective 1** – By June 2020, identify potential threats to the farming communities and formulate strategies to curtail illegal activities such as trespassing with the use of technology. **Results:** This objective was not completed. After careful consideration, the department is abandoning this unmet objective due to a change in departmental priorities.

Other Accomplishments in FY 2019/20

- The Rural Crimes Unit personnel assisted the California Department of Food and Agriculture with a presentation regarding animal activist groups. The presentation was open to dairy farmers and ranchers

throughout Tulare County. Topics included the ever-increasing use of drones being used by animal activist groups and methods to identify potential bioterrorism activities.

- The Rural Crimes Unit hosted three CVRCTF meetings throughout the fiscal year. In attendance were over 80 members representing law enforcement agencies and private industry groups such as agriculture, security, and insurance sectors. These meetings offered an opportunity to collaboratively discuss current rural crime trends and brainstorm crime prevention ideas.
- The Rural Crimes Unit kept the CRCPTF informed on upcoming events, stolen equipment and wanted subjects.
- The Rural Crimes Unit hosted a successful week-long Rural Crimes School, graduating 37 students.

Key Goals and Objectives for FY 2020/21

Safety and Security

Goal 1: Continue to successfully investigate and prosecute agricultural-related crimes in conjunction with the Tulare County Sheriff's Ag Crimes Unit.

- **Objective 1** – By June 2021, begin conducting site visits to monitor local recycling centers and scrapyards for early detection of the theft.

Goal 2: Continue with agricultural crimes prevention efforts through the use of technology and other available resources.

- **Objective 1** – By June 2021, deploy ten or more pieces of bait equipment to keep Tulare County at the forefront of agricultural crimes prevention and investigations.
- **Objective 2** – Continue offering services through the Owner Applied Number system and increase equipment stamping to deter theft and provide service to the farm and ranching communities by June 2021.

Organizational Performance

Goal 1: Maintain a leadership role within the CVRCTF & CRCPTF.

- **Objective 1** – Continue hosting regular and annual CVRCTF meetings to improve collaboration among all rural crime prevention stakeholders.

Budget Request

The Requested Budget represents an overall increase of \$47,050 or 7% in expenditures and an increase of \$47,050 or 7% in revenues when compared with the FY 2019/20 Final Budget. As a result, the Net County Cost will remain the same as FY 2019/20 Final Budget.

Significant areas with major changes between the FY 2019/20 Final Budget and the FY 2020/21 Requested Budget are as follows:

- Other Charges increase \$16,581 primarily based on increases in motor pool cost due to the re-allocation of motor pool costs from the investigative staff.

Staffing changes reflected in the Requested Budget include the following:

- No staffing changes requested.

County Administrator's Recommendations

This budget is recommended as submitted.

Pending Issues and Policy Considerations

There are no pending issues or policy considerations.

Department Head Concurrence or Appeal

The Department Head concurs with the Recommended Budget.

Juvenile Justice Crime Prevention Act

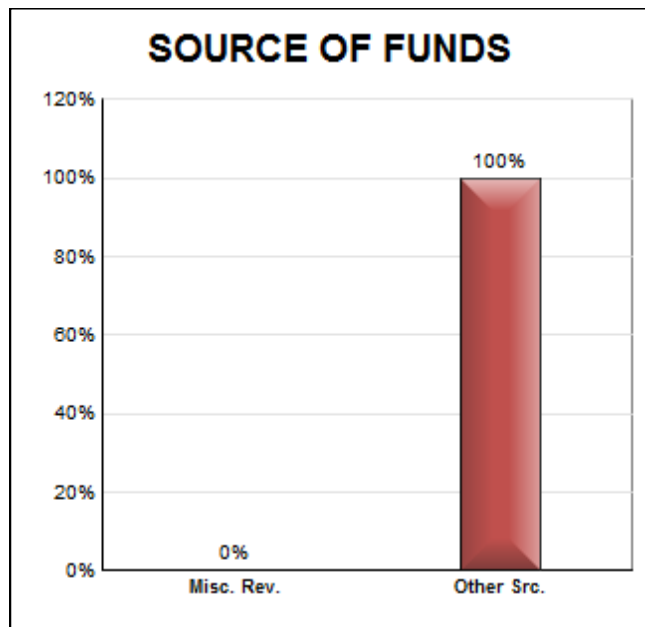
Michelle Bonwell
Chief Probation Officer

Fund: 001

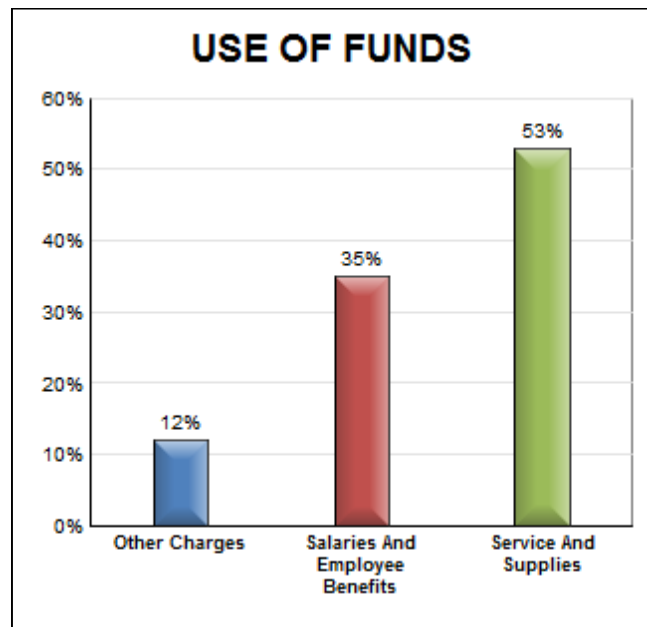
Agency: 280

SUMMARY OF APPROPRIATIONS AND REVENUES

	2018/19 ACTUALS	2019/20 FINAL BUDGET	2020/21 CAO RECOMMEND	VARIANCE
ACTIVITY APPROPRIATIONS:				
Detention And Correction	\$610,671	\$2,377,383	\$2,250,468	\$(126,915)
TOTAL ACTIVITY APPROPRIATIONS	\$610,671	\$2,377,383	\$2,250,468	\$(126,915)
APPROPRIATIONS:				
Other Charges	\$161,567	\$402,497	\$268,517	\$(133,980)
Salaries And Employee Benefits	\$289,949	\$771,083	\$790,310	\$19,227
Service And Supplies	\$159,155	\$1,203,803	\$1,191,641	\$(12,162)
TOTAL APPROPRIATIONS:	\$610,671	\$2,377,383	\$2,250,468	\$(126,915)
REVENUES:				
Miscellaneous Revenue	\$329	\$-	\$-	\$-
Other Financing Sources	\$610,341	\$2,377,383	\$2,250,468	\$(126,915)
TOTAL REVENUES:	\$610,670	\$2,377,383	\$2,250,468	\$(126,915)
NET COUNTY COST	\$1	\$0	\$0	\$0



Source of Funds: Illustrates the major revenue accounts
Graph totals may be + / - 1 % of actual total due to rounding



Use of Funds: Illustrates the major expenditure accounts
Graph totals may be + / - 1 % of actual total due to rounding

Purpose

This program was created by the passage of the California Assembly Bill 1913 (The Schiff-Cardenas Crime Prevention Act of 2000) and is funded yearly by the California State Legislature. The Tulare County Board of Supervisors approved and adopted the Tulare County Multi-Agency Juvenile Justice Plan in accordance with the empowering legislation. The Plan is updated by the Probation Department on an as-needed basis, reviewed by the Tulare County Juvenile Justice Coordinating Council, and submitted to the Board of State and Community Corrections for final approval. The funding is used to support a continuum of services that build upon the Department's capacity to reduce juvenile delinquency through prevention, early intervention, supervision, treatment, incarceration, and community reintegration programs. In an effort to prevent, control, and reduce further incursion into the Juvenile Justice System, resources are targeted on the following areas:

- Identification and implementation of evidence-based programs.
- Harm reduction and empathy skills.
- Relationships and participation skills.
- Resiliency and risk avoidance skills.
- Providing graduated sanctions or consequences that are proportionate to the offense and applying those sanctions or consequences swiftly, surely, and consistently.
- Supporting structured aftercare for juvenile offenders who are returning to their communities after a period of incarceration through counseling and supervision.

Core Functions

Juvenile Justice Crime Prevention

- Provide services designed to prevent juvenile delinquency through the provision of direct and indirect services throughout the community in cooperation with other agencies.

Family Preservation Services

The Family Preservation Program is designed to strengthen and unify the families of juveniles who have had contact with the Juvenile Justice System. This community-based program applies a model where the family unit is observed, evaluated, and treated together with the goal of keeping the family intact. The primary focus of this program is to identify the needs of both the juvenile and the family and to provide "wrap-around" support and intervention services in the home environment. This program utilizes strength-based, family-centered, intensive, individualized care planning, and management model strategies. Family Preservation also employs a team-based approach in the planning and implementation process, involving people who are instrumental in the formative years including, but not limited to: family members; social support networks; faith-based entities; service providers; and other community-based representatives. Positive outcomes include the development of problem-solving skills, coping skills, and self-efficacy of the youth and the family. Finally, there is an emphasis on integrating the juvenile into the community and building/maintaining the family's social support network. The program consists of three (3) FTE Deputy Probation Officers with a caseload ratio of 1:15.

Aftercare and Re-entry Programs

The Aftercare and Re-entry Programs were created to assist high-risk juvenile offenders in making a successful transition to home and community following a period of secure confinement, either locally or at the state level. The goal of these programs is to provide youth with the supervision and support services necessary for responsible decision-making including, but not limited to: supervision and counseling services; drug testing; compliance monitoring; community service; and family intervention.

Accountability in the Aftercare and Re-entry Programs is reinforced by a system of graduated sanctions that may include written assignments, increased counseling participation and/or drug testing, work program hours, or a return to the commitment program for additional confinement. These officers also work closely with forensic staff in an effort to identify individual patterns of alcohol and drug abuse, as well as emotional, mental health and family issues that may present adjustment difficulties.

Readiness for Employment through Sustainable Education (RESET) Program

The Readiness for Employment through Sustainable Education (RESET) Program of Tulare County provides job readiness skills and assists youth with the completion of their education. The youth are assessed for areas of interest and aptitude, then a determination is made as to which of our work partners can best help them take the first step toward completing high school diploma/equivalent and work readiness training. The RESET partners range from providing career counseling, exploration and guidance and helping youth navigate through their career goals.

Key Goals and Objectives Results in 2019/20

Organizational Performance

Goal 1: Expand case management system abilities to include improvements in data collection and analysis.

- **Objective 1** – Develop list of priority modifications requested by September 2019. **Results:** This objective was completed.
- **Objective 2** – Meet with stakeholders to discuss and develop an implementation plan by November 2019. **Results:** This objective was completed.
- **Objective 3** – Develop a phased implementation schedule by January 2020. **Results:** This objective was completed.

Goal 2: Evaluate levels of supervision to optimize officer efficiencies and delivery of service to clients.

- **Objective 1** – Evaluate Juvenile Assessment and Intervention System (JAIS) risk assessment results as they relate to risk and orientation identifiers by September 2019. **Results:** This objective was completed.
- **Objective 2** – Develop a supervision matrix based upon JAIS assessment results by November 2019. **Results:** This objective was completed. A JAIS supervision matrix in consultation with the National Council on Crime and Delinquency (NCCD) was developed by December 2019.
- **Objective 3** – Implement supervision matrix within the Juvenile Division by January 2020. **Results:** This objective was not completed due to COVID-19 pandemic; however, it was completed in June 2020.

Goal 3: Utilize JAIS assessment data to optimize Juvenile Supervision strategies.

- **Objective 1** – In addition to risk level, begin utilizing the unique orientation identifiers in the JAIS assessment tool to identify client supervision level needs by January 2020. **Results:** This objective was completed. A JAIS strategy matrix in consultation with NCCD was completed in March 2020.
- **Objective 2** – Begin preliminary evaluation of recidivism outcomes as they relate to JAIS risk level and orientation to improve supervision and service delivery practices by June 2020. **Results:** This objective was completed in June 2020.

Quality of Life

Goal 1: Improve outcomes for program youth as they transition from the in custody setting to their home environment.

- **Objective 1** – Streamline transitional planning to ensure continuity of care by October 2019. **Results:** This objective was completed. In October 2019, the Juvenile Detention Facility staff modified the multi-disciplinary team (MDT) meetings to include all applicable stakeholders.
- **Objective 2** – Increase parents/family engagement to support a successful transition by December 2019. **Results:** This objective was completed. Upon acceptance into the commitment program, a Deputy Probation Officer is assigned to each youth and remains assigned to the youth throughout the duration of their commitment and thereafter while on aftercare. The Deputy Probation Officer works collaboratively with the youth's parent from the time of acceptance to accurately identify the youth's needs and establish goals for the youth. As stated above, the youth's parent is invited to the Multi-Disciplinary Team (MDT) meeting to discuss and provide input regarding the transition plan.

- **Objective 3** – Engage community partners and/or natural supports in transitional planning to support successful reintegration by March 2020. **Results:** This objective was completed. Implemented MDT meetings by October 2019.

Other Accomplishments in FY 2019/20

- The Department, in collaboration with the Workforce Investment Board (WIB) provided the Readiness for Employment through Sustainable Education & Training (RESET) program to 72 youth. Of these, 22 obtained work experience/internships and 5 enrolled in advanced education. Due to COVID-19, the program has been temporarily suspended.

Key Goals and Objectives for FY 2020/21

Quality of Life

Goal 1: Increase local resources and treatment providers for juvenile offenders in order to reduce recidivism, maintain a continuity of care and/or avoid incarceration.

- **Objective 1** – Identify and recruit potential juvenile treatment service vendors by October 2020.
- **Objective 2** – Discuss and negotiate contracts for juvenile treatment services by March 2021.
- **Objective 3** – Enter into contract(s) with vendors by June 2021.

Budget Request

The Requested Budget represents an overall decrease of \$126,915 or 5% in expenditures and a decrease of \$126,915 or 5% in revenues when compared with the FY 2019/20 Final Budget. As a result, the Net County Cost remains constant when compared with the FY 2019/20 Final Budget.

Significant areas with major changes between the FY 2019/20 Final Budget and the FY 2020/21 Requested Budget are as follows:

- Other Charges decrease \$133,980 primarily due to decrease in cost of services from other departments.

Staffing changes reflected in the Requested Budget include the following

- No staffing changes requested.

County Administrator's Recommendations

This budget is recommended as submitted.

Pending Issues and Policy Considerations

There are no pending issues or policy considerations.

Department Head Concurrence or Appeal

The Department Head concurs with the Recommended Budget.

Miscellaneous Criminal Justice

Jason T. Britt

County Administrative Officer

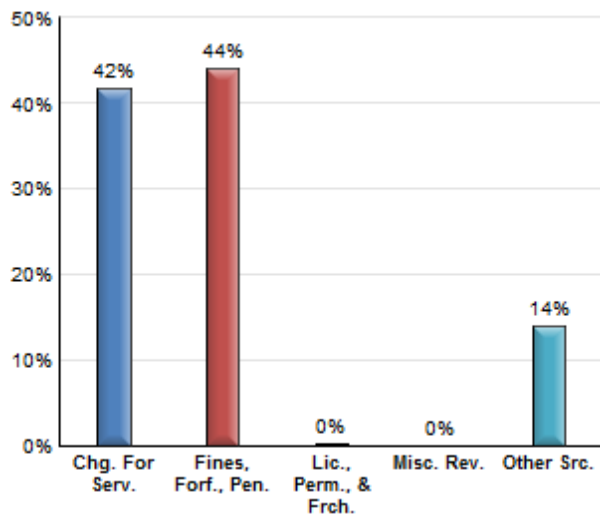
Fund: 001

Agency: 810

SUMMARY OF APPROPRIATIONS AND REVENUES

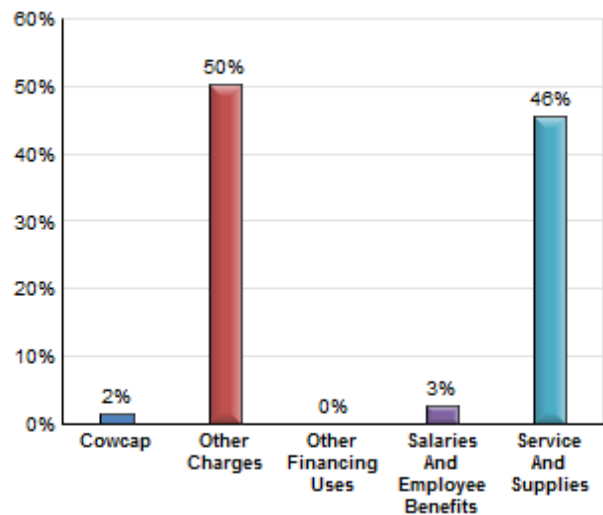
	2018/19 ACTUALS	2019/20 FINAL BUDGET	2020/21 CAO RECOMMEND	VARIANCE
ACTIVITY APPROPRIATIONS:				
Judicial	\$6,939,626	\$7,125,509	\$7,175,143	\$49,634
Police Protection	\$152,736	\$130,000	\$150,000	\$20,000
TOTAL ACTIVITY APPROPRIATIONS	\$7,092,362	\$7,255,509	\$7,325,143	\$69,634
APPROPRIATIONS:				
Cowcap	\$77,554	\$99,331	\$115,241	\$15,910
Other Charges	\$3,749,508	\$3,860,967	\$3,672,903	\$(188,064)
Other Financing Uses	\$5,298	\$5,510	\$5,730	\$220
Salaries And Employee Benefits	\$179,585	\$186,493	\$191,855	\$5,362
Service And Supplies	\$3,080,417	\$3,103,208	\$3,339,414	\$236,206
TOTAL APPROPRIATIONS:	\$7,092,362	\$7,255,509	\$7,325,143	\$69,634
REVENUES:				
Charges For Current Serv	\$2,224,904	\$2,286,653	\$2,255,496	\$(31,157)
Fines, Forfeit., Penalties	\$2,318,772	\$2,444,901	\$2,382,901	\$(62,000)
Lic., Permits & Franchise	\$9,680	\$11,000	\$11,000	\$-
Miscellaneous Revenue	\$89	\$100	\$100	\$-
Other Financing Sources	\$628,578	\$579,152	\$759,618	\$180,466
TOTAL REVENUES:	\$5,182,023	\$5,321,806	\$5,409,115	\$87,309
NET COUNTY COST	\$1,910,339	\$1,933,703	\$1,916,028	\$(17,675)

SOURCE OF FUNDS



Source of Funds: Illustrates the major revenue accounts
Graph totals may be + / - 1 % of actual total due to rounding

USE OF FUNDS



Use of Funds: Illustrates the major expenditure accounts
Graph totals may be + / - 1 % of actual total due to rounding

Purpose

This budget reflects justice system expenditures and revenues that are not included in other departmental budgets. These expenses include Tulare County's required Maintenance of Effort (MOE) payments to the State for operations of the Superior Court, the Conflict Defender contract, Court-ordered expenses, Grand Jury expenses, Law Library salary and benefit expenses, Court Transfer payments, and other Court expenses not included in State Court funding. Court Security costs are included in the Sheriff's Department budget.

Budget Request

The Requested Budget represents an overall increase of \$69,634 or 1% in expenditures and an increase of \$87,309 or 2% in revenues when compared with the FY 2019/20 Final Budget. As a result, the Net County Cost decreased \$17,675 or 1% when compared with the FY 2019/20 Final Budget.

Significant areas with major changes between the FY 2019/20 Final Budget and the FY 2020/21 Requested Budget are as follows:

- Services and Supplies increase \$236,206 primarily based on the increase to the Conflict Defender contract.
- Other Charges decrease \$188,064 primarily based on primarily decrease of maintenance costs.
- Countywide Cost Allocation Plan (COWCAP) increase \$15,910 primarily based on changes to the Plan.

Staffing changes reflected in the Requested Budget include the following:

- No staffing changes requested.

County Administrator's Recommendations

This budget is recommended as submitted.

Pending Issues and Policy Considerations

There are no pending issues or policy considerations.

Department Head Concurrence or Appeal

The Department Head concurs with the Recommended Budget.

Indigent Health Care

Timothy W. Lutz

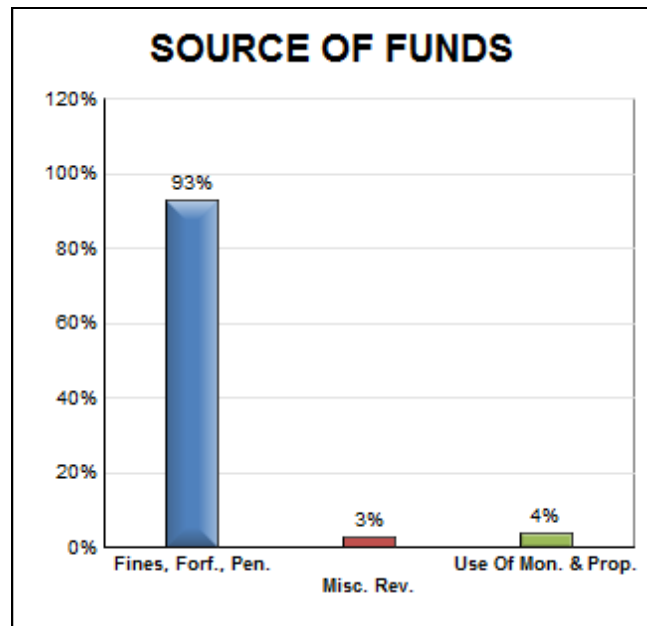
Health and Human Services Director

Fund: 004

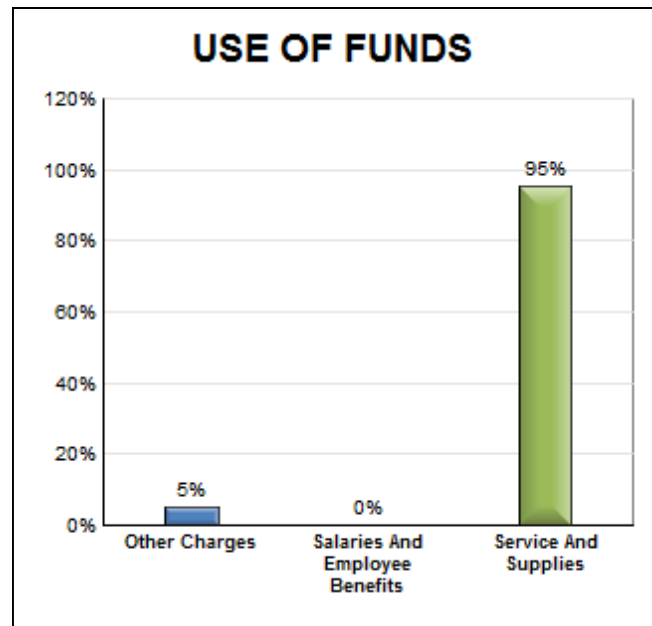
Agency: 142

SUMMARY OF APPROPRIATIONS AND REVENUES

	2018/19 ACTUALS	2019/20 FINAL BUDGET	2020/21 CAO RECOMMEND	VARIANCE
ACTIVITY APPROPRIATIONS:				
General Relief	\$712,205	\$1,050,000	\$1,050,000	\$-
TOTAL ACTIVITY APPROPRIATIONS	\$712,205	\$1,050,000	\$1,050,000	\$-
APPROPRIATIONS:				
Other Charges	\$26,200	\$50,000	\$51,125	\$1,125
Salaries And Employee Benefits	\$-	\$-	\$-	\$-
Service And Supplies	\$686,005	\$1,000,000	\$998,875	\$(1,125)
TOTAL APPROPRIATIONS:	\$712,205	\$1,050,000	\$1,050,000	\$-
REVENUES:				
Fines, Forfeit., Penalties	\$676,421	\$978,000	\$979,120	\$1,120
Miscellaneous Revenue	\$25,535	\$30,000	\$28,880	\$(1,120)
Rev. from Use of Money & Prop	\$10,250	\$42,000	\$42,000	\$-
TOTAL REVENUES:	\$712,206	\$1,050,000	\$1,050,000	\$-
NET COUNTY COST	\$(1)	\$0	\$0	\$0



Source of Funds: Illustrates the major revenue accounts
Graph totals may be + / - 1 % of actual total due to rounding



Use of Funds: Illustrates the major expenditure accounts
Graph totals may be + / - 1 % of actual total due to rounding

Purpose

This budget encompasses the following program and service:

The Maddy Emergency Medical Services Fund (Maddy) Program provides limited funding for reimbursement of uncompensated emergency services provided by physicians to indigents. Funding for the Emergency Medical Services reimbursement is made available through Assembly Bill 75.

Core Function

- Provide reimbursement for uncompensated emergency services delivered to the indigent population by hospitals, surgeons, physicians, and other emergency service providers.

Key Goals and Objectives Results in FY 2019/20

Organizational Performance

Goal 1: Strengthen partnerships with community providers to maximize effectiveness, funding sustainability, and capacity building.

- **Objective 1** – By June 2020, the Maddy program will implement program changes to ensure providers receive payment no later than 30 days after the end of the quarter. **Results:** This objective was completed. The Maddy program implemented changes to ensure providers receive payment no later than 30 days after the end of the quarter.

Key Goals and Objectives for FY 2020/21

Organizational Performance

Goal 1: Increase the value of our services by enhancing quality and strengthening our ability to deliver cost-effective programs consistent with the Agency's vision, mission, and values.

- **Objective 1** – By June 2021, the Maddy Program will establish an internal process to ensure that provider reimbursements are posted to the correct reporting code.

Budget Request

The Requested Budget represents no increases in expenditures and no increases in revenues when compared with the FY 2019/20 Final Budget. There is no difference between revenues and expenses.

County Administrator's Recommendations

This budget is recommended as submitted.

Pending Issues and Policy Considerations

There are no pending issues or policy considerations.

Department Head Concurrence or Appeal

The Department Head concurs with the Recommended Budget.

Library

Darla Wegener

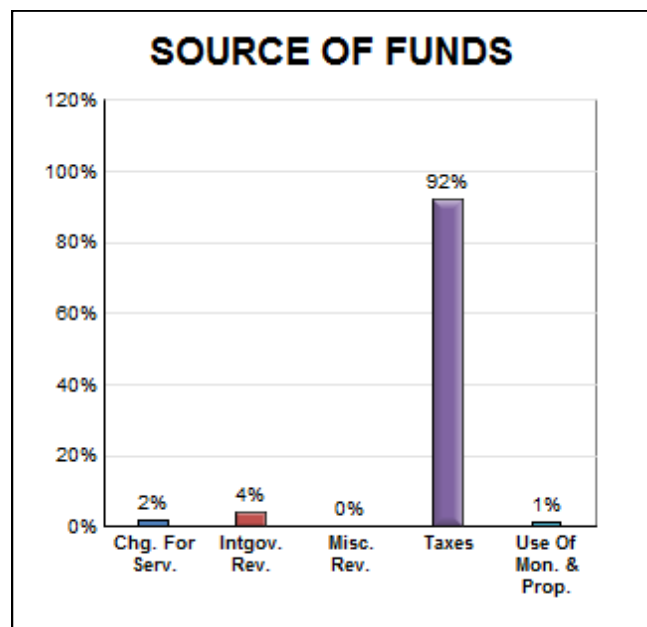
County Librarian

Fund: 010

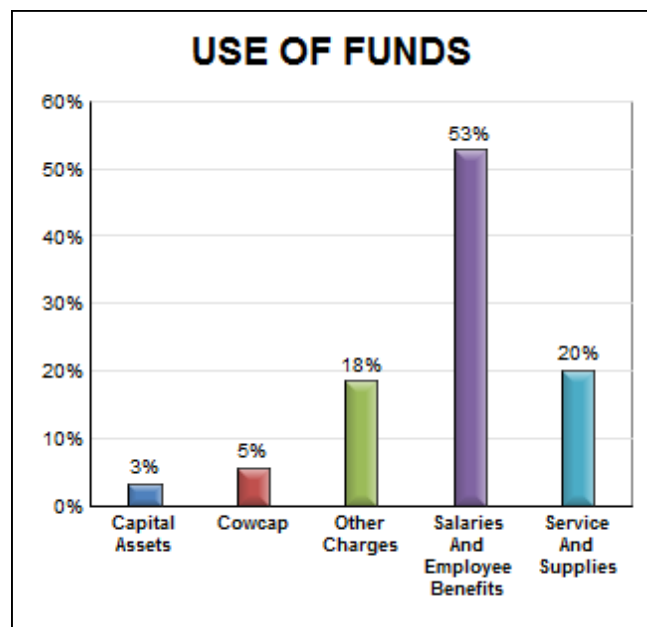
Agency: 145

SUMMARY OF APPROPRIATIONS AND REVENUES

	2018/19 ACTUALS	2019/20 FINAL BUDGET	2020/21 CAO RECOMMEND	VARIANCE
ACTIVITY APPROPRIATIONS:				
Library Services	\$4,432,189	\$5,121,169	\$5,425,739	\$304,570
TOTAL ACTIVITY APPROPRIATIONS	\$4,432,189	\$5,121,169	\$5,425,739	\$304,570
APPROPRIATIONS:				
Capital Assets	\$-	\$130,000	\$180,000	\$50,000
Cowcap	\$244,480	\$237,321	\$296,412	\$59,091
Other Charges	\$649,334	\$720,771	\$1,001,145	\$280,374
Salaries And Employee Benefits	\$2,458,912	\$2,840,448	\$2,860,465	\$20,017
Service And Supplies	\$1,079,463	\$1,192,629	\$1,087,717	\$(104,912)
TOTAL APPROPRIATIONS:	\$4,432,189	\$5,121,169	\$5,425,739	\$304,570
REVENUES:				
Charges For Current Serv	\$184,796	\$185,600	\$108,700	\$(76,900)
Intergovernmental Revenue	\$186,696	\$351,000	\$213,221	\$(137,779)
Miscellaneous Revenue	\$16,970	\$15,051	\$21,600	\$6,549
Rev. from Use of Money & Prop	\$60,951	\$40,000	\$60,000	\$20,000
Taxes	\$4,717,162	\$4,499,518	\$4,679,931	\$180,413
TOTAL REVENUES:	\$5,166,575	\$5,091,169	\$5,083,452	\$(7,717)
NET COUNTY COST	\$(734,386)	\$30,000	\$342,287	\$312,287



Source of Funds: Illustrates the major revenue accounts
Graph totals may be + / - 1 % of actual total due to rounding



Use of Funds: Illustrates the major expenditure accounts
Graph totals may be + / - 1 % of actual total due to rounding

Purpose

The Tulare County Library strives to enrich the lives of all users by meeting the informational, recreational, self-educational, and cultural needs of the community in a welcoming atmosphere. Through a trained, service-oriented staff, the Library provides organized collections of current-interest materials and access to additional resources through participation in cooperative library systems. The Library endeavors to fulfill its commitment to the future by providing stimulating materials and programs that encourage lifelong learning for all.

The Tulare County Library was established in 1910 by the Board of Supervisors under the County Free Library Law Sections 19100-19180, of the State Education Code, including the appointment of a qualified County Librarian. Administration, management, and supervisory staff provide leadership and direction to two divisions, Library Services, and Literacy Services, which support countywide services through 17 branches, two literacy locations, and four book machines.

Core Functions

- Provide access to a wide variety of information in various formats, both physical and virtual, to the residents of Tulare County for reading, literacy, and lifelong learning.
- Provide customer service through reference, readers' advisory, computer assistance, literacy, and borrowing services.
- Provide literacy and education services for children of all ages, including storytimes, summer reading, teen programs, family literacy, and more.
- Provide adult literacy services to assist residents of Tulare County in attaining reading, writing, and life skills.
- Provide educational and cultural enrichment through special events, programs, and historical collections.

Library Services Division

The Library Services Division provides administration, operation support, and services for 17 branch libraries in the communities of Alpaugh, Dinuba, Earlimart, Exeter, Farmersville, Ivanhoe, Lindsay, London, Orosi, Pixley, Springville, Strathmore, Terra Bella, Three Rivers, Tipton, Visalia, and Woodlake. The Library also operates book dispensing machines in Cutler, Tipton, East Porterville, and the Workforce Investment Board "One-Stop" in Visalia.

The Library provides information access, reference, readers' advisory, and specialized educational based programs and events. The Library's collection of about 300,000 books, magazines, newspapers, DVDs, and audiobooks, is available to all county residents, including access to almost 2,000,000 items from the collections of the members of the San Joaquin Valley Library System (SJVLS), a consortium of ten public library jurisdictions.

The Library provides free public access to computers, technology, the internet, and electronic resources at all branch libraries. Also available remotely are free electronic resources, including access to magazines, newspapers, journals, language learning, career assistance, homework help, and downloadable books. To assist users, Department staff provide free public instruction on software applications, e-resources, and the Internet.

The children of Tulare County are a high priority to the Library. Branch libraries hold regular storytimes, class visits, and programs to support literacy and learning. Summer reading encourages recreational reading over the school break that helps children learn the love of reading and retain the reading and comprehension skills learned in school. Performers and special events draw children and families into the Library, introducing them to culture and education.

Literacy Services Division

The Literacy Services Division oversees the county's Read to Succeed Literacy program. The program primarily provides one-on-one tutoring services, conversation circles, and family literacy programs based out of the Visalia and Pixley Literacy Centers that serve almost the entire county. Staff provides assessments of learners, volunteer training, and support services and additional materials to each learner pair. The program has a wide range of goals, including General Education Development (GED), test preparation, improvement of basic reading and writing skills, and mastery of English as a second language (ESL). On average, 100 tutor and learner pairs are supported each week.

Key Goals and Objectives Results in 2019/20

Organizational Performance

Goal 1: Improve and replace technology.

- **Objective 1** – Finish required updates of software and hardware with SJVLS and TCiCT by January 2020. **Results:** The objective was partially completed. The updates were delayed due to the COVID-19 pandemic and acquisitions process. It is anticipated that updates will be complete by September 2020.
- **Objective 2** – Work with SJVLS to transition library patrons to a more secure Online Public Access Catalog server to better protect their privacy by January 2020. **Results:** The objective was completed in January 2020.
- **Objective 3** – Work with SJVLS on WiFi installations in Farmersville and London, by June 2020. **Results:** The objective was completed in October 2019.

Goal 2: Improve internal and external performance through staff training.

- **Objective 1** – Train key staff in cultural competence, interpretation, and translation skills by October 2019. **Results:** The objective was completed. Staff participated in a Cross Cultural Communicators in Libraries training in September 2019.
- **Objective 2** – Provide in-depth volunteer tutor training that covers English as a Second Language and dyslexia by February 2020. **Results:** The objective was not completed. The planned dyslexia training was delayed due to the COVID-19 pandemic and is rescheduled to occur in Spring 2021.
- **Objective 3** – Re-establish reference team meetings and train staff on online resources by March 2020. **Results:** The objective was completed in February 2020.

Goal 3: Improve and evaluate literacy programs and services.

- **Objective 1** – Revise learner assessment intake packets and follow-up packets to reflect new practices and published materials by December 2019. **Results:** The objective was completed in September 2019.
- **Objective 2** – Research marketing ideas to recruit and retain needed volunteer tutors due to increased learner sign-ups in our rural areas by April 2020. **Results:** The objective was completed in November 2019.

Safety and Security

Goal 1: Provide a safe and secure environment for staff and the public at all Library locations.

- **Objective 1** – Hold public meetings in six branch locations to gain input on Public Internet Use Policy. Take final Library Advisory Board approved policy to the Board of Supervisors by December 2019. **Results:** The objective was completed in December 2019. Meetings were held in Dinuba, Exeter, Lindsay, Pixley, Three Rivers, and Visalia.
- **Objective 2** – Review branch building needs for safety and accessibility by February 2020. **Results:** The objective was completed in May 2020. This is an ongoing process with additional needs added as part of the COVID-19 pandemic plans.
- **Objective 3** – Provide information and programs on internet safety for patrons, especially for parents and children at least five branch locations by June 2020. **Results:** The objective was partially completed due to the COVID-19 pandemic library closures and will be rescheduled for Spring 2021.

Goal 2: Provide training on safety and security for staff.

- **Objective 1** – Provide safety information and conduct earthquake, fire, and lockdown drills by June 2020. **Results:** The objective was partially completed. Safety information was shared and earthquake and fire drills were conducted. However, lockdown drills were delayed due to the COVID-19 pandemic and will be rescheduled for Spring 2021.
- **Objective 2** – Establish a department safety committee by September 2019. **Results:** The objective was completed in August 2019.

- **Objective 3** – Conduct at least one safety or security training by May 2020. **Results:** The objective was completed in February 2020. All staff attended the Dealing with Difficult People: Making Libraries Safe and Sane workshop conducted by Edmond Otis.

Quality of Life

Goal 1: Improve county resident's well-being and quality of life through partnerships and programs.

- **Objective 1** – Reach out to local community service groups and non-profits to share information on library and literacy services and to seek funding for special projects by April 2020. **Results:** The objective was completed in March 2020.
- **Objective 2** – Expand local partnerships to enhance Book Festival 2020 by January 2020. Plan and implement Festival to now occur in the Fall of 2020. **Results:** The objective was not completed. The objective was delayed due to the COVID-19 pandemic and will be revisited once all restrictions are lifted.
- **Objective 3** – Expand local history partnerships and work with the California State Library to enhance History Room programs, including digitization efforts with the California Revealed project by June 2020. **Results:** The objective was completed in June 2020.

Goal 2: Enhance library engagement with children, tweens, teens, and adults through the library and literacy programs and services.

- **Objective 1** – Expand MakerSpace and STEM programming, beginning with the circulation of STEM kits to all library locations to support STEAM programming by September 2019. **Results:** The objective was completed in August 2019.
- **Objective 2** – Expand Summer Meal Program at additional branch locations, by July 2019. **Results:** The objective was completed in July 2019.
- **Objective 3** – Streamline and expand summer reading program for ease of access by May 2020. **Results:** The objective was completed in May 2020. The Library implemented Beanstack online to track and encourage program participation and expanded adult and teen programs to all branches for the Summer Reading Challenge.

Goal 3: Increase access to library and literacy services, resources, and programs for underserved groups and communities.

- **Objective 1** – Explore enhancing library services to underserved populations in all branch locations, including homebound and sensory programs by December 2019. **Results:** The objective was completed in October 2019.
- **Objective 2** – Provide literacy outreach to recruit needed volunteer tutors and learners by May 2020. **Results:** The objective was completed in October 2019.
- **Objective 3** – Explore grants and funding opportunities to enhance ease of access and better use for literacy adults and families at the literacy sites by May 2020. **Results:** The objective was not completed. The objective was delayed due to the COVID-19 pandemic and will be completed by August 2020.

Goal 4: Improve quality and access to collections in all branches.

- **Objective 1** – Transition the moving audiovisual collections into the rural branches' permanent collections by September 2019. **Results:** The objective was completed in August 2019.
- **Objective 2** – Increase the number of Large Print titles to meet the growing community needs in both the permanent and the rotating collection by May 2020. **Results:** The objective was completed in April 2020.
- **Objective 3** – Refresh the Young Adult and Children's Fiction rotating collections by adding more current and popular titles to meet community needs by May 2020. **Results:** The objective was completed in April 2020.

Economic Well-Being

Goal 1: Increase and improve county residents' access and usage of library and literacy services, resources, and programs.

- **Objective 1** – Implement the elimination of extended use fees by July 2019. **Results:** The objective was completed in July 2019.
- **Objective 2** – Explore programs to work with the homeless with partners in the community by May 2020. **Results:** This objective was not met. The objective was delayed due to staff changes and the COVID-19 pandemic. The Library will revisit the objective when all restrictions are lifted.
- **Objective 3** – Introduce children and families to services and programs through outreach at non-library summer meal sites in Orosi, Exeter, Farmersville, and Woodlake by August 2019. **Results:** The objective was completed in July 2019. Successful programs included Summer Reading sign ups, music, crafts, book giveaways and presentations on library services with plans on expansion in Fiscal Year 2020/21 to continue to reach new audiences.

Goal 2: Increase and improve county residents' access and usage of the virtual library and digital resources and collections.

- **Objective 1** – Explore our current literacy vendor digital selections of high interest/low reading level eBooks for volunteer tutors, learners, and families by February 2020. **Results:** The objective was completed in February 2020.
- **Objective 2** – Market virtual library and digital resources and collections using weekly social media posts, outreach to partners, and the local media by June 2020. **Results:** The objective was completed in April 2020. The Department expanded this initiative further due to the COVID-19 pandemic.

Other Accomplishments in FY 2019/20

- Established a partnership with Visalia Unified School District to provide access to all students through the Sora online reading application to our Overdrive eBook and eAudiobook collections.
- Awarded the Cultivating Racial Equity and Inclusion Initiative to provide selected staff members the Government Alliance on Race and Equity (GARE) training for libraries from January to June 2020.
- Received a Library Innovation Lab grant Pásale Paisano: Welcoming Immigrants & Spanish Speaking Communities Through Stories, Artwork, & Traditions through California Humanities. The cultural programs were offered at Exeter, Farmersville, and Woodlake branches from September to December 2020.
- Served free meals to children and teens while providing enrichment activities at the Department's first Winter Meals program at Visalia, Pixley, and Ivanhoe branches in December and January 2020.
- Supervisors and managers attended leadership programs and are providing mentoring. This included Leadership Visalia, Library Outreach Advisor for STEAM Equity Project, Developing Leaders in California Libraries, CSAC Institute, and others.
- Implemented chat reference services via our website to enhance customer service and assist patrons in April 2020.

Key Goals and Objectives for FY 2020/21

Organizational Performance

Goal 1: Utilize current and new technology to increase the efficient and effective delivery of Library services to the public.

- **Objective 1** – Launch the Library's new eCard service by July 2020.
- **Objective 2** – Transition staff to Microsoft Teams and other virtual platforms including establishing a training plan and staff expectations by September 2020.
- **Objective 3** – Create a training for staff and patrons on the new reference databases by June 2021.

Safety and Security

Goal 1: Modify Library and Literacy operations and services to minimize the spread of COVID-19.

- **Objective 1** – Provide staff training required for COVID-19 operations by July 2020.

- **Objective 2** – Implement updated COVID-19 safety procedures to ensure staff and patron safety through each stages of the Library reopening plan by October 2020.
- **Objective 3** – Review and replace technology to enhance services and assist with COVID-19 changes, including purchasing multidirectional barcode scanners and exploring other virtual service options for staff and volunteers by January 2021.
- **Objective 4** – Increase the purchase of eBooks and eAudiobooks to help support all County residents by April 2021.

Quality of Life

Goal 1: Establish the Pop-Up Tulare County Library program to provide library and literacy services to underserved rural communities.

- **Objective 1** – Purchase internet hotspots for the Pop-Up Tulare County Library Bookmobile by November 2020.
- **Objective 2** – Develop and purchase a starting collection for the bookmobile by March 2021.
- **Objective 3** – Establish new partnerships in rural communities to provide services via Pop-Up Tulare County Library program by May 2021.
- **Objective 4** – Implement Pop-Up Tulare County Library bookmobile program schedule by June 2021.

Goal 2: Launch the Annie R. Mitchell History Room Memory Lab to enable the public to digitize photographs, slides, videos, and recordings.

- **Objective 1** – Complete purchases and begin digitization for the Library's Annie R. Mitchell History Room Memory Lab by April 2021.

Economic Well-Being

Goal 1: Expand the library and literacy program scope to enhance the educational and job skills.

- **Objective 1** – Work with community partners and Health and Human Services Agency to recruit interns, volunteers, tutors and literacy learners by March 2021.
- **Objective 2** – Work with the Tulare County Sheriff's Department to create a reintegrated program for released inmates seeking basic literacy improvement by December 2020.

Budget Request

The Requested Budget represents an overall increase of \$304,570 or 6% in expenditures and a decrease of \$7,717 or 0% in revenues when compared with the FY 2019/20 Final Budget. The \$342,287 difference in expenditure and revenue represent the use of Fund Balance.

Significant areas with major changes between the FY 2019/20 Final Budget and the FY 2020/21 Requested Budget are as follows:

- Services and Supplies decrease \$104,912 primarily to prepare for reduced revenues due to COVID-19 pandemic.
- Other Charges increase \$280,374 primarily due to increased maintenance and data processing costs.
- Capital Assets increase \$50,000 primarily due to the additional costs for the Library and Literacy Vehicle. The FY 2020/21 proposed expenditures of \$180,000 include the following:

The following capital asset was approved by the Board of Supervisors prior to the publication of this book:

- 1 Library and Literacy Vehicle - \$180,000,
- Countywide Cost Allocation Plan (COWCAP) charges increase \$59,091 based on changes in the Plan.

Staffing changes reflected in the Requested Budget include the following:

- No staffing changes requested.

County Administrator's Recommendations

This budget is recommended as submitted.

Pending Issues and Policy Considerations

There are no pending issues or policy considerations.

Department Head Concurrence or Appeal

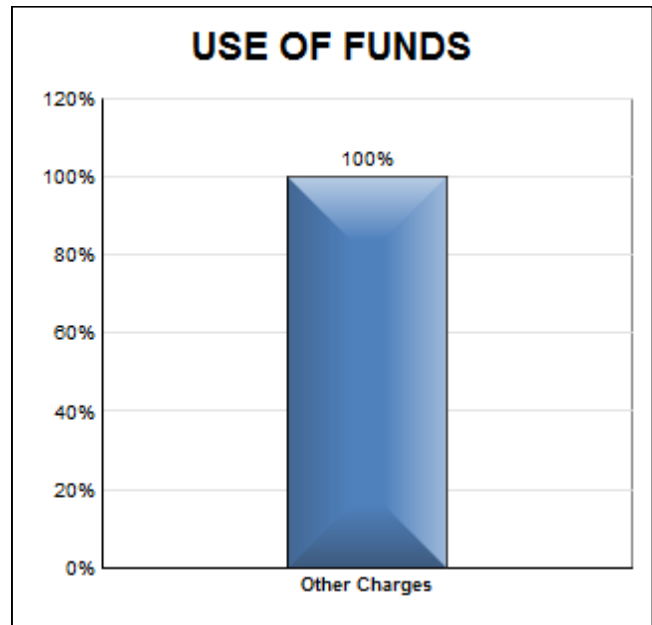
The Department Head concurs with the Recommended Budget.

Fish and Wildlife

Tom Tucker

Agricultural Commissioner/Sealer of Weights and Measures

Fund: 011				
Agency: 015				
SUMMARY OF APPROPRIATIONS AND REVENUES	2018/19 ACTUALS	2019/20 FINAL BUDGET	2020/21 CAO RECOMMEND	VARIANCE
ACTIVITY APPROPRIATIONS:				
Other Protection	\$5,000	\$6,181	\$4,559	\$(1,622)
TOTAL ACTIVITY APPROPRIATIONS	\$5,000	\$6,181	\$4,559	\$(1,622)
APPROPRIATIONS:				
Other Charges	\$5,000	\$6,181	\$4,559	\$(1,622)
TOTAL APPROPRIATIONS:	\$5,000	\$6,181	\$4,559	\$(1,622)
REVENUES:				
Fines, Forfeit., Penalties	\$3,813	\$-	\$-	\$-
Rev. from Use of Money & Prop	\$-	\$-	\$-	\$-
TOTAL REVENUES:	\$3,813	\$-	\$-	\$-
NET COUNTY COST	\$1,187	\$6,181	\$4,559	\$(1,622)



Use of Funds: Illustrates the major expenditure accounts
 Graph totals may be + / - 1 % of actual total due to rounding

Purpose

This budget is responsible for distributing monies that are derived from Fish and Wildlife fines and forfeitures imposed by the Court system. Distributions are made as awards to worthy local applicants, organizations, and agencies, and are to be expended solely for projects related to the protection, conservation, propagation, and preservation of fish and wildlife. Awards are recommended annually by the local Fish and Wildlife Commission to the Board of Supervisors for approval. The Fish and Wildlife Propagation Program is a function of the Agricultural Commissioner.

Core Function

- Ensure Fish and Wildlife Commission members are kept informed of Fish and Wildlife fines and penalties revenue, and present the Fish and Wildlife Commission's recommendations of awarding funding for conservation, propagation, and preservation projects to the Board of Supervisors.

Accomplishments in FY 2019/20

- The Fish and Wildlife Commission members recommended support with conservation, propagation, and preservation projects for FY 2019/20. The projects which received support include:
 - Transportation and direct overhead costs of elementary school field trips related to Trout in the Classroom projects on the Tule River and other county watersheds.
 - Purchase of feed, medications, and cage maintenance supplies for birds of prey and raptor centers located around the County.
 - Feed and supplies for the rearing and care of other animals in the County.

Budget Request

The Requested Budget represents an overall decrease of \$1,622 or 26% in expenditures when compared with the FY 2019/20 Final Budget. The \$4,559 difference between expenditures and revenues represents the use of Fund Balance.

Significant areas with major changes between the FY 2019/20 Final Budget and the FY 2020/21 Requested Budget are as follows:

- Other charges decrease \$1,622 primarily based on a decrease in reserves.

County Administrator's Recommendations

This budget is recommended as submitted.

Pending Issues and Policy Considerations

There are no pending issues or policy considerations.

Department Head Concurrence or Appeal

The Department Head concurs with the Recommended Budget.

Aviation

Reed Schenke

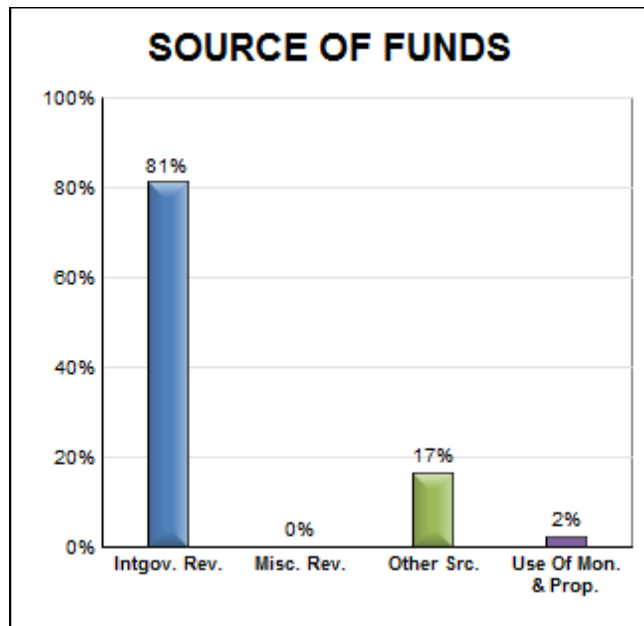
Resource Management Agency Director

Fund: 012

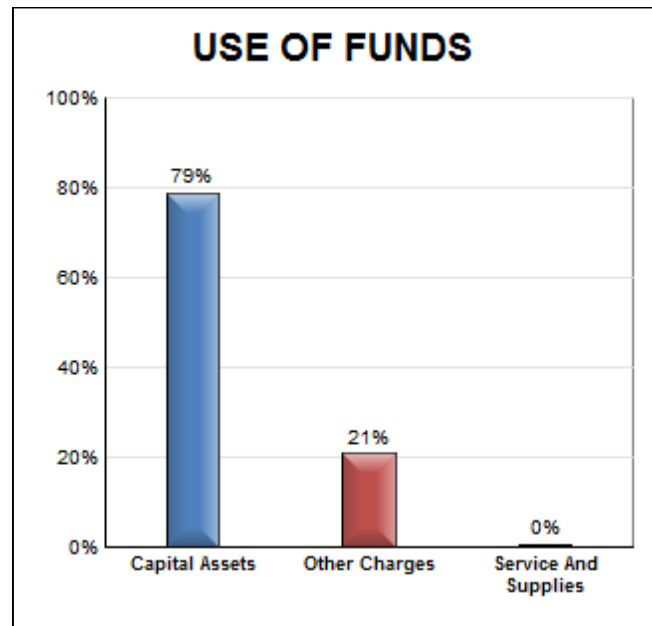
Agency: 231

**SUMMARY OF APPROPRIATIONS
AND REVENUES**

	2018/19 ACTUALS	2019/20 FINAL BUDGET	2020/21 CAO RECOMMEND	VARIANCE
ACTIVITY APPROPRIATIONS:				
Public Ways	\$57,888	\$476,829	\$460,103	\$(16,726)
TOTAL ACTIVITY APPROPRIATIONS	\$57,888	\$476,829	\$460,103	\$(16,726)
APPROPRIATIONS:				
Capital Assets	\$-	\$424,740	\$363,586	\$(61,154)
Other Charges	\$57,888	\$51,418	\$95,347	\$43,929
Service And Supplies	\$-	\$671	\$1,170	\$499
TOTAL APPROPRIATIONS:	\$57,888	\$476,829	\$460,103	\$(16,726)
REVENUES:				
Intergovernmental Revenue	\$(2,889)	\$387,755	\$373,588	\$(14,167)
Miscellaneous Revenue	\$-	\$-	\$-	\$-
Other Financing Sources	\$52,749	\$78,354	\$76,195	\$(2,159)
Rev. from Use of Money & Prop	\$8,030	\$10,720	\$10,320	\$(400)
TOTAL REVENUES:	\$57,890	\$476,829	\$460,103	\$(16,726)
NET COUNTY COST	\$(2)	\$0	\$0	\$0



Source of Funds: Illustrates the major revenue accounts
Graph totals may be + / - 1 % of actual total due to rounding



Use of Funds: Illustrates the major expenditure accounts
Graph totals may be + / - 1 % of actual total due to rounding

Purpose

Tulare County owns and operates Sequoia Field Airport which serves as a general aviation airport located north of Visalia. The airport occupies 117 acres of county property.

The Aviation Fund and airport operations are managed by the Resource Management Agency (RMA), Public Works Branch, Management Group 3, Special Programs.

Core Functions

- Operate the aviation facilities in accordance with Federal Aviation Administration (FAA) regulations.
- Maximize utilization of aviation facilities.

Key Goals and Objectives Results in FY 2019/20

Safety and Security

Goal 1: Maintain airport facilities in fully operational condition.

- **Objective 1** – Pass annual state and federal inspection by June 2020. **Results:** This objective was not completed. All airport inspections have been postponed as of March 2020 when Caltrans grounded its planes for non-essential travel.

Goal 2: Upgrade airport facilities for increased operational safety.

- **Objective 1** – Complete installation of navigational aid upgrades by January 2020. **Results:** This objective was not completed. Bids for this project were rejected in October 2019 for excessive costs and were rebid again in April 2020. The project is under review by the FAA and staff to award in July 2021.

Economic Well-Being

Goal 1: Improve revenue sources for airport operations.

- **Objective 1** – Obtain annual state aeronautics entitlement funding. **Results:** This objective was completed. Entitlement funding was applied for and received in February 2020.
- **Objective 2** – Continue to implement airport marketing plan for hangar and tie-down rentals throughout FY 2019/20. **Results:** This objective was completed. Staff was able to secure new leases for the north hangar and continues efforts to increase interest in hangar space and tie-downs at Sequoia Field.
- **Objective 3** – Explore alternative sources of revenue generation and/or cost reduction throughout FY 2019/20. **Results:** This objective was completed and will be ongoing. Staff continues to research and implement revenue generating and cost saving measures as time and resources allow. Tulare County applied for operations funding under the CARES Act in June 2020.

Organizational Performance

Goal 1: Increase staff's airport administration and management capabilities and expertise.

- **Objective 1** – Research, identify and attend training session for airport managers by June 2020. **Results:** This objective was completed. Staff attended webinars by Caltrans Aeronautics and the FAA regarding airport operations during the COVID-19 pandemic.

Goal 2: Provide strategic planning for future airport improvements.

- **Objective 1** – Review and update the Airport Capital Improvement Plan (ACIP) by January 2020. **Results:** This objective was completed. The ACIP was updated and submitted to the FAA in December 2019.

Key Goals and Objectives for FY 2020/21

Organizational Performance

Goal 1: Increase staff's airport administration and management capabilities and expertise.

- **Objective 1** – Research, identify and attend training session for airport managers by June 2021.

Goal 2: Provide strategic planning for future airport improvements.

- **Objective 1** – Review and update the Airport Capital Improvement Plan (ACIP) by January 2021.

Safety and Security

Goal 1: Maintain airport facilities in fully operational condition.

- **Objective 1** – Pass annual state and federal inspection by June 2021.

Goal 2: Upgrade airport facilities for increased operational safety.

- **Objective 1** – Complete installation of navigational aid upgrades by January 2021.

Economic Well-Being

Goal 1: Diversify airport revenue sources to increase overall funding for airport operations.

- **Objective 1** – Obtain annual state aeronautics entitlement funding.
- **Objective 2** – Continue to implement airport marketing plan for hangar and tie-down rentals throughout FY 2020/21.
- **Objective 3** – Explore alternative sources of revenue generation and/or cost reduction throughout FY 2020/21.

Budget Request

The requested Budget represents an overall decrease of \$16,726 or 4% in expenditures and a decrease of \$16,726 or 4% in revenues when compared with the FY 2019/20 Final Budget.

Significant areas with major changes between the FY 2019/20 Final Budget and the FY 2020/21 Requested Budget are as follows:

- Services and Supplies increase \$499 primarily based on anticipated bid publishing costs.
- Other Charges increase \$43,929 primarily based on an increase in administrative and engineering personnel support costs and utility costs.
- Capital Assets decrease \$61,154 primarily based on decreased costs associated with a portion of the Airport Navigational Aids project. The FY 2020/21 proposed expenditures include \$363,586 that were previously approved by the Board of Supervisors prior to the publication of this book and include the following:
 - Navigational Aids - \$363,586

County Administrator's Recommendations

This budget is recommended as submitted.

Pending Issues and Policy Considerations

There are no pending issues or policy considerations.

Department Head Concurrence or Appeal

The Department Head concurs with the Recommended Budget.

County Fire

Charles Norman

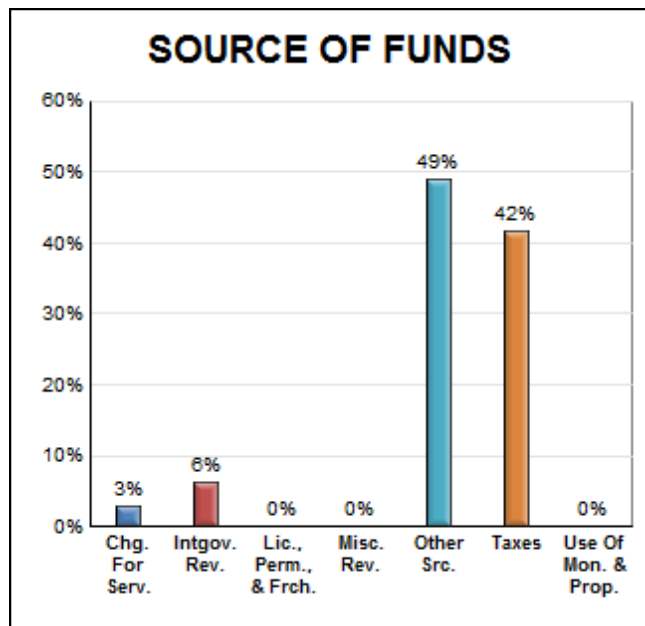
Fire Chief

Fund: 013

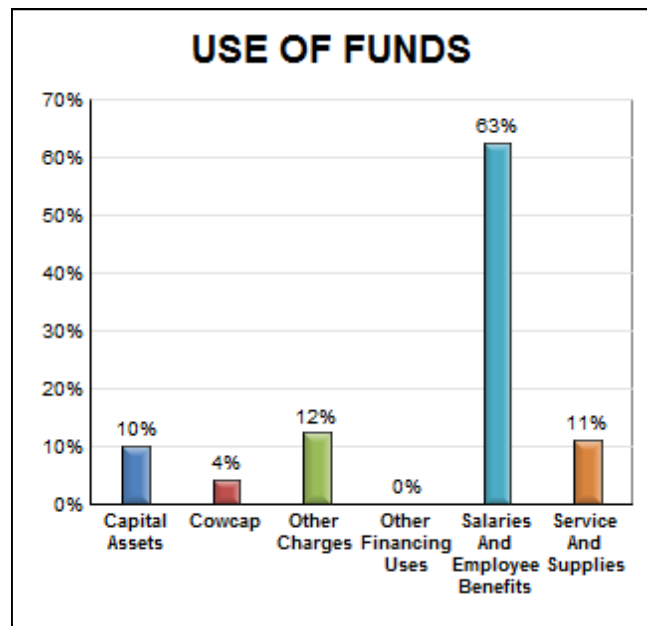
Agency: 245

SUMMARY OF APPROPRIATIONS AND REVENUES

	2018/19 ACTUALS	2019/20 FINAL BUDGET	2020/21 CAO RECOMMEND	VARIANCE
ACTIVITY APPROPRIATIONS:				
Fire Protection	\$20,064,293	\$24,964,812	\$24,681,044	\$(283,768)
TOTAL ACTIVITY APPROPRIATIONS	\$20,064,293	\$24,964,812	\$24,681,044	\$(283,768)
APPROPRIATIONS:				
Capital Assets	\$276,421	\$4,574,425	\$2,461,666	\$(2,112,759)
Cowcap	\$583,941	\$730,898	\$1,051,265	\$320,367
Other Charges	\$2,954,681	\$2,905,623	\$3,011,531	\$105,908
Other Financing Uses	\$-	\$-	\$-	\$-
Salaries And Employee Benefits	\$14,480,899	\$14,615,932	\$15,433,928	\$817,996
Service And Supplies	\$1,768,351	\$2,137,934	\$2,722,654	\$584,720
TOTAL APPROPRIATIONS:	\$20,064,293	\$24,964,812	\$24,681,044	\$(283,768)
REVENUES:				
Charges For Current Serv	\$864,534	\$1,369,787	\$653,000	\$(716,787)
Intergovernmental Revenue	\$1,924,965	\$3,698,902	\$1,475,930	\$(2,222,972)
Lic.,Permits & Franchise	\$15,173	\$15,000	\$12,000	\$(3,000)
Miscellaneous Revenue	\$4,489	\$1,200	\$15,000	\$13,800
Other Financing Sources	\$8,269,664	\$9,588,275	\$11,368,376	\$1,780,101
Rev. from Use of Money & Prop	\$54,136	\$54,135	\$40,000	\$(14,135)
Taxes	\$9,304,284	\$9,304,252	\$9,684,488	\$380,236
TOTAL REVENUES:	\$20,437,245	\$24,031,551	\$23,248,794	\$(782,757)
NET COUNTY COST	\$(372,952)	\$933,261	\$1,432,250	\$498,989



Source of Funds: Illustrates the major revenue accounts
Graph totals may be + / - 1 % of actual total due to rounding



Use of Funds: Illustrates the major expenditure accounts
Graph totals may be + / - 1 % of actual total due to rounding

Purpose

The Tulare County Fire Department provides comprehensive fire protection, first responder emergency medical care, and fire prevention services.

Core Functions

Operations Division

- Respond to all types of fire emergencies on a daily basis, including residential and commercial structure fires, brush and grass fires, vehicle fires, and various other fire incidents.
- Provide first response to medical emergencies, including heart attacks, automobile accidents, home, work, and other injuries.
- Perform rescues in a variety of circumstances, such as industrial accidents, hiking mishaps, water-related incidents, and other situations.

Prevention Division

- Investigate arson or other fire causes, identify responsible parties, and issue citations or make arrests as appropriate.
- Establish and perform fire prevention and safety programs for children and the general public. Distribute materials and generate news releases to raise awareness and to educate the general public.
- Perform weed and rubbish abatement and a lot clearing program to reduce identified fire hazards.

Training Division

- Provide solid, realistic, ongoing, and verifiable training for all full time and extra help suppression personnel.
- Ensure all personnel meet initial and ongoing training as mandated by various State and Federal regulations, including National Standards and Industry best practices.
- Validate competency (ongoing) and developmental training for all suppression personnel by planning, scheduling, and executing monthly training topics, all-hands training, multi-company drills, and specialized internal or external training courses.

Key Goals and Objectives Results in 2019/20

Safety and Security

Goal 1: Improve and enhance life and safety operations within Tulare County.

- **Objective 1** – Implement the Tulare County Hearing Protection Plan by providing employees with baseline auditory testing, including specific personal protective equipment by June 2020. **Results:** This objective is in progress. The Department provided personal protective equipment to employees; however, did not provide baseline auditory testing. The Department will continue to advocate for a Health & Wellness Program to include auditory testing designed to improve the performance of emergency responders in FY 2020/2021. This goal is a work in progress and is contingent upon available funding.
- **Objective 2** – Continue to improve the Tree Mortality Program for the reduction of fuel and removal of hazardous trees to secure vital evacuation routes in the Wildland urban interface. **Results:** This objective was completed during December 2019. The Department removed a total of 2,780 hazardous trees in the Great Western Divide area, and 890 hazardous trees in the Pierce Valley Drive. Approximately \$328,000 in state funding was reimbursed to the County.
- **Objective 3** – Relocate FireComm (Dispatch) to Fire Headquarters to accommodate current and future staffing levels while improving interoperability communication by June 2020. **Results:** The objective was not completed. Due to the project requiring bids for proposal, the completion of this project has been pushed out to October 2021; however, the Department entered into an agreement with Spillman Motorola for CAD (Computer Aided Dispatch) Services and equipment for the new area FireComm will occupy.

- **Objective 4** – Complete construction of Fire Station 1, equipped and fully operational no later than June 2020. **Results:** The objective was not completed. Due to the COVID-19 pandemic and unforeseen contractor delays, the deadline for completion of Fire Station 1 has been extended to July 2020.

Organizational Performance

Goal 1: Improve operational efficiencies by conducting a current standard of coverall analysis focusing on improved response times, hazard mitigation/recognition, and communications.

- **Objective 1** – Implement an Insurance Service Organization (ISO) training requirement tracking system through our Target Solutions web-based training platform by June 2020. **Results:** This objective was completed by June 2020. Through the tracking of training hours, the Department is able to measure training performance throughout the year and stay on target. Overall, this tracking system assists with the department's ISO score, which lowers insurance rates for the citizens of Tulare County. In FY 2019/2020, staff completed 6 hours of Hazmat Training, 18 hours of Facility Training, 12 hours of Driver Training, and 12 hours of Officer Training.
- **Objective 2** – Continue to establish, and implement the Tulare County Fire Department Type III All Hazards Incident Management Team. **Results:** This objective was completed. The Department completed USFA-0305 All Hazard Incident Management Training for a combination of approximately 30 department staff and staff from surrounding agencies. This type of training strengthens and prepares fire staff for large scale fire incidents such as with the Porterville Library Fire.
- **Objective 3** – Continue to improve our Hazardous Materials response capabilities through increased training focused on a regional deployment model. **Results:** The objective was not completed. The state had awarded the City of Visalia a regional grant to provide a full series of Hazardous Materials Operations training locally. Tulare County Fire was selected to send two fire personnel to this training free of charge. Unfortunately, fire staff were only able to complete one week of the four-week training necessary for this qualification due to the COVID-19 pandemic and shelter in place orders. The Department is currently waiting for information from the City of Visalia when or where the training will safely resume from the state.

Other Accomplishments in FY 2019/20

- Updated the Fire Abatement Ordinance to improve clarity and transparency of the abatement and cost recovery process.
- Received grant funding from the State of California Office of Traffic Safety in the amount of \$172,000 for the purchase of fire extrication tools.
- Entered in to a Memorandum of Understanding Agreement with various surrounding agencies to form the Tulare/Kings County Regional Hazardous Materials Program for improved emergency hazmat response, training and maintenance of a HazMat Team.
- Submitted a grant application to the California Department of Forestry and Fire Protection (CAL FIRE) California Investments Fire Prevention Program Grant in the amount of approximately \$1.2 million for Tree Mortality Projects.
- Updated the Fireworks Ordinance to improve proficiency in inspecting safe and sane fireworks stands and with enforcement of dangerous and illegal fireworks.

Key Goals and Objectives for FY 2020/21

Organizational Performance

Goal 1: Improve operational efficiencies by conducting a current standard of coverall analysis focusing on improved response times, hazard mitigation/recognition, and communications.

- **Objective 1** – Start Phase II of ISO compliance through monthly and quarterly training to complete 240 hours of training by June 2021, to ensure lower insurance rates for the citizens of Tulare County.
- **Objective 2** – Continue to establish and reinforce the Tulare County Fire Department Type III All Hazards Incident Management Team through Emergency Operating Center (EOC) training, (two exercises), task book completion, and in progress incidents by June 2021.
- **Objective 3** – Improve the department's Hazardous Materials response capabilities through specialized training of three additional fire staff to the HazMat Tech level by June 2021. This effort is part of a new regional deployment concept in which Tulare County Fire serves as the Decontamination Agency.

Goal 1: Improve and enhance life and safety operations within Tulare County.

- **Objective 1** – Continue a phased approach to establishing a Health & Wellness Program to include auditory testing designed to improve the performance of emergency responders by June 2021.
- **Objective 2** – Continue Tree Mortality Project efforts for the reduction of fuel and removal of hazardous trees in the areas of South Fork, Silver City, Posey, and Camp Nelson through funding made available by California Climate Investments (CCI) Grants.

Budget Request

The Requested Budget represents an overall decrease of \$283,768 or 1% in expenditures and a decrease of \$782,757 or 3% in revenues when compared with the FY 2019/20 Final Budget. The \$1,432,250 difference between expenditures and revenues represents the use of Fund Balance.

Significant areas with major changes between the FY 2019/20 Final Budget and the FY 2020/21 Requested Budget are as follows:

- Salaries and Benefits increase \$817,996 primarily due to hiring 3 Fire Apparatus Engineers, and 1 Fire Captain for a new fire station in addition to an increase in salary & benefits, and overtime costs for operational shift coverage.
- Service and Supplies increase \$584,720 primarily based on one-time grant expenses and increased costs for fuel and diesel for the department's vehicles and apparatus.
- Other Charges increase \$105,908 primarily due internal data processing charges.
- Capital Assets decrease \$2,112,759 primarily based on reduction in requested capital assets. Capital assets also include rollover assets that were budgeted but not received prior to the end of FY 2019/20. The FY 2020/21 proposed expenditures of \$2,461,666 includes the following:
 - 1 Type I Fire Engine - \$700,000
 - 3 Extrication Tools - \$90,000
 - 4 Battalion Fire Chief Vehicles - \$360,000
 - 1 Decontamination Shower - \$20,000

The following capital assets were approved by the Board of Supervisors prior to the publication of this book:

- 6 Battalion Fire Chief Vehicles - \$366,666
- 2 Type III Fire Engine - \$925,000
- Countywide Cost Allocation Plan (COWCAP) increase \$320,367 due to changes in the Plan.
- Revenue projections decrease \$782,757 primarily due to grant funding decrease and lower strike team reimbursements.

Staffing changes reflected in the Requested Budget include the following:

- No staffing changes requested.

Staffing changes reflected in the Requested Budget that were approved by the Board of Supervisors with an effective date after April 12, 2020, until the publication of this book include the following:

- Add 4 FTE positions. The new positions will staff the new Fire Station and include:
 - 3 Fire Apparatus Engineer
 - 1 Fire Captain

County Administrator's Recommendations

This budget is recommended as submitted.

Pending Issues and Policy Considerations

There are no pending issues or policy considerations.

Department Head Concurrence or Appeal

The Department Head concurs with the Recommended Budget.

Road Fund

Reed Schenke

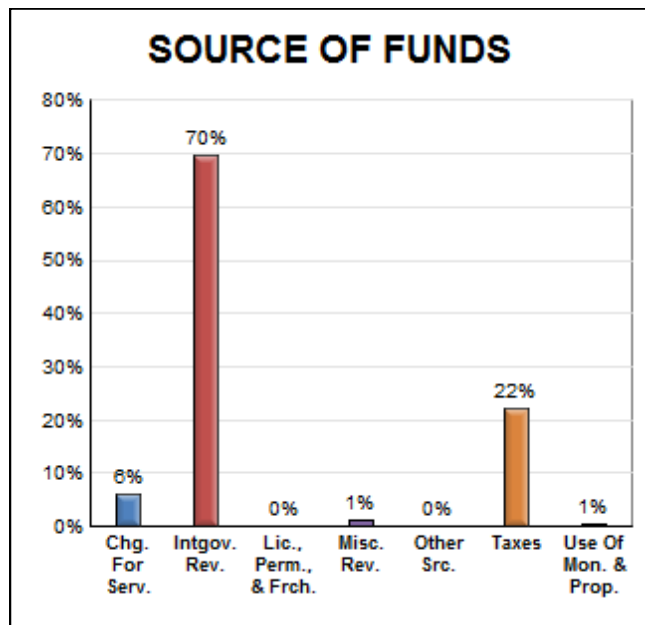
Resource Management Agency Director

Fund: 014

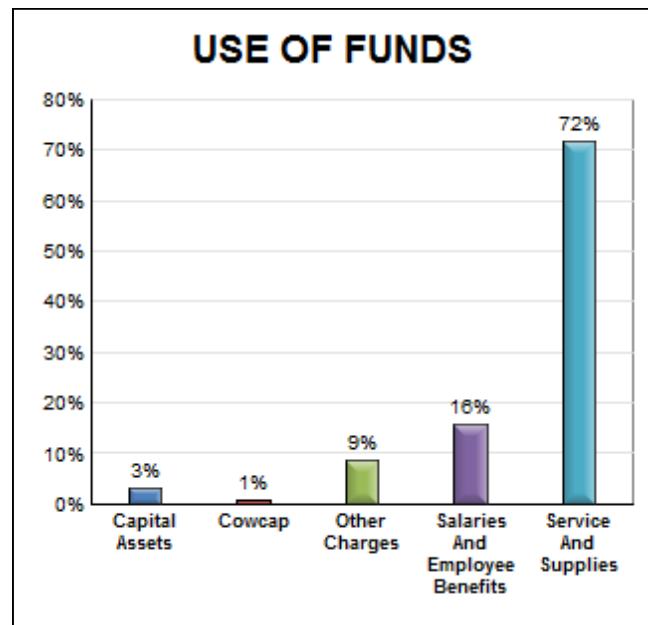
Agency: 225

SUMMARY OF APPROPRIATIONS AND REVENUES

	2018/19 ACTUALS	2019/20 FINAL BUDGET	2020/21 CAO RECOMMEND	VARIANCE
ACTIVITY APPROPRIATIONS:				
Public Ways	\$41,615,745	\$98,622,177	\$97,156,060	\$(1,466,117)
TOTAL ACTIVITY APPROPRIATIONS	\$41,615,745	\$98,622,177	\$97,156,060	\$(1,466,117)
APPROPRIATIONS:				
Capital Assets	\$939,201	\$3,070,444	\$3,196,817	\$126,373
Cowcap	\$445,159	\$431,089	\$586,760	\$155,671
Other Charges	\$6,251,847	\$8,098,533	\$8,416,150	\$317,617
Salaries And Employee Benefits	\$12,206,502	\$15,001,112	\$15,351,498	\$350,386
Service And Supplies	\$21,773,036	\$72,020,999	\$69,604,835	\$(2,416,164)
TOTAL APPROPRIATIONS:	\$41,615,745	\$98,622,177	\$97,156,060	\$(1,466,117)
REVENUES:				
Charges For Current Serv	\$4,109,599	\$3,101,276	\$3,500,777	\$399,501
Intergovernmental Revenue	\$31,684,537	\$40,307,148	\$40,244,563	\$(62,585)
Lic.,Permits & Franchise	\$-	\$12,000	\$12,000	\$-
Miscellaneous Revenue	\$127,053	\$-	\$721,207	\$721,207
Other Financing Sources	\$121,753	\$21,313	\$21,321	\$8
Rev. from Use of Money & Prop	\$639,847	\$401,000	\$320,600	\$(80,400)
Taxes	\$15,309,640	\$13,297,541	\$12,856,191	\$(441,350)
TOTAL REVENUES:	\$51,992,429	\$57,140,278	\$57,676,659	\$536,381
NET COUNTY COST	\$(10,376,684)	\$41,481,899	\$39,479,401	\$(2,002,498)



Source of Funds: Illustrates the major revenue accounts
Graph totals may be + / - 1 % of actual total due to rounding



Use of Funds: Illustrates the major expenditure accounts
Graph totals may be + / - 1 % of actual total due to rounding

Purpose

The Road Fund is a component of the Public Works Branch of the Resource Management Agency (RMA). Activities funded in this budget span across four Management Groups to assist with delivering public services within an organized, proactive and efficient management framework: Management Group 1 (Road Maintenance), Management Group 2 (Design, Construction Management and Development Services), Management Group 3 (Special Programs), and Management Group 4 (Survey).

The purpose of the Road Fund is to deliver infrastructure maintenance and new improvements in support of RMA's strategic goals of promoting safety and security, economic well-being, and quality of life in and around communities.

Core Function

- To improve and maintain adequate transportation infrastructure.

Key Goals and Objectives Results in FY 2019/20

Safety and Security

Goal 1: Improve safety of roadway network for all transportation methods including vehicular, transit, pedestrian, cyclist and other alternative means.

- **Objective 1** – Continue design and begin right of way acquisition for the Road 64 widening project by June 2020. **Results:** This objective was not completed. Design of Road 64 widening project is in progress. Right of way acquisition will begin by December 2020.
- **Objective 2** – Complete design phase of the Highway Safety Improvement Program (HSIP) Cycle 7 Avenue 232 project by June 2020. **Results:** This objective was completed. Design of HSIP Cycle 7 Avenue 232 project was completed in June 2020.
- **Objective 3** – Continue design phase of the HSIP Avenue 328 project and begin the right of way phase by June 2020. **Results:** This objective was completed. The design phase of HSIP Avenue 328 is in progress and the right-of-way phase was started prior to the end of FY 2019/20.
- **Objective 4** – Complete construction of the HSIP Worth Avenue project by December 2019. **Results:** This objective was completed. Construction of HSIP Worth Avenue project was completed in November 2019.
- **Objective 5** – Complete construction of the HSIP project on Avenue 152 by December 2019. **Results:** This objective was completed in February 2020. The majority of construction was completed prior to December 2019, but final project completion occurred in February 2020.
- **Objective 6** – Complete construction of the Earlimart Park and Jacobs Street sidewalk projects by December 2019. **Results:** This objective was completed in January 2020. Earlimart Park sidewalk was completed in March 2020, and Traver Jacob Street sidewalk was completed in January 2020.
- **Objective 7** – Complete construction of the Pixley Main Street sidewalk project by June 2020. **Results:** This objective was not completed. Construction is expected to be completed by December 2020.
- **Objective 8** – Complete construction of the Woodville ATP project by December 2019. **Results:** This objective was completed in January 2020. Construction of the Woodville ATP was completed and a Notice of Completion was taken before the Board of Supervisors in January 2020.
- **Objective 9** – Complete design of the Earlimart ATP project at State & Washington by December 2019. **Results:** This objective was completed. The design of the Earlimart ATP project was achieved prior to December 2019.
- **Objective 10** – Complete design and environmental phase of the Ivanhoe ATP project at Road 160 by June 2020. **Results:** This objective was not completed. Project design is in progress and expected to be completed by June 2021.
- **Objective 11** – Coordinate with County Tree Morality Task Force as appropriate and implement actions to prevent access or safety issues related to tree mortality along priority corridors through August 2019. **Results:** This objective was completed. Overall 2,295 High Hazard trees were removed in the County.
- **Objective 12** – Complete design and begin construction of the Railroad Crossing improvements on Avenue 80 by June 2020. **Results:** This objective was completed. Design of the Avenue 80 railroad crossing improvements was completed in May 2020, and construction began in May 2020.

Goal 2: Improve the condition of the county bridge network.

- **Objective 1** – Complete construction of the Rancheria Creek Bridge by June 2020. **Results:** This objective was completed. Construction of the Rancheria Creek Bridge was completed and a Notice of Completion was taken before the Board of Supervisors in March 2020.
- **Objective 2** – Proceed with Phase I of the Bridge Preventative Maintenance Program (BPMP) pending Caltrans approval by June 2020. **Results:** This objective was completed. Phase I (Group 1 and Group 5) of the BPMP were approved prior to June 2020.
- **Objective 3** – Continue design, and right-of-way phase of the Mineral King Bridge project through FY 2019/20. **Results:** This objective was completed. Design and right-of-way phase of the Mineral King Bridge continued through FY 2019/20.
- **Objective 4** – Complete design of the Avenue 392 Sand Creek Bridge by June 2020. **Results:** This objective was completed. Design of the Sand Creek Bridge was completed prior to the end of FY 2019/20.
- **Objective 5** – Collect all necessary data to develop a bridge preventative maintenance program for bridges under 20 feet in length by June 2020. **Results:** This objective was completed. Data collection for the bridge maintenance program was completed in December 2019.
- **Objective 6** – Begin construction of the M348 Bridge by December 2019. **Results:** This objective was not completed. M348 Bridge project was rebid in May 2020.

Economic Well-Being

Goal 1: Apply for additional competitive grant funding applications.

- **Objective 1** – Apply for Local Roadway Safety Plan (LRSP) grant funding through Caltrans when it becomes available in FY 2019/20. **Results:** This objective was completed. Grant funding was allocated in April 2020, and the project is now underway.

Goal 2: Identify and improve streets and sidewalks that provide support for the economic vitality of the County.

- **Objective 1** – Finalize construction of the 2018 County Transportation Improvement Program (CTIP) projects by June 2020. **Results:** This objective was completed. Projects remaining in the 2018 CTIP were completed in December 2019.
- **Objective 2** – Finalize design and environmental phase, and begin right of way acquisition of the Avenue 256 and Road 204 (Spruce) intersection signalization project by June 2020. **Results:** This objective was not completed. Right of way acquisition was not started. It will occur in FY 2020/21.

Quality of Life

Goal 1: Maintain and improve the roadway network working toward a five-year goal of increasing the countywide Pavement Condition Index (PCI) by 10 points.

- **Objective 1** – Finalize construction of the FY 2018/19 roadway rehabilitation projects on high priority roadways and begin design of the FY 2019/20 SB1 projects by December 2019. **Results:** This objective was completed. Construction was completed in fall of 2019 and design started in December 2019.
- **Objective 2** – Utilize Measure R funding and other Road Funds to complete the FY 2019/20 chip seal program improving approximately 70 miles of County roadway by November of 2019. **Results:** This objective was completed. Chip seal was completed in first quarter of 2019.
- **Objective 3** – Utilize Pavement Management System software for inspection and planning purposes. **Results:** This objective was completed and will be ongoing. The Pavement Management System is being used to inspect and plan road maintenance projects.
- **Objective 4** – Finalize construction of the Intersection Improvement Program by December 2019. **Results:** This objective was not completed. Construction of the intersection improvement program will take place in FY 2020/21.
- **Objective 5** – Begin design of the Avenue 288 and Road 156 Intersection improvements and signalization project by December 2019. **Results:** This objective was completed in June 2020.

Goal 2: Improve non-vehicular transportation infrastructure such as sidewalks, bike lanes and ADA facilities to reduce barriers to alternative and active modes of transportation.

- **Objective 1** – Continue identification and construction of ADA projects based on the ADA Transition Plan by FY 2020. **Results:** This objective was not completed in June 2020.
- **Objective 2** – Provide land surveying services which contribute to the many public works projects to improve the safety and efficiency of transportation systems for people and goods. **Results:** This objective was

completed and will be ongoing. The Survey division provided field and office surveying services throughout the year.

Organizational Performance

Goal 1: Establish or improve protocols and written policies for processes within Public Works - Roads.

- **Objective 1** – Modernize the transportation permit process to align with existing Permit Center procedures by June 2020. **Results:** This objective was completed and will be ongoing. Personnel and equipment necessary to complete this project were approved at FY 2019/20 mid-year. Staff is in the process of hiring personnel and acquiring equipment to implement.
- **Objective 2** – Update County Development Standards to reflect current best practices. **Results:** This objective will continue into the next fiscal year. The update process has been initiated and will be completed in future periods.
- **Objective 3** – Develop and implement electronic file management system framework and policy by December 2019. **Results:** This objective was completed and will be ongoing. Staff has engaged TCiCT to assist in implementing document management software.

Goal 2: Provide training and mentoring program for staff to improve job skills, knowledge, productivity, and quality of work.

- **Objective 1** – Provide AutoCAD and GIS training to all entry level design staff and technicians. **Results:** This objective was completed. Entry level staff was adequately trained on AutoCAD and GIS throughout FY 2019/20.
- **Objective 2** – Provide project management training and instruction to all project managers and supervisors. **Results:** This objective was completed. Managers and supervisors received training on project management throughout FY 2019/20.
- **Objective 3** – Continue “special topic” training sessions for all engineering and technician staff members. Establish recurring department training session for each staff member to report back to division on their special topic by June 2020. **Results:** This objective was completed. Recurring department training sessions were established.
- **Objective 4** – Continue and expand ongoing Traffic Zone Construction Safety education program for all field staff and inspectors. **Results:** This objective was completed. Staff participated in training throughout the fiscal year as time permitted.

Goal 3: Develop interdepartmental coordination for design and construction services to enhance the effectiveness of road projects.

- **Objective 1** – Continue collaboration with the planning and economic development departments, to identify road improvement projects with the most significant impact on economic development. **Results:** This objective was completed. Roads staff participated in discussions on several potential road improvement projects that will impact economic development in the County including commercial interchange, Caldwell interchange, Avenue 280 widening, and the Betty Drive interchange.

Key Goals and Objectives for FY 2020/21

Organizational Performance

Goal 1: Establish or improve protocols and written policies for processes within Public Works - Roads.

- **Objective 1** – Modernize the transportation permit process to align with existing Permit Center procedures by June 2021.
- **Objective 2** – Update County Development Standards to reflect current best practices by June 2021.
- **Objective 3** – Develop and implement electronic file management system framework and policy by June 2021.

Goal 2: Provide training and mentoring program for staff to improve job skills, knowledge, productivity, and quality of work.

- **Objective 1** – Provide project management training and instruction to all project managers and supervisors throughout FY 2020/21.

- **Objective 2** – Expand ongoing Traffic Zone Construction Safety education program for all field staff and inspectors throughout FY 2020/21.
- **Objective 3** – Direct Safety Officer to conduct quarterly inspections of yards, provide personnel updates and educational material on issues important to safety by June 2021.

Goal 3: Develop interdepartmental coordination for design and construction services to enhance the effectiveness of road projects.

- **Objective 1** – Collaborate with the Planning and Economic Development Departments, to identify road improvement projects with the most significant impact on economic development throughout FY 2020/21.
- **Objective 2** – Collaborate with Fiscal Services to ensure financial stability throughout the phases of all roads projects by June 2021.

Goal 4: Establish or improve protocols and written policies for processes within Public Works – Road Maintenance.

- **Objective 1** – Develop and implement the protocol for the installation of “Stop” pavement marking at intersections by June 2021.

Safety and Security

Goal 1: Improve safety of roadway network for all transportation methods including vehicular, transit, pedestrian, cyclist and other alternative means.

- **Objective 1** – Complete construction of the Highway Safety Improvement Program (HSIP) Cycle 7 Avenue 232 project by June 2021.
- **Objective 2** – Begin construction of the HSIP Avenue 328 Project by June 2021.
- **Objective 3** – Complete construction of the Pixley Main Street sidewalk project by December 2020.

Goal 2: Improve the condition of the County bridge network.

- **Objective 1** – Continue design, and right-of-way phase of the Mineral King Bridge project throughout FY 2020/21.
- **Objective 2** – Begin construction of the Avenue 392 Sand Creek Bridge by December 2020.
- **Objective 3** – Begin construction of the M348 Bridge by December 2020.

Goal 3: Improve the safety of the roadway by performing maintenance and overlay projects.

- **Objective 1** – Complete road maintenance work as funded by CTIP for blading, overlays in urban, and rural locations by county workforce by June 2021.
- **Objective 2** – Implement the new community street sweeping program by December 2020.

Goal 4: Completion of work by Traffic Control.

- **Objective 1** – Complete sign maintenance work in Road Districts 1 and 2 from work lists generated in FY 2019/20 night inspections by June 2021.
- **Objective 2** – Complete night inspection driving for sign maintenance work in Road Districts four and five by June 2021.

Quality of Life

Goal 1: Maintain and improve the roadway network working toward a five-year goal of increasing the countywide Pavement Condition Index (PCI) by 10 points.

- **Objective 1** – Finalize construction of the FY 2020/21 Road Repair and Accountability Act (RRAA) projects on high priority roadways and begin design of the FY 2021 SB1 projects by December 2020.
- **Objective 2** – Finalize construction of the 2020 Intersection Improvement Program by December 2020.
- **Objective 3** – Complete construction of the Farm 2 Market 2.0 Program – Project I and II by June 2021.

Goal 2: Improve non-vehicular transportation infrastructure such as sidewalks, bike lanes, and ADA facilities to reduce barriers to alternative and active modes of transportation.

- **Objective 1** – Continue identification and construction of ADA projects based on the ADA Transition Plan throughout FY 2021.
- **Objective 2** – Provide land surveying services which contribute to the many public works projects to improve the safety and efficiency of transportation systems for people and goods throughout FY 2020/21.

Goal 3: Preparedness for winter storm events and emergency call-outs.

- **Objective 1** – Prepare for storm response and emergency call-out to maintain roadway safety and passage throughout FY 2020/21.

Economic Well-Being

Goal 1: Apply for additional competitive grant funding applications.

- **Objective 1** – Apply for Active Transportation Program Grant (Cycle 5) funding in FY 2020/21.
- **Objective 2** – Apply for Highway Safety Improvement Program Grant (Cycle 10) funding in FY 2020/21.

Goal 2: Identify and improve streets and sidewalks that support economic development in the County.

- **Objective 1** – Finalize construction of the 2019 County Transportation Improvement Program (CTIP) projects by June 2021.
- **Objective 2** – Complete design of the Teapot Dome Road Rehabilitation Project by June 2021.
- **Objective 3** – Begin design of the Avenue 280 widening project- Segment II (Visalia to Farmersville) by December 2020.

Budget Request

The requested Budget represents an overall decrease of \$1,466,117 or 1% in expenditures and an increase of \$536,381 or 1% in revenues when compared with the FY 2019/20 Final Budget. The \$39,479,401 difference between expenditures and revenues represents the use of fund balance.

Significant areas with major changes between the FY 2019/20 Final Budget and the FY 2020/21 Requested Budget are as follows:

- Salaries and Benefits increase \$350,386 primarily based on salary and benefit increases and new positions added at mid-year.
- Services and Supplies decrease \$2,416,164 primarily based on reduction in budgeted fund balance offset by an increase in construction contract costs.
- Other Charges increase \$317,617 primarily based on an increase in fuel costs and additional administrative personnel support costs.
- Capital Assets increase \$126,373 primarily based on rollover Road Yard capital expenditures that were budgeted but not received prior to the end of FY 2019/20. The FY 2020/21 proposed expenditures of \$3,196,817 includes the following:
 - 7 Three Quarter Ton Pick-up Trucks - \$210,000
 - 5 Half Ton Pick-up Trucks - \$150,000
 - 3 Wheel Tractors - \$228,000
 - 2 26,000 GVWR Truck w/Pothole Patching Body - \$370,000
 - 2 Dump Trucks - \$270,000
 - 1 Road Material Mixer - \$500,000
 - 1 4X4 2 Axle Dump Truck w/Snow Plow Attachment - \$180,000
 - 1 Tire Truck w/Crane - \$150,000
 - 1 26,000 GVWR Truck w/ Dump /Spray - \$120,000
 - 1 Re-Roof Road Terra Bella Road Yard Office - \$70,000
 - 1 Three Quarter Ton Pickup w/Utility Bed - \$50,000
 - 1 SUV Vehicle - \$38,000
 - 1 4X4 Crew Cab Pickup - \$35,000
 - 1 Emulsion Spray Trailer - \$32,000

- 1 Tire Puller Roller - \$30,000
- 1 A/C Upgrade Terra Bella Road Yard - \$20,000
- 1 Motor Grader Snow Plow Attachment - \$17,000
- 1 Pickup Snow Plow Attachment - \$10,000
- 1 Commercial Lawn Mower - \$9,000

The following capital assets were approved by the Board of Supervisors prior to the publication of this book.

- 3 Nine Cubic Yard Dump Trucks - \$379,014
- 2 Bottom Dump Trucks - \$206,526
- 1 One Ton Welding Truck - \$68,468
- 1 Three Quarter Ton Pick-up Truck - \$30,000
- 1 Half Ton Pick-up Truck - \$23,809

- Countywide Cost Allocation Plan (COWCAP) charges increase \$155,671 based on changes in the Plan.
- Revenue projections increase \$536,381 overall based on increased reimbursable projects.

Staffing changes reflected in the Requested Budget include the following:

- Add 3 FTE positions to create a new classification. The requested salary adjustment include:
 - 1 Concrete Finisher & Maintenance Worker IV
 - 2 Concrete Finisher & Maintenance Worker III
- Delete 5 FTE vacant positions. The requested deleted positions are:
 - 1 Planner IV
 - 1 Assistant RMA Director - Public Works
 - 2 Construction Maintenance Worker III
 - 1 Construction Maintenance Worker IV
- Adjust Salary for 1 classification to account for compaction between the classification series. The requested salary adjustment is:
 - Heavy Equipment Mechanic III (8.23%)

Staffing changes reflected in the Requested Budget that were approved by the Board of Supervisors with an effective date after April 12, 2020, until the publication of this book include the following:

- Add 2 FTE positions to enhance organizational performance, per Board Resolution No. 2020-0170.
 - 1 Account Clerk III
 - 1 Construction Maintenance Worker III

County Administrator's Recommendations

This budget is recommended as submitted.

Pending Issues and Policy Considerations

There are no pending issues or policy considerations.

Department Head Concurrence or Appeal

The Department Head concurs with the Recommended Budget.

Workforce Investment Board

Adam Peck
Executive Director

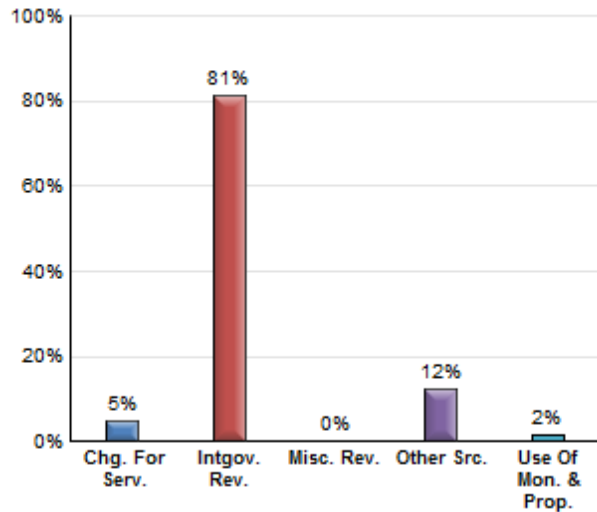
Fund: 015

Agency: 120

SUMMARY OF APPROPRIATIONS AND REVENUES

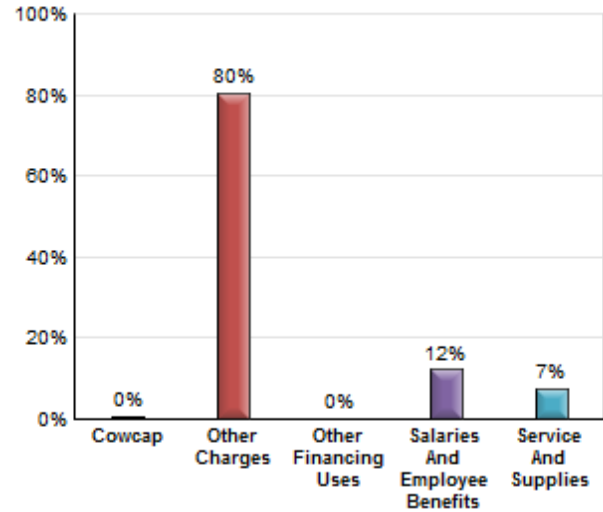
	2018/19 ACTUALS	2019/20 FINAL BUDGET	2020/21 CAO RECOMMEND	VARIANCE
ACTIVITY APPROPRIATIONS:				
Other Assistance	\$12,450,692	\$16,344,194	\$18,323,938	\$1,979,744
Other Protection	\$486,907	\$330,972	\$364,064	\$33,092
TOTAL ACTIVITY APPROPRIATIONS	\$12,937,599	\$16,675,166	\$18,688,002	\$2,012,836
APPROPRIATIONS:				
Cowcap	\$87,228	\$52,247	\$73,663	\$21,416
Other Charges	\$9,920,306	\$13,015,867	\$15,027,237	\$2,011,370
Other Financing Uses	\$-	\$1	\$-	\$(1)
Salaries And Employee Benefits	\$1,841,664	\$2,186,178	\$2,251,594	\$65,416
Service And Supplies	\$1,088,401	\$1,420,873	\$1,335,508	\$(85,365)
TOTAL APPROPRIATIONS:	\$12,937,599	\$16,675,166	\$18,688,002	\$2,012,836
REVENUES:				
Charges For Current Serv	\$355,285	\$1,144,812	\$881,475	\$(263,337)
Intergovernmental Revenue	\$10,488,717	\$12,192,772	\$15,168,410	\$2,975,638
Miscellaneous Revenue	\$18,844	\$11,505	\$16,512	\$5,007
Other Financing Sources	\$1,721,740	\$2,452,989	\$2,296,399	\$(156,590)
Rev. from Use of Money & Prop	\$353,010	\$873,088	\$325,206	\$(547,882)
TOTAL REVENUES:	\$12,937,596	\$16,675,166	\$18,688,002	\$2,012,836
NET COUNTY COST	\$3	\$0	\$0	\$0

SOURCE OF FUNDS



Source of Funds: Illustrates the major revenue accounts
Graph totals may be + / - 1 % of actual total due to rounding

USE OF FUNDS



Use of Funds: Illustrates the major expenditure accounts
Graph totals may be + / - 1 % of actual total due to rounding

Purpose

The Workforce Investment Board of Tulare County (WIB) is a nonprofit 501(c)(3) organization that has an Administrative Services Agreement with the Tulare County Board of Supervisors (TCBOS), which provides the administrative framework under which the TCBOS and WIB cooperate in undertaking Workforce Innovation & Opportunity Act (WIOA) funded programs within the County of Tulare. This agreement allows the WIB to be vested with substantial independent authority for the design, development, administration, and operation of the workforce system in Tulare County.

The WIB administrative responsibilities and authorities include the receipt and disbursements of all funds related to program operations, solicitation and preparation of agreements with the one-stop operator, sub-recipients, and contractors and the performance of oversight of the services described in WIOA.

The County of Tulare provides staff support to WIB per the Administrative Services Agreement. County staff provided under this agreement are exclusively dedicated to workforce and other activities deemed appropriate by WIB in WIB's exclusive discretion.

The WIB is responsible for the day-to-day administration of the WIOA for Tulare County. WIOA, which went into effect July 1, 2015, presents an extraordinary opportunity to improve job and career options for Tulare County's workers and job seekers through an integrated, job-driven public workforce system that links diverse talent to businesses. It supports the development of strong, vibrant regional economies where businesses thrive, and people want to live and work.

This revitalized workforce system is characterized by three critical hallmarks of excellence:

- The needs of business and workers drive workforce solutions.
- One-Stop Centers provide excellent customer service to jobseekers and employers and focus on continuous improvement.
- The workforce system supports strong regional economies and plays an active role in the community and workforce development.

WIB carries out programs in cooperation with local partner agencies that provide training and employment opportunities to all those seeking services. A wide array of services are available for jobseekers, as well as the business community, at two comprehensive Employment Connection One-Stop Centers located in Porterville and Visalia, which combined received over 55,350 visits from the public seeking workforce and training services. In addition, specialized services are available to job seekers at two affiliate Employment Connection Centers located in Dinuba and Tulare.

Core Functions

- Meet the workforce development needs of individuals and businesses through coordinated education and training.
- Oversee WIOA funds, other grant funds, operations, and functions, assuring that expenditures, policies, and directives are carried out in an efficient and cost-effective manner.
- Partner with local workforce development areas throughout the Central San Joaquin Valley in order to maximize limited workforce development resources.

Key Goals and Objectives Results in FY 2019/20

Quality of Life

Based on previously outlined WIOA effective dates and data collection timelines, FY 2019/20 performance outcomes for each program year are not available until approximately six months after the year has ended. Therefore, the following results presented are WIOA performance outcomes for FY 2018/19.

Goal 1: Achieve at least 90% of all WIOA Adult and Dislocated Worker participant performance goals set by the California Workforce Development Board (CWDB) by June 2019. Individuals must meet WIOA low-income criteria to be eligible for the Adult Program. Individuals must meet dislocated worker criteria such as being laid off due to

a company closure or substantial lay off or receiving unemployment insurance and unlikely to return to their previous industry or occupation.

- **Objective 1** – 57% of all Adult Program participants and 63% of all Dislocated Worker Program participants will find employment within six months after program completion. **Results:** The objective was completed. 57.7% of all Adult Program participants found employment within six months after program completion. 70.9% of all Dislocated Worker Program participants found employment within six months after program completion.
- **Objective 2** – 55% of all Adult Program participants and 60.5% of all Dislocated Worker Program participants who find employment after program completion will remain employed for one year. **Results:** The objective was completed. 56.3% of all Adult Program participants who found employment after program completion remained employed for one year. 67.3% of all Dislocated Worker Program participants who found employment after program completion remained employed for one year.
- **Objective 3** – The median earnings of all Adult Program participants employed six months after program completion will be \$3,800. The median earnings for all Dislocated Worker Program participants six months after program completion will be \$5,160. **Results:** The objective was completed. The median earnings of all Adult Program participants employed six months after program completion was \$4,221. The median earnings for all Dislocated Worker Program participants six months after program completion was \$5,683.
- **Objective 4** – 68% of all Adult Program participants and 70% of all Dislocated Worker Program participants enrolled in an education or training program will attain an industry-recognized postsecondary credential or a secondary school diploma within one year of program completion. **Results:** The objective was completed. 76.4% of all Adult Program participants and 87.3% of all Dislocated Worker Program participants enrolled in an education or training program attained a recognized postsecondary credential or a secondary school diploma within one year of program completion.

Goal 2: Achieve at least 90% of all WIOA In-School and Out-of-School Youth Program performance goals set by the CWDB by June 2019. Youth must be between the ages of 16 to 24, be low income, and have a barrier to finding employment or completing school to be eligible for the WIOA Youth Program.

- **Objective 1** – 66% of all Youth Program participants will find a job or enroll in school within six months of program completion. **Results:** The objective was completed. 70.9% of youth participants found a job or enrolled in school within three months of program completion.
- **Objective 2** – 64% of all Youth Program participants who find employment after program completion will remain employed or enrolled in school for at least one year. **Results:** The objective was completed. 69.8% of Youth Program participants received a GED, High School Diploma, or recognized postsecondary credential within three months of program completion.
- **Objective 3** – 57.7% of all Youth Program participants enrolled in an education or training program will attain a recognized postsecondary credential or a secondary school diploma within one year of program completion. **Results:** The objective was not completed. 54.5% of all Youth Program participants increased at least one educational functioning level within three months of program completion.

Goal 3: Achieve at least 90% of the Readiness for Employment Through Sustainable Education and Training for Youth (RESET R^{2Y}) goals set by the CWDB by June 2019. The RESET R^{2Y} project is a partnership with Tulare County Juvenile Probation, and the collaborative goal is to reduce recidivism in Tulare County by establishing an education and training program specifically for youth probationers that bridges the service gaps experienced by justice-involved youth. The project assisted youth with obtaining a high school diploma or high school diploma equivalency, career exploration and guidance in identifying a career path and training opportunities, and gaining skills to transition to adulthood.

- **Objective 1** – 90% of all RESET R^{2Y} Youth Program participants will successfully complete a minimum of three service activities. **Results:** The objective was completed. 100% of all RESET R^{2Y} Youth Program participants successfully completed a minimum of three service activities.
- **Objective 2** – 75% of all RESET R^{2Y} Youth Program participants will complete probation and not re-offend. **Results:** The objective was not completed. 70% of all RESET R^{2Y} Youth Program participants completed probation and did not re-offend.
- **Objective 3** – 80% of all RESET R^{2Y} Youth Program participants will attain a high school diploma or equivalency. **Results:** The objective was not completed. 53% of all RESET R^{2Y} Youth Program participants attained a high school diploma or equivalency. When objective three was developed, it was anticipated that most youth participants enrolled in the program would be 17 or 18 years of age and near high school graduation. However, the majority of referred youth were younger or did not have the requirements to graduate, making this goal harder to obtain within the initial project period.

Other Accomplishments in FY 2019/20

- **Environmental Cleanup Opportunities (ECO)** – ECO is a successful partnership between the City of Visalia and the WIB. This program allows people experiencing homelessness in Visalia to acquire the work skills necessary to obtain employment, while simultaneously addressing the community need of cleaning up illegally dumped material. In FY 2019/20, thirty-one of the 56 homeless individuals enrolled in ECO were placed in a paid work experience with the City of Visalia. Thirteen of the ECO participants were hired by local businesses. Since the program was established in FY 2017/18, over 400 tons of illegally discarded materials have been removed from the City's rights-of-way and public spaces by ECO participants.
- **Readiness for Employment through Sustainable Education and Training (RESET)** – RESET is a partnership of the Tulare County Probation Department and WIB. The collaborative goal is to reduce recidivism. RESET has proven to be an effective delivery model that aligns training, education, and workforce services for people on probation in Tulare County. In FY 2019/20, 57% of the 68 probationers that participated in RESET became employed and 57% enrolled in a training.
- **Rapid Response** – Rapid Response is a series of customized, confidential, and convenient services for businesses during downsizing and restructuring. It enables affected workers to return to work as quickly as possible following a layoff, by connecting them to training and employment opportunities. The WIB worked with 50 businesses who were downsizing and restructuring in FY 2019/20. This number represents 1,107 affected workers.
- **Business Outreach During Pandemic** – During the Stay at Home Order, WIB and Employment Connection staff conducted outreach to 493 businesses to understand the impact of the COVID-19 pandemic. One hundred and ninety-six businesses were interested in services such as layoff aversion, rapid response, hiring support, or other partner referrals. In FY 2019/20, eighty-seven businesses have received services.
- **UpSkill Tulare County** – The WIB has invested in upskilling entry-level employees, to fill middle-skilled jobs through an incumbent worker training initiative, called UpSkill Tulare County. In FY 2019/20, the WIB funded training in Essential Skills, Front-Line Supervisor, and Technical Skills in the Healthcare, Manufacturing, Transportation and Logistics, and Value-Added Agriculture industry sectors. The WIB provided training to 179 employees representing seven businesses in ten incumbent worker training cohorts.
- **Summer Training and Employment Program for Students (STEPS)** – The STEPS program is a partnership between the California Community College Foundation, Department of Rehabilitation, and WIB. The goal of STEPS is to provide job preparation and training, workplace readiness and skills training, and work-based learning experiences for students with disabilities. Students are identified and referred by educational institutions, including the College of the Sequoias, Porterville College, Tulare Adult School, Visalia Adult School, and local high schools throughout Tulare County.
- Sixty-eight students were enrolled in the program and completed 40 hours of workplace readiness training over a two-week period. The workplace readiness training provided interactive job exploration through presentations from members of the business community to gain an understanding of employer expectations. Sixty-five students were placed in a paid work experience with local businesses for a combined total of 10,566 work hours and \$170,576 in total earnings.

Key Goals and Objectives for FY 2020/21

Quality of Life

Goal 1: Achieve at least 90% of all WIOA Adult and Dislocated Worker participant performance goals set by the CWDB by June 2020. Individuals must meet WIOA low-income criteria to be eligible for the Adult Program. Individuals must meet dislocated worker criteria such as being laid off due to a company closure or substantial lay off or receiving unemployment insurance and unlikely to return to their previous industry or occupation.

- **Objective 1** – 57% of all Adult Program participants and 63% of all Dislocated Worker Program participants will find employment within six months after program completion.
- **Objective 2** – 55% of all Adult Program participants and 60.5% of all Dislocated Worker Program participants who find employment after program completion will remain employed for one year.
- **Objective 3** – The median earnings of all Adult Program participants employed six months after program completion will be \$3,800. The median earnings for all Dislocated Worker Program participants six months after program completion will be \$5,160.
- **Objective 4** – 68% of all Adult Program participants and 70% of all Dislocated Worker Program participants enrolled in an education or training program will attain an industry-recognized postsecondary credential or a secondary school diploma within one year of program completion.

Goal 2: Achieve at least 90% of all WIOA In-School and Out-of-School Youth Program performance goals set by the CWDB by June 2020. Youth must be between the ages of 16 to 24, be low income, and have a barrier to finding employment or completing school to be eligible for the WIOA Youth Program.

- **Objective 1** – 66% of all Youth Program participants will find a job or enroll in school within six months of program completion.
- **Objective 2** – 64% of all Youth Program participants who find employment after program completion will remain employed or enrolled in school for at least one year.
- **Objective 3** – 57.7% of all Youth Program participants enrolled in an education or training program will attain a recognized postsecondary credential or a secondary school diploma within one year of program completion.

Budget Request

The Requested Budget represents an overall increase of \$2,012,836 or 12% in expenditures and an increase of \$2,012,836 or 12% in revenues when compared with the FY 2019/20 Final Budget.

Significant areas with major changes between the FY 2019/20 Final Budget and the FY 2020/21 Requested Budget are as follows:

- Other Charges increase \$2,011,370 primarily based on increased funding to sub-recipients as a result of increases in formula allocations.
- Countywide Cost Allocation Plan (COWCAP) charges increase \$21,416 based on changes in the Plan.
- Revenue projections increase \$2,012,836 overall based on additional WIOA funding.

Staffing changes reflected in the Requested Budget include the following:

- No staffing changes requested.

County Administrator's Recommendations

This budget is recommended as submitted.

Pending Issues and Policy Considerations

There are no pending issues or policy considerations.

Department Head Concurrence or Appeal

The Department Head concurs with the Recommended Budget.

Child Support Services

Roger Dixon

Director

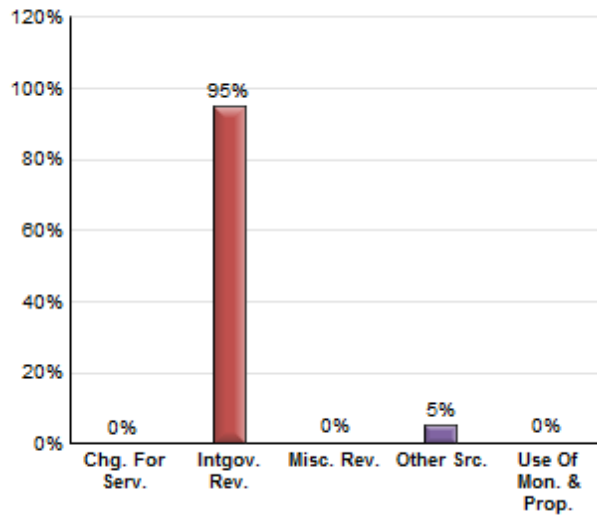
Fund: 016

Agency: 101

SUMMARY OF APPROPRIATIONS AND REVENUES

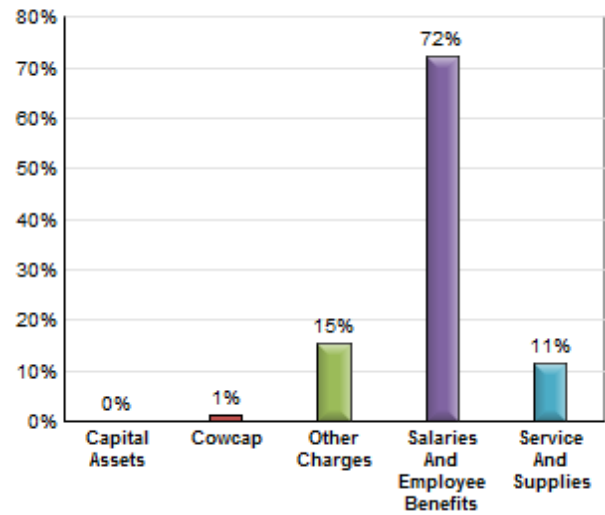
	2018/19 ACTUALS	2019/20 FINAL BUDGET	2020/21 CAO RECOMMEND	VARIANCE
ACTIVITY APPROPRIATIONS:				
Judicial	\$15,254,557	\$16,267,681	\$16,229,640	\$(38,041)
TOTAL ACTIVITY APPROPRIATIONS	\$15,254,557	\$16,267,681	\$16,229,640	\$(38,041)
APPROPRIATIONS:				
Capital Assets	\$124,117	\$50,000	\$-	\$(50,000)
Cowcap	\$196,761	\$114,845	\$164,123	\$49,278
Other Charges	\$2,334,049	\$2,646,175	\$2,500,371	\$(145,804)
Salaries And Employee Benefits	\$10,726,539	\$11,254,273	\$11,706,541	\$452,268
Service And Supplies	\$1,873,091	\$2,202,388	\$1,858,605	\$(343,783)
TOTAL APPROPRIATIONS:	\$15,254,557	\$16,267,681	\$16,229,640	\$(38,041)
REVENUES:				
Charges For Current Serv	\$-	\$-	\$-	\$-
Intergovernmental Revenue	\$15,075,498	\$16,142,907	\$15,364,045	\$(778,862)
Miscellaneous Revenue	\$47,270	\$2,501	\$2,501	\$-
Other Financing Sources	\$70,063	\$73,273	\$814,094	\$740,821
Rev. from Use of Money & Prop	\$61,724	\$49,000	\$49,000	\$-
TOTAL REVENUES:	\$15,254,555	\$16,267,681	\$16,229,640	\$(38,041)
NET COUNTY COST	\$2	\$0	\$0	\$0

SOURCE OF FUNDS



Source of Funds: Illustrates the major revenue accounts
Graph totals may be + / - 1 % of actual total due to rounding

USE OF FUNDS



Use of Funds: Illustrates the major expenditure accounts
Graph totals may be + / - 1 % of actual total due to rounding

Purpose

Tulare County Department of Child Support Services (TDCSS) operates under Family Code Section 17000 et seq. The Distributed Collection goal and Federal Performance Measure goals are set by the California Department of Child Support Services.

Core Functions

The purpose and mission of the TDCSS are to enhance the well-being of children by assuring assistance in obtaining support, including financial and medical, is available to children through:

- locating parents;
- establishing parentage;
- establishing support obligations; and
- monitoring and enforcing those obligations.

Most services provided are free. Approximately 22,800 children are served by TDCSS. The active caseload is approximately 22,050 cases.

- **Initiate Child Support Process** - A parent or the caretaker/guardian of a child who has child support and/or a medical support order, or wants to establish one, can apply for child support enforcement services by completing an online application for services.
- **Locate the Parent** - To get an order for support, establish parentage, or enforce a child support order, TDCSS must know where the non-custodial parent lives or works. TDCSS will make every effort to locate the non-custodial parent.
- **Establish Parentage** - If parentage has not been established, TDCSS will initiate the legal process to establish parentage. If genetic tests are necessary, they are done at no cost to the parties. Parentage must be established before child support and medical support can be ordered by the Court.
- **Seek a Support Order** - If a court order for child support does not already exist, and the non-custodial parent is located, TDCSS will seek a court order based on the parents' ability to pay support and the amount of time the child spends with each parent.
- **Obtain a Medical Support Order** - A National Medical Support Notice requires the non-custodial parent's employer to enroll the child(ren) in the non-custodial parent's health insurance plan. Under the court order, the non-custodial parent will be required to provide health insurance coverage, including vision and dental care, for the child(ren).
- **Enforce Support Orders** - TDCSS will take steps to enforce court orders for child support, child support arrears, and medical support. Enforcement action will be taken if the non-custodial parent does not pay or pays less than the amount ordered, or if the non-custodial parent does not provide health insurance for the child(ren) as ordered by the Court. TDCSS will determine the type of enforcement action to be taken, consistent with state and federal regulations.

TDCSS does not assist with custody or visitation matters; handle divorces; enforce spousal support only orders, or obtain or enforce restraining orders.

Key Goals and Objectives Results in 2019/20Organizational Performance

Goal 1: Operate a Cost Effective Program by September 30, 2019, as set by the State.

- **Objective 1** – Achieve a Cost-Effectiveness ratio of at least \$3.00. **Results:** This objective was not completed. The Department achieved a Cost-Effectiveness ratio of \$2.66 collected for every \$1 of program costs, which was less than the goal but higher than the statewide average of \$2.51.

Quality of Life

Goal 1: Increase the percentage of children with a legal relationship with their parents by September 30, 2019, as set by the state.

- **Objective 1** – Maintain or increase Statewide Paternity Establishment Percentage to 100% or above. **Results:**

This objective was completed. The Department established a parentage rate of 104.7% of the children born out of wedlock in the previous year.

Goal 2: Increase the percentage of child support cases with support orders by September 30, 2019, as set by the state.

- **Objective 1** – Establish support orders in 98% of cases needing a support order. **Results:** This objective was not completed. The Department established support orders in 96.3% of cases needing a support, which was less than the goal but 4.2% above the state average.

Economic Well-Being

Goal 1: Ensure children in cases involving Title IV-D of the Federal Social Security Act have support from parents as ordered by increasing the amount of child support collections and distributions by September 30, 2019, as set by the state.

- **Objective 1** – Collect and distribute \$40,700,000 in child support. **Results:** This objective was not completed. The Department collected and distributed \$40,024,998 in child support by September 30, 2019, which was less than the goal.
- **Objective 2** – Collect and distribute 75.5% of the amount of current child support due. **Results:** This objective was not completed. The Department collected and distributed 74.8% of the current child support due by September 30, 2019, which was less than the goal, but 8.2% above the state average.
- **Objective 3** – Collect on 70.0% of cases with arrears owing. **Results:** This objective was not completed. The Department received a collection on 68% of cases owing arrears by September 30, 2019, which was the same collection rate from previous year.

Other Accomplishments in FY 2019/20

- Tulare County's slogan for Child Support Awareness Month, August 2019, was selected to be the statewide slogan: "You are There for Them, We'll Be There for You."
- Improved from 21st to 11th in the overall Federal Performance Measures ranking of best performing counties in the State.

Key Goals and Objectives for FY 2020/21

Organizational Performance

Goal 1: Operate a cost-effective program by September 30, 2020, in support of the State strategic goal to enhance program performance and meet federal performance measures.

- **Objective 1** – Achieve a Cost-Effectiveness ratio higher than the State average of \$2.51.

Quality of Life

Goal 1: Strengthen customer engagement by September 30, 2020, in support of the State strategic goal.

- **Objective 1** – Reduce or maintain an average of 127 days from case opening to the establishment of an order
- **Objective 2** – Focus on marketing services to new customers with the goal of opening 1,600 new cases.
- **Objective 3** – Establish support orders at a percentage higher than the State average of 92.3%.

Economic Well-Being

Goal 1: Ensure children in child support cases have the necessary financial support from parents as ordered. This will be achieved by increasing the amount of child support distributed collections by September 30, 2020, as set by the state.

- **Objective 1** – Increase current and arrears child support collections and distributions from \$ 40,242,462 to 40,700,000
- **Objective 2** – Decrease the average number of days between an establishment of a monetary order to the first payment equal to or below the State average of 37 days

The Requested Budget represents an overall decrease of \$38,041 or .23% in expenditures and a decrease of \$38,041 or .23% in revenues when compared with the FY 2019/20 Final Budget.

Significant areas with major changes between the FY 2019/20 Final Budget and the FY 2020/21 Requested Budget are as follows:

- Salaries and Benefits increase \$452,268 primarily due to increases to salaries, benefits, retirement and pension obligation bond payments.
- Services and Supplies decrease \$343,783 primarily due to reducing software expenses, office expenses, and travel related expenses.
- Other Charges decrease \$145,804 primarily due to reduced security costs.
- Capital Assets decrease \$50,000 as no capital assets are being requested for FY 2020/21.
- COWCAP increase \$49,278 primarily based on changes in the Plan.

Staffing changes reflected in the Requested Budget include the following:

- Delete 9 FTE chronically vacant positions. Positions that remain unfilled for two or more years are considered chronically vacant. The requested deleted positions are:
 - 1 Legal Office Assistant IV
 - 2 Legal Clerk II
 - 4 Account Clerk II
 - 2 Child Support Specialist III

County Administrator's Recommendations

This budget is recommended as submitted.

Pending Issues and Policy Considerations

There are no pending issues or policy considerations.

Department Head Concurrence or Appeal

The Department Head concurs with the Recommended Budget.

Mental Health Realignment

Timothy W. Lutz

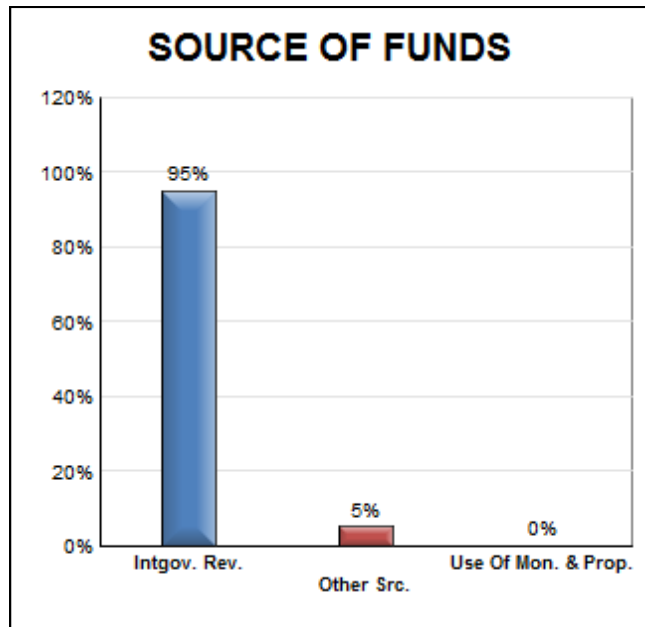
Health and Human Services Agency Director

Fund: 017

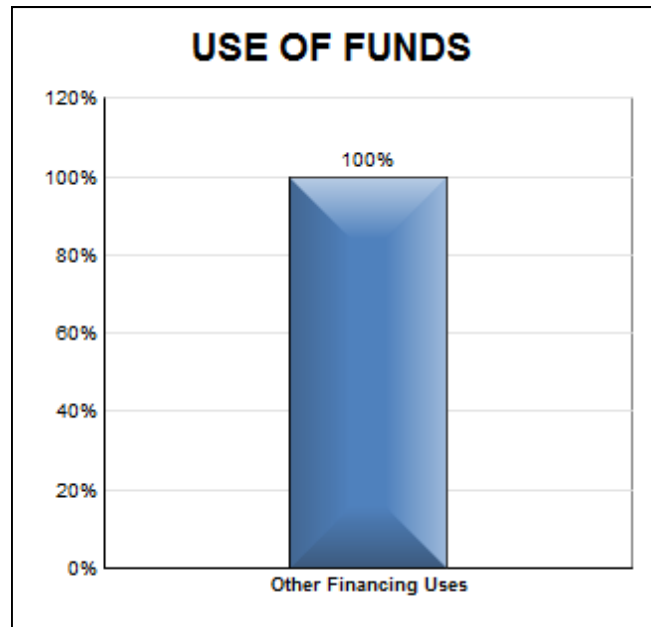
Agency: 017

SUMMARY OF APPROPRIATIONS AND REVENUES

	2018/19 ACTUALS	2019/20 FINAL BUDGET	2020/21 CAO RECOMMEND	VARIANCE
ACTIVITY APPROPRIATIONS:				
Hospital Care	\$9,983,284	\$18,317,549	\$22,489,589	\$4,172,040
TOTAL ACTIVITY APPROPRIATIONS	\$9,983,284	\$18,317,549	\$22,489,589	\$4,172,040
APPROPRIATIONS:				
Other Financing Uses	\$9,983,284	\$18,317,549	\$22,489,589	\$4,172,040
TOTAL APPROPRIATIONS:	\$9,983,284	\$18,317,549	\$22,489,589	\$4,172,040
REVENUES:				
Intergovernmental Revenue	\$16,749,098	\$15,309,383	\$14,843,377	\$(466,006)
Other Financing Sources	\$683,468	\$2,008,166	\$775,829	\$(1,232,337)
Rev. from Use of Money & Prop	\$-	\$-	\$-	\$-
TOTAL REVENUES:	\$17,432,566	\$17,317,549	\$15,619,206	\$(1,698,343)
NET COUNTY COST	\$(7,449,282)	\$1,000,000	\$6,870,383	\$5,870,383



Source of Funds: Illustrates the major revenue accounts
Graph totals may be + / - 1 % of actual total due to rounding



Use of Funds: Illustrates the major expenditure accounts
Graph totals may be + / - 1 % of actual total due to rounding

Purpose

This budget accounts for revenues received from the state that are designated to support local mental health programs. Counties have two realignment revenue sources: a portion of state sales tax collections and a portion of Vehicle License Fees (VLF).

Realignment revenue allocated to the county is placed in the Local Health and Welfare Trust Fund, which has separate accounts or funds for Mental Health, Health, and Social Services.

Accounting for these funds requires including them in the county's operating budget to identify the flow of funds to the General Fund, and to record the county's match for mental health. These funds are transferred from the Mental Health Realignment Fund to the General Fund for expenditures in mental health programs.

Budget Request

The Requested Budget represents an overall increase of \$4,172,040 or 23% in expenditures and a decrease of \$1,698,343 or 10% in revenues when compared with the FY 2019/2020 Final Budget. The \$6,870,383 difference between revenues and expenses represents the use of Fund Balance.

Significant areas with major changes between the FY 2019/20 Final Budget and the FY 2020/21 Requested Budget are as follows:

- Other Financing Uses increase \$4,172,040 primarily based on rising expenses for mandated hospitalizations and Institutions for Mental Diseases (IMD) placements; increased personnel expenses for positions added during the year for the Drug Medi-Cal Waiver; increased costs for benefits, retirement, and pension obligation bonds; and use of fund reserves to back-fill for anticipated reductions in 2011 Realignment revenue due to declining projections for state sales tax and VLF receipts.
- Revenue projections decrease \$1,698,343 based on anticipated declining state sales tax and VLF receipts due to the economic impacts of the COVID-19 pandemic and resulting economic recession. Base funding requirements for Mental Health financing are not expected to be met, resulting in the elimination of Sales Tax Base revenues and License Fees Base revenues for the year. The reduction in anticipated revenue collections does not impact the receipt of guaranteed funding amounts.

County Administrator's Recommendations

This budget is recommended as submitted.

Pending Issues and Policy Considerations

There are no pending issues or policy considerations.

Department Head Concurrence or Appeal

The Department Head concurs with the Recommended Budget.

Health Realignment

Timothy W. Lutz

Health and Human Services Agency Director

Fund: 018

Agency: 018

SUMMARY OF APPROPRIATIONS AND REVENUES

ACTIVITY APPROPRIATIONS:

	2018/19 ACTUALS	2019/20 FINAL BUDGET	2020/21 CAO RECOMMEND	VARIANCE
Health	\$9,261,523	\$12,123,659	\$13,477,898	\$1,354,239
TOTAL ACTIVITY APPROPRIATIONS	\$9,261,523	\$12,123,659	\$13,477,898	\$1,354,239

APPROPRIATIONS:

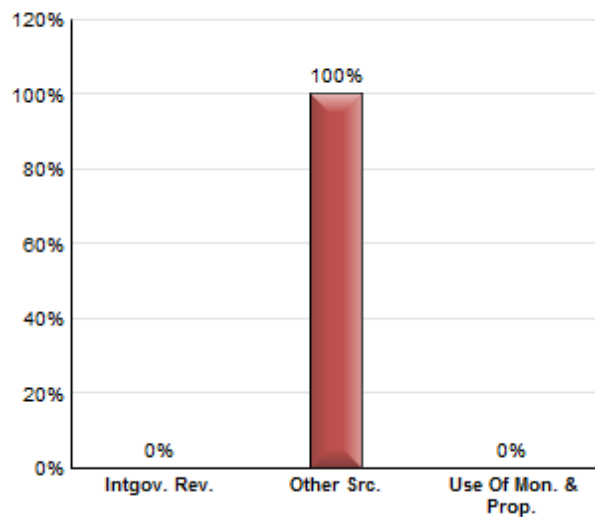
Other Financing Uses	\$9,261,523	\$12,123,659	\$13,477,898	\$1,354,239
TOTAL APPROPRIATIONS:	\$9,261,523	\$12,123,659	\$13,477,898	\$1,354,239

REVENUES:

Intergovernmental Revenue	\$179,111	\$-	\$-	\$-
Other Financing Sources	\$9,962,194	\$9,951,293	\$8,876,986	\$(1,074,307)
Rev. from Use of Money & Prop	\$-	\$-	\$-	\$-
TOTAL REVENUES:	\$10,141,305	\$9,951,293	\$8,876,986	\$(1,074,307)

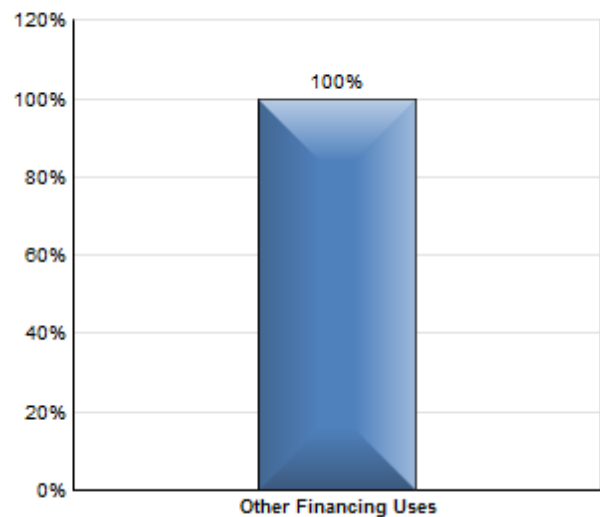
NET COUNTY COST	\$(879,782)	\$2,172,366	\$4,600,912	\$2,428,546
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SOURCE OF FUNDS



Source of Funds: Illustrates the major revenue accounts
Graph totals may be + / - 1 % of actual total due to rounding

USE OF FUNDS



Use of Funds: Illustrates the major expenditure accounts
Graph totals may be + / - 1 % of actual total due to rounding

Purpose

This budget accounts for funds received from the state that are designated to support local health programs. Counties have two realignment revenue sources: a portion of state sales tax collections and a portion of Vehicle License Fees (VLF).

Realignment revenue allocated to the county is placed in the Local Health and Welfare Trust Fund, which has separate accounts or funds for Health, Mental Health, and Social Services.

Accounting for these revenues requires including them in the county's operating budget to identify the flow of revenues to the General Fund, and to record the county's match for Health. These revenues are transferred from the Health Realignment Fund to the General Fund for expenditures in health programs.

As a result of the state's implementation of the Affordable Care Act, a portion of the county's 1991 Health Realignment funding was redirected back to the state. Assembly Bill 85 outlined the methodologies for the cost redirection. In January 2013 the Board of Supervisors approved Tulare County's adoption of the Savings-Based formula as the redirection method for Health Realignment funds.

Budget Request

The Requested Budget represents an overall increase of \$1,354,239 or 11% in expenditures and a decrease of \$1,074,307 or 11% in revenues when compared with the FY 2019/2020 Final Budget. The \$4,600,912 difference between revenues and expenses represents the use of Fund Balance.

Significant areas with major changes between the FY 2019/20 Final Budget and the FY 2020/21 Requested Budget are as follows:

- Other Financing Uses increase \$1,354,239 primarily due to increased expenses for criminal justice health care, increased expenses required to fulfill grant-funded and mandated activities, and increased personnel expenses for benefits, retirement, and pension obligation bonds.
- Revenue projections decrease \$1,074,307 based on anticipated declining state sales tax and VLF collections due to the economic impacts of the COVID-19 pandemic and resulting economic recession.

County Administrator's Recommendations

This budget is recommended as submitted.

Pending Issues and Policy Considerations

There are no pending issues or policy considerations.

Department Head Concurrence or Appeal

The Department Head concurs with the Recommended Budget.

Social Services Realignment

Timothy W. Lutz

Health and Human Services Agency Director

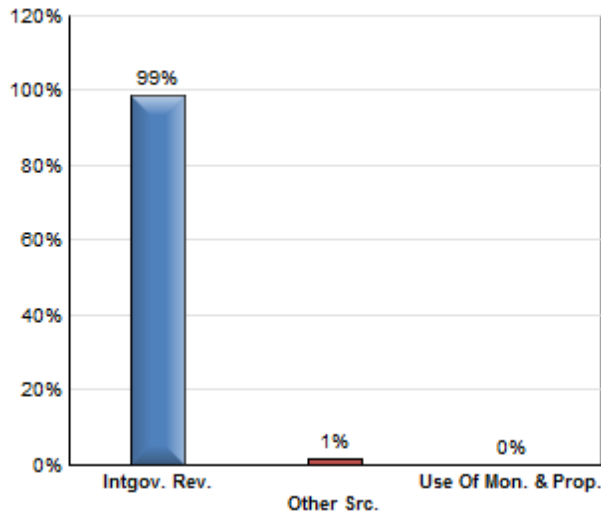
Fund: 019

Agency: 019

**SUMMARY OF APPROPRIATIONS
AND REVENUES**

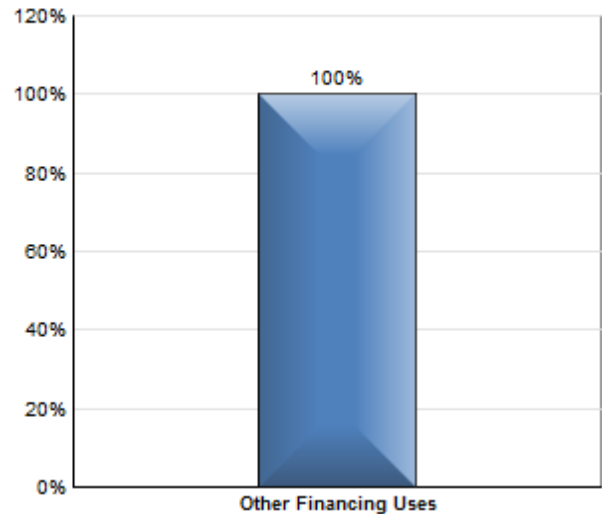
	2018/19 ACTUALS	2019/20 FINAL BUDGET	2020/21 CAO RECOMMEND	VARIANCE
ACTIVITY APPROPRIATIONS:				
Administration	\$86,178,925	\$102,351,151	\$115,881,724	\$13,530,573
Health	\$116,455	\$571,155	\$571,155	\$-
TOTAL ACTIVITY APPROPRIATIONS	\$86,295,380	\$102,922,306	\$116,452,879	\$13,530,573
APPROPRIATIONS:				
Other Financing Uses	\$86,295,380	\$102,922,306	\$116,452,879	\$13,530,573
TOTAL APPROPRIATIONS:	\$86,295,380	\$102,922,306	\$116,452,879	\$13,530,573
REVENUES:				
Intergovernmental Revenue	\$88,962,059	\$97,275,805	\$104,317,341	\$7,041,536
Other Financing Sources	\$1,865,055	\$1,496,698	\$1,555,308	\$58,610
Rev. from Use of Money & Prop	\$-	\$-	\$-	\$-
TOTAL REVENUES:	\$90,827,114	\$98,772,503	\$105,872,649	\$7,100,146
NET COUNTY COST	\$(4,531,734)	\$4,149,803	\$10,580,230	\$6,430,427

SOURCE OF FUNDS



Source of Funds: Illustrates the major revenue accounts
Graph totals may be + / - 1 % of actual total due to rounding

USE OF FUNDS



Use of Funds: Illustrates the major expenditure accounts
Graph totals may be + / - 1 % of actual total due to rounding

Purpose

This budget accounts for revenues received from the state that are designated to support local Social Services, Juvenile Justice, and California Children's Services programs. Counties are provided with two realignment revenue sources: a portion of state sales tax collections and a portion of Vehicle License Fees (VLF).

Realignment revenue allocated to the county is placed in the Local Health and Welfare Trust Fund, which has separate accounts or funds for Social Services, Health, and Mental Health.

Accounting for these revenues requires including them in the county's operating budget to identify the flow of revenues to the General Fund, and to record the county's match for Social Services. These revenues are transferred from the Social Services Realignment Fund to the General Fund for expenditure on social services programs.

Budget Request

The Requested Budget represents an overall increase of \$13,530,573 or 13% in expenditures and an increase of \$7,100,146 or 7% in revenues when compared with the FY 2019/2020 Final Budget. The \$10,580,230 difference between revenues and expenses represents the use of Fund Balance.

Significant areas with major changes between the FY 2019/20 Final Budget and the FY 2020/21 Requested Budget are as follows:

- Other Financing Uses increase \$13,530,573 primarily based on increased CalWORKs Assistance payments to recipients based on the state's projected caseload increase and use of fund reserves to back-fill for anticipated reductions in 2011 Realignment revenue due to declining projections for state sales tax and VLF receipts.
- Revenue projections increase \$7,100,146 based on the projected increase of CalWORKs recipients, and the state mandated share of cost ratios. If base revenues are not met, the state will provide State General Fund (SGF) revenues from the Safety Net Reserve to maintain CalWORKs Assistance payments. Mandated SGF's are budgeted because projections for state sales tax and VLF revenues are expected to decline below the funding base due to the economic impacts of the COVID-19 pandemic.

County Administrator's Recommendations

This budget is recommended as submitted.

Pending Issues and Policy Considerations

There are no pending issues or policy considerations.

Department Head Concurrence or Appeal

The Department Head concurs with the Recommended Budget.

Tobacco Settlement

Cass Cook

Auditor-Controller/Treasurer-Tax Collector

Fund: 020

Agency: 020

SUMMARY OF APPROPRIATIONS AND REVENUES

ACTIVITY APPROPRIATIONS:

	2018/19 ACTUALS	2019/20 FINAL BUDGET	2020/21 CAO RECOMMEND	VARIANCE
Legislative And Administrative	\$4,536,164	\$5,455,682	\$5,522,519	\$66,837
TOTAL ACTIVITY APPROPRIATIONS	\$4,536,164	\$5,455,682	\$5,522,519	\$66,837

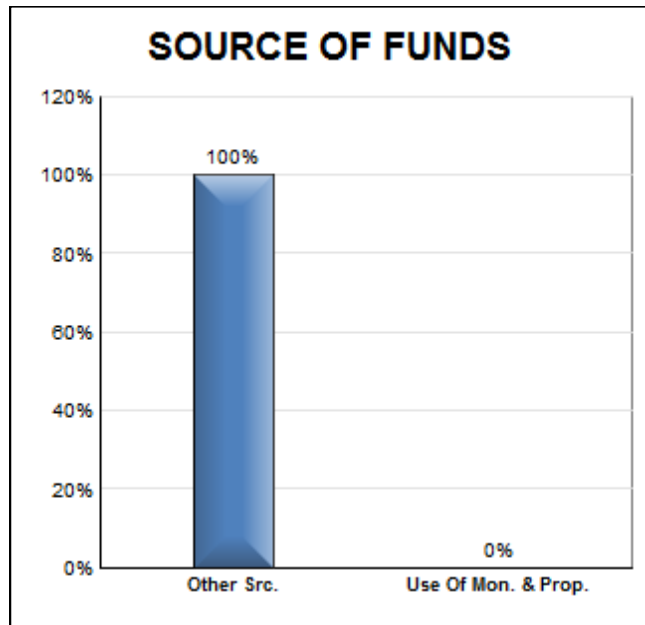
APPROPRIATIONS:

Other Financing Uses	\$4,536,164	\$5,455,682	\$5,522,519	\$66,837
TOTAL APPROPRIATIONS:	\$4,536,164	\$5,455,682	\$5,522,519	\$66,837

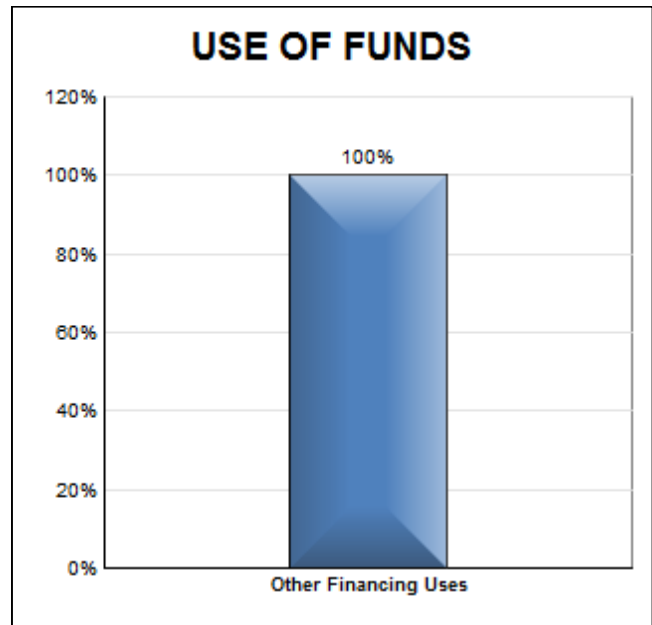
REVENUES:

Other Financing Sources	\$4,536,164	\$5,455,682	\$5,522,519	\$66,837
Rev. from Use of Money & Prop	\$-	\$-	\$-	\$-
TOTAL REVENUES:	\$4,536,164	\$5,455,682	\$5,522,519	\$66,837

NET COUNTY COST	\$0	\$0	\$0	\$0
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Source of Funds: Illustrates the major revenue accounts
Graph totals may be + / - 1 % of actual total due to rounding



Use of Funds: Illustrates the major expenditure accounts
Graph totals may be + / - 1 % of actual total due to rounding

Purpose

The Tobacco Settlement fund is used to collect the county's annual share of the Tobacco Master Settlement Agreement (MSA), a nationwide litigation against tobacco companies for smoking-related diseases. The annual MSA revenue received is transferred to the Tulare County's Public Financing Authority (PFA) to pay the debt service and administrative costs associated with the variable rate demand bonds issued by the PFA.

On December 17, 1999, the county established the Millennium Fund, an endowment designed to provide a stable, long-term source of funds for capital improvements, major maintenance, and repair projects within the county. This endowment was established utilizing \$45 million in variable rate demand bonds issued by the PFA. On December 1, 2006, the county refunded the variable rate demand bonds with private placement Tobacco Settlement Asset Backed bonds.

Budget Request

The Requested Budget represents an overall increase of \$66,837 or 1% in expenditures and an increase of \$66,837 or 1% in revenues when compared with the FY 2019/20 Final Budget.

County Administrator's Recommendations

This budget is recommended as submitted.

Pending Issues and Policy Considerations

There are no pending issues or policy considerations.

Department Head Concurrence or Appeal

The Department Head concurs with the Recommended Budget.

Pension Obligation Bond

Cass Cook

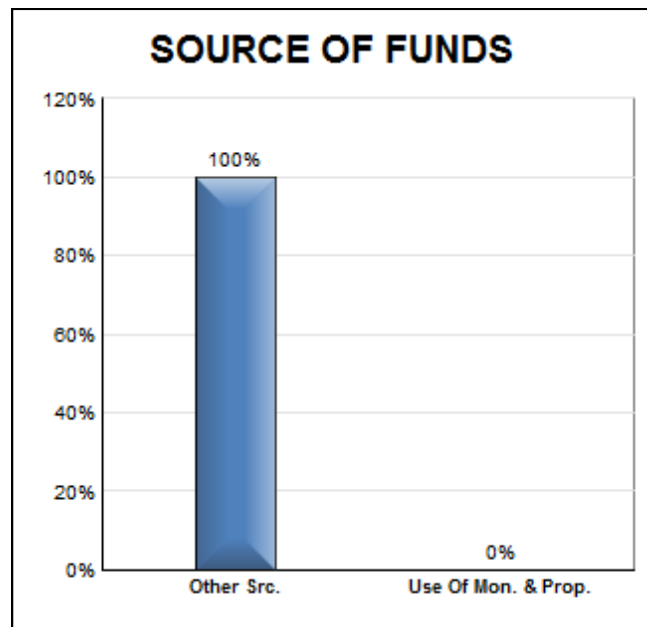
Auditor-Controller/Treasurer-Tax Collector

Fund: 022

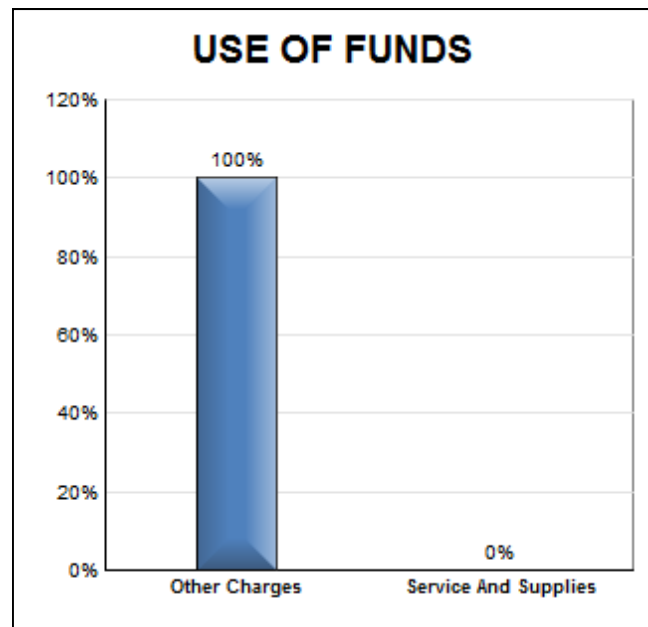
Agency: 022

SUMMARY OF APPROPRIATIONS AND REVENUES

	2018/19 ACTUALS	2019/20 FINAL BUDGET	2020/21 CAO RECOMMEND	VARIANCE
ACTIVITY APPROPRIATIONS:				
Debt Services	\$18,372,166	\$18,928,150	\$19,494,336	\$566,186
TOTAL ACTIVITY APPROPRIATIONS	\$18,372,166	\$18,928,150	\$19,494,336	\$566,186
APPROPRIATIONS:				
Other Charges	\$18,372,166	\$18,925,150	\$19,492,836	\$567,686
Service And Supplies	\$-	\$3,000	\$1,500	\$(1,500)
TOTAL APPROPRIATIONS:	\$18,372,166	\$18,928,150	\$19,494,336	\$566,186
REVENUES:				
Other Financing Sources	\$17,320,786	\$19,979,530	\$19,492,836	\$(486,694)
Rev. from Use of Money & Prop	\$-	\$-	\$-	\$-
TOTAL REVENUES:	\$17,320,786	\$19,979,530	\$19,492,836	\$(486,694)
NET COUNTY COST	\$1,051,380	\$(1,051,380)	\$1,500	\$1,052,880



Source of Funds: Illustrates the major revenue accounts
Graph totals may be + / - 1 % of actual total due to rounding



Use of Funds: Illustrates the major expenditure accounts
Graph totals may be + / - 1 % of actual total due to rounding

Purpose

The Pension Obligation Bond (POB) fund accounts for debt service payments of the county's taxable POBs. The county issued POBs of \$251 million in June 2018 to pay a portion of the county's unfunded accrued actuarial liability as of June 2017. The interest rate applicable to the POBs is 4.2%.

Departments are apportioned their share of the annual debt based on payroll costs. The POB fund accumulates the amounts apportioned to departments and issues payment of principal, interest, and administrative costs of the long-term debt.

Budget Request

The Requested Budget represents an overall increase of \$566,186 or 3% in expenditures and a decrease of \$486,694 or 2% in revenues when compared with the FY 2019/20 Final Budget.

Significant areas with major changes between the FY 2019/20 Final Budget and the FY 2020/21 Requested Budget are as follows:

- Services and supplies decrease \$1,500 based on administration fees for POBs.
- Other Charges increase \$567,686 based on the debt schedule for principal and interest payments of POBs.
- Revenue projections decrease \$486,694 based on the debt schedule for principal and interest payments of POBs.

County Administrator's Recommendations

This budget is recommended as submitted.

Pending Issues and Policy Considerations

There are no pending issues or policy considerations.

Department Head Concurrence or Appeal

The Department Head concurs with the Recommended Budget.

Building Debt Service

Cass Cook

Auditor-Controller/Treasurer-Tax Collector

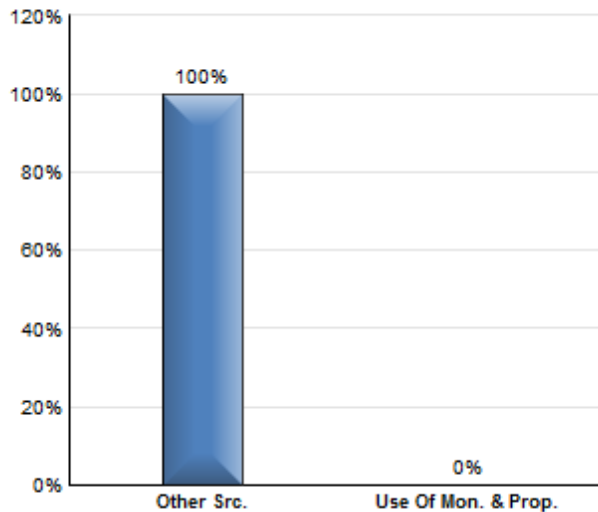
Fund: 024

Agency: 024

SUMMARY OF APPROPRIATIONS AND REVENUES

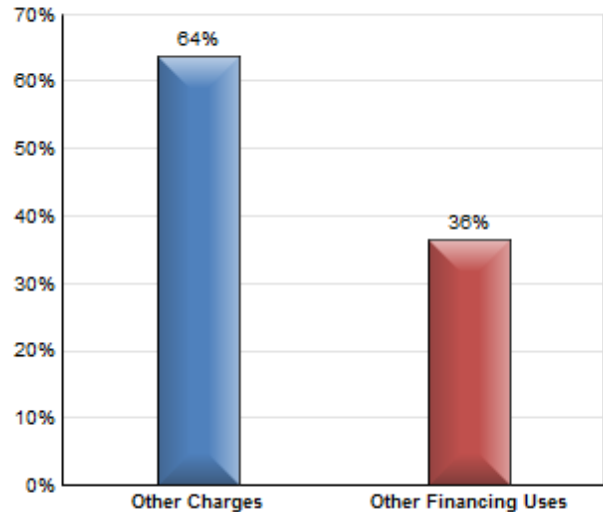
	2018/19 ACTUALS	2019/20 FINAL BUDGET	2020/21 CAO RECOMMEND	VARIANCE
ACTIVITY APPROPRIATIONS:				
Debt Services	\$2,624,580	\$624,602	\$3,024,601	\$2,399,999
TOTAL ACTIVITY APPROPRIATIONS	\$2,624,580	\$624,602	\$3,024,601	\$2,399,999
APPROPRIATIONS:				
Other Charges	\$624,580	\$624,602	\$1,924,601	\$1,299,999
Other Financing Uses	\$2,000,000	\$-	\$1,100,000	\$1,100,000
TOTAL APPROPRIATIONS:	\$2,624,580	\$624,602	\$3,024,601	\$2,399,999
REVENUES:				
Other Financing Sources	\$1,865,109	\$5,529,211	\$7,475,782	\$1,946,571
Rev. from Use of Money & Prop	\$-	\$-	\$-	\$-
TOTAL REVENUES:	\$1,865,109	\$5,529,211	\$7,475,782	\$1,946,571
NET COUNTY COST	\$759,471	\$(4,904,609)	\$(4,451,181)	\$453,428

SOURCE OF FUNDS



Source of Funds: Illustrates the major revenue accounts
Graph totals may be + / - 1 % of actual total due to rounding

USE OF FUNDS



Use of Funds: Illustrates the major expenditure accounts
Graph totals may be + / - 1 % of actual total due to rounding

Purpose

The Building Debt Service fund accumulates resources to pay for future county debt and accounts for departments' debt service contributions relating to the energy improvement project.

Budget Request

The Requested Budget represents an overall increase of \$2,399,999 or 384% in expenditures and an increase of \$1,946,571 or 35% in revenues when compared with the FY 2019/20 Final Budget. As a result, the Net County Cost increased \$453,428 or 9% when compared with the FY 2019/20 Final Budget.

Significant areas with major changes between the FY 2019/20 Final Budget and the FY 2020/21 Requested Budget are as follows:

- Other Charges increase \$1,299,999 based on retirement of long-term debt.
- Other Financing Uses increase \$1,100,000 based on an increase in operating transfers for future projects and related expenses.
- Revenue projections increase \$1,946,571 based on transfers in for debt service and future projects.

County Administrator's Recommendations

This budget is recommended as submitted.

Pending Issues and Policy Considerations

There are no pending issues or policy considerations.

Department Head Concurrence or Appeal

The Department Head concurs with the Recommended Budget.

Capital Projects

Daniel Richardson

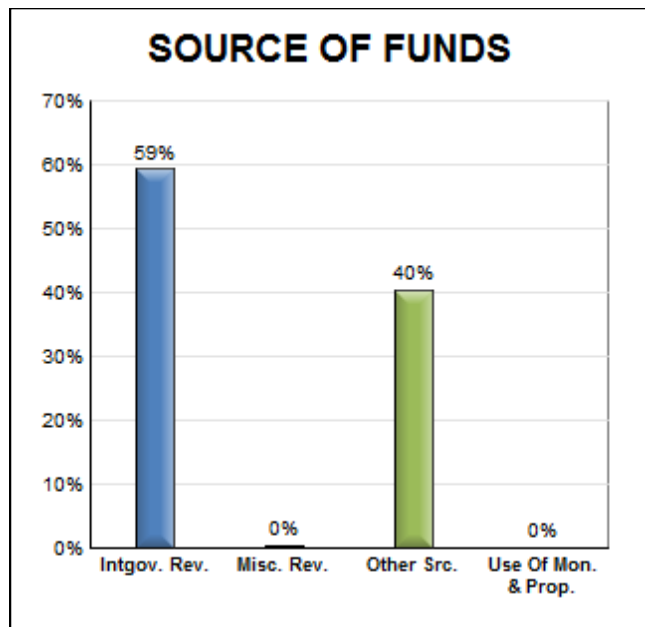
General Services Agency Director

Fund: 030

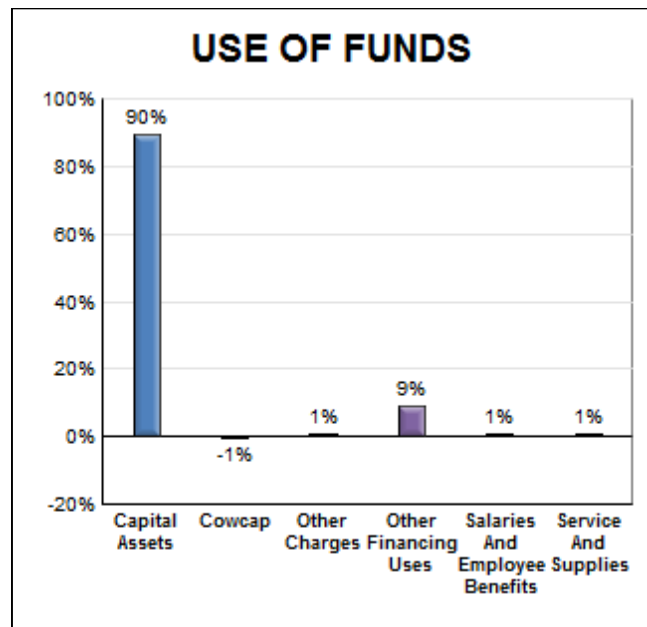
Agency: 086

SUMMARY OF APPROPRIATIONS AND REVENUES

	2018/19 ACTUALS	2019/20 FINAL BUDGET	2020/21 CAO RECOMMEND	VARIANCE
ACTIVITY APPROPRIATIONS:				
Legislative And Administrative	\$1,653,963	\$1,734,764	\$504,679	\$(1,230,085)
Plant Acquisition	\$17,166,739	\$40,442,852	\$50,135,726	\$9,692,874
TOTAL ACTIVITY APPROPRIATIONS	\$18,820,702	\$42,177,616	\$50,640,405	\$8,462,789
APPROPRIATIONS:				
Capital Assets	\$16,339,114	\$37,259,797	\$45,392,461	\$8,132,664
Cowcap	\$698,036	\$596,572	\$(286,143)	\$(882,715)
Other Charges	\$691,542	\$730,546	\$310,136	\$(420,410)
Other Financing Uses	\$515,920	\$2,905,649	\$4,563,406	\$1,657,757
Salaries And Employee Benefits	\$540,540	\$550,352	\$386,345	\$(164,007)
Service And Supplies	\$35,550	\$134,700	\$274,200	\$139,500
TOTAL APPROPRIATIONS:	\$18,820,702	\$42,177,616	\$50,640,405	\$8,462,789
REVENUES:				
Intergovernmental Revenue	\$11,095,217	\$14,444,410	\$14,823,396	\$378,986
Miscellaneous Revenue	\$1,606,412	\$-	\$100,000	\$100,000
Other Financing Sources	\$14,764,071	\$11,555,000	\$10,110,748	\$(1,444,252)
Rev. from Use of Money & Prop	\$-	\$-	\$-	\$-
TOTAL REVENUES:	\$27,465,700	\$25,999,410	\$25,034,144	\$(965,266)
NET COUNTY COST	\$(8,644,998)	\$16,178,206	\$25,606,261	\$9,428,055



Source of Funds: Illustrates the major revenue accounts
Graph totals may be + / - 1 % of actual total due to rounding



Use of Funds: Illustrates the major expenditure accounts
Graph totals may be + / - 1 % of actual total due to rounding

Purpose

The Capital Projects Division of the General Services Agency builds, improves, and plans for the physical resources and assets necessary to provide services to residents and visitors of Tulare County. This requires an evaluation of current building conditions, recommendations of building improvements, and planning for future building needs based on the county's projected growth in services. To fulfill this mission, Capital Projects annually prepares the Capital Improvement Plan (CIP), which outlines the county's building needs for a five-year period. The CIP is a plan that summarizes the county's capital projects and equipment purchase needs in a single document for a five-year planning period. The purpose of the CIP is to help guide the budgeting and project decision-making process.

Capital Projects is responsible for major maintenance, building improvements, new construction, and the preparation of the CIP. Projects are completed using an in-house workforce implementing a construction and project management program. This in-house staffing is supplemented by private-sector construction management firms on a case-by-case basis.

Core Functions

- Plan, develop, manage, and complete capital and major maintenance projects.
- Prepare, manage, and monitor division and project budgets.
- Complete the five-year CIP.
- Assist departments with capital projects, major maintenance, and space planning needs. Review and prioritize project requests and provide direction and project oversight.

Key Goals and Objectives Results in 2019/20

Safety and Security

Goal 1: Provide project management for the South County Detention Facility, a 500-bed jail facility in Porterville, to provide the building resources necessary for the county's future law enforcement needs.

- **Objective 1** – Ensure the fixed furniture and equipment is purchased and installed by August 2019. **Results:** This objective was completed in July 2019.
- **Objective 2** – Ensure the building is occupied within 90 days of the project being accepted as per the AB900 requirements, by October 2019. **Results:** This objective was completed in September 2019.

Goal 2: Provide project management for the design and construction of the Sequoia Field Program Facility to provide for the county's future law enforcement needs.

- **Objective 1** – Obtain Preliminary Plan approval from the State Public Works Board by September 2019. **Results:** This objective was completed in September 2019.
- **Objective 2** – Submit construction documents to the State Fire Marshall and Board of State and Community Corrections by October 2019. **Results:** This objective was completed in April 2020.
- **Objective 3** – Start construction by March 2020. **Results:** This objective was not completed. Construction was postponed due to State approval delays caused by the COVID-19 pandemic. This objective will continue into FY 2020/21.

Goal 3: Ensure that Tulare County Fire Department has long-term and sustainable station near Visalia.

- **Objective 1** – Complete construction of the Fire Station by February 2020. **Results:** This objective was not completed. Construction delays occurred due to weather and additional time to acquire the steel frame building. Construction was completed in May 2020.

Goal 4: Provide project management for the Tulare County Sheriff and Fire co-located dispatch center.

- **Objective 1** – Complete design of the Dispatch Center by October 2019. **Results:** This objective was not completed. Project design was completed in June 2020 and was delayed due to project scope changes.
- **Objective 2** – Submit final plans for approval to the Board of Supervisors by November 2019. **Results:** This objective was not completed. This objective was delayed due to changes in the project scope and will continue into FY 2020/21.
- **Objective 3** – Begin Construction of the Dispatch Center by March 2020. **Results:** This objective was not completed. This objective was delayed due to changes in the project scope and will continue into FY 2020/21.

Goal 1: Modernize the Dinuba Library to improve the accessibility and energy efficiency of the facility.

- **Objective 1** – Collaborate with the County Librarian to develop a renovation plan for the Dinuba Library by October 2019. **Results:** This objective was completed. The architect selection process took longer than anticipated and the renovation plan was completed in December 2019.
- **Objective 2** – Establish architectural renderings and floor plans for the Dinuba Library renovation by March 2020. **Results:** This objective was not completed. Due to the COVID-19 pandemic, meetings were delayed and the architectural renderings will be completed in FY 2020/21.

Goal 2: Provide additional services to clients of the Health and Human Services Agency by building a new Tuberculosis (TB) Clinic.

- **Objective 1** – Complete design of the TB Clinic by September 2019. **Results:** This objective was completed. The design review took longer than expected and this objective was completed in May 2020.
- **Objective 2** – Submit final plans for approval to the Board of Supervisors by December 2019. **Results:** This objective was not completed. Due to design delays, this objective will be continued into FY 2020/21.
- **Objective 3** – Begin construction of the TB Clinic by April 2020. **Results:** This objective was not completed. Due to design delays, this objective will be continued into FY 2020/21.

Key Goals and Objectives for FY 2020/21

Organizational Performance

Goal 1: Improve the quality of working conditions for county employees and enhance services to the public by renovating the Resource Management Agency areas at Government Plaza.

- **Objective 1** – Complete design of the remodel by October 2020.
- **Objective 2** – Submit final plans for approval to bid to the Board of Supervisors by January 2021.
- **Objective 3** – Start construction by April 2021.

Goal 2: Improve the quality of working conditions for county employees and enhance available parking to the public by providing additional parking and resurfacing the existing parking lot at Government Plaza.

- **Objective 1** – Complete design of the parking lot by July 2020.
- **Objective 2** – Submit final plans for approval to bid to the Board of Supervisors by October 2020.
- **Objective 3** – Start construction by January 2021.

Safety and Security

Goal 1: Provide project management for the design and construction of the Sequoia Field Program Facility to provide for the county's future law enforcement needs.

- **Objective 1** – Receive approval to bid from the State of California Department of Finance by December 2020.
- **Objective 2** – Start construction by March 2021.

Goal 2: Provide project management for the Tulare County Sheriff and Fire co-located dispatch center.

- **Objective 1** – Submit final plans for approval to bid to the Board of Supervisors by September 2020.
- **Objective 2** – Begin construction of the Dispatch Center by December 2020.

Goal 3: Provide project management for the Terra Bella Fire Station remodel.

- **Objective 1** – Complete design of the Fire Station by October 2020.
- **Objective 2** – Submit final plans for approval to the Board of Supervisors by December 2020.
- **Objective 3** – Begin construction of the project by February 2021.

Quality of Life

Goal 1: Modernize the Dinuba Library to improve the accessibility and energy efficiency of the facility.

- **Objective 1** – Establish architectural renderings and floor plans for the Dinuba Library renovation by August 2020.
- **Objective 2** – Submit final plans for approval to bid to the Board of Supervisors by October 2020.
- **Objective 3** – Begin construction of the project by January 2021.

Goal 2: Provide additional services to clients of the Health and Human Services Agency by building a new Infectious Disease Clinic.

- **Objective 1** – Submit final plans for approval to bid to the Board of Supervisors by August 2020.
- **Objective 2** – Begin construction of the Clinic by November 2020.

Goal 3: Provide project management for the Tulare County Probation Youth Facility Remodel.

- **Objective 1** – Submit final plans for approval to bid to the Board of Supervisors by September 2020.
- **Objective 2** – Begin construction of the remodel by December 2020.
- **Objective 3** – Complete construction by June 2021.

Budget Request

The Requested Budget represents an overall increase of \$8,462,789 or 20% in expenditures and a decrease of \$965,266 or 4% in revenues when compared with the FY 2019/20 Final Budget. The \$25,606,261 difference between expenditures and revenues represents the use of Fund Balance.

Significant areas with major changes between the FY 2019/20 Final Budget and the FY 2020/21 Requested Budget are as follows:

- Salaries and Benefits decrease \$164,007 based on a vacant position.
- Service and Supplies increase \$139,500 primarily based on increase in special departmental and professional and specialized expenses.
- Other Charges decrease \$420,410 primarily based on reduction in data processing and maintenance charges.
- Capital Assets increase \$8,132,664 primarily based on the Sequoia Field Program Facility and Resource Management Agency renovation projects. The FY 2020/21 proposed capital asset requests of \$114,082 include the following:

- 1 Truck - \$33,000

The following capital assets were approved by the Board of Supervisors prior to the publication of this book:

- 2 John Deere Utility Tractors - \$81,082
- Other Financing Uses increase \$1,657,757 based on the London Library and Bob Wiley Detention Facility Multi-Year Roof Projects.
- Countywide Cost Allocation Plan (COWCAP) decrease \$882,715 based on changes in the Plan.
- Revenues projections decrease \$965,266 overall based on the reduction of Operating Transfers In for projects.

Staffing changes reflected in the Requested Budget include the following:

- No staffing changes requested.

County Administrator's Recommendations

This budget is recommended as submitted.

Pending Issues and Policy Considerations

There are no pending issues or policy considerations.

Department Head Concurrence or Appeal

The Department Head concurs with the Recommended Budget.

ICT Special Projects

John Hess

Information and Communications Technology Director (Interim)

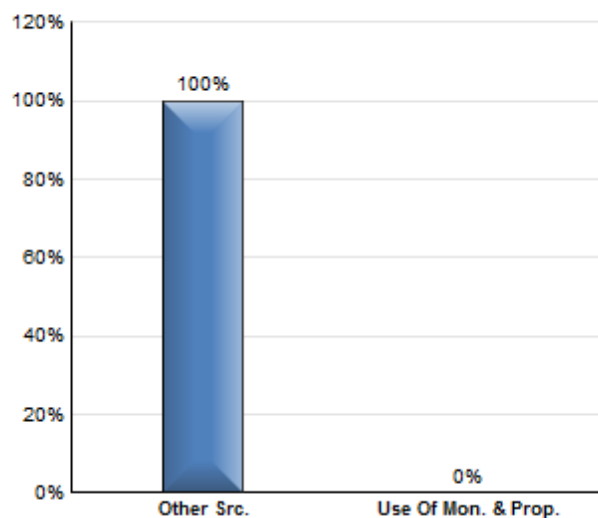
Fund: 035

Agency: 090

SUMMARY OF APPROPRIATIONS AND REVENUES

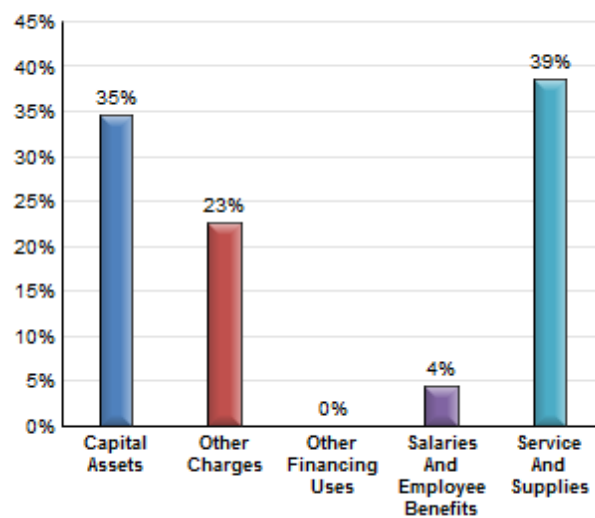
	2018/19 ACTUALS	2019/20 FINAL BUDGET	2020/21 CAO RECOMMEND	VARIANCE
ACTIVITY APPROPRIATIONS:				
Other General	\$750,618	\$175,000	\$109,000	\$(66,000)
Plant Acquisition	\$1,695,306	\$5,337,124	\$5,978,641	\$641,517
TOTAL ACTIVITY APPROPRIATIONS	\$2,445,924	\$5,512,124	\$6,087,641	\$575,517
APPROPRIATIONS:				
Capital Assets	\$1,671,478	\$1,156,000	\$2,101,240	\$945,240
Other Charges	\$519,327	\$1,393,084	\$1,371,382	\$(21,702)
Other Financing Uses	\$-	\$123,000	\$-	\$(123,000)
Salaries And Employee Benefits	\$229,222	\$235,753	\$264,854	\$29,101
Service And Supplies	\$25,897	\$2,604,287	\$2,350,165	\$(254,122)
TOTAL APPROPRIATIONS:	\$2,445,924	\$5,512,124	\$6,087,641	\$575,517
REVENUES:				
Other Financing Sources	\$2,526,804	\$5,507,987	\$5,321,148	\$(186,839)
Rev. from Use of Money & Prop	\$-	\$-	\$-	\$-
TOTAL REVENUES:	\$2,526,804	\$5,507,987	\$5,321,148	\$(186,839)
NET COUNTY COST	\$(80,880)	\$4,137	\$766,493	\$762,356

SOURCE OF FUNDS



Source of Funds: Illustrates the major revenue accounts
Graph totals may be + / - 1 % of actual total due to rounding

USE OF FUNDS



Use of Funds: Illustrates the major expenditure accounts
Graph totals may be + / - 1 % of actual total due to rounding

Purpose

Information and Communications Technology Special Projects supports the County mission of creating public value and other County Departments' initiatives through the efficacious management of projects funded outside the standard Internal Service Fund monthly service charges. ICT uses a goals-based approach for project management, including formal planning, budget, and scoping processes to ensure constant and detailed accountability of expenditures and accomplishments. The budget unit assigned to these projects efficiently tracks all expenditures associated with these special data automation projects.

Core Function

- Provide public value through the efficient and effective management of large multi-year projects that improve County organizational efficiency.
- Collaborate with County departments to create cross-functional teams that demonstrate responsiveness, results and accountability in project planning, implementation, and evaluation.
- Provide detailed accounting of feasibility, costs, value, and alternatives related to County investments in large multi-year projects.

Key Goals and Objectives Results for FY 2019/20

Organizational Performance

Goal 1: Protect the computing performance, stability, and security of all departments.

- **Objective 1** – Continue to implement and support cloud strategies by June 2020. **Results:** This objective was completed. The Department met the objective by continuing to implement and support cloud strategies, completing a proof of concept for backup solutions between the cloud provider and the county. Implementation and support will continue into FY 2020/21.
- **Objective 2** – Complete the Microsoft Office 365 proof-of-concept by June 2020. **Results:** This objective was completed. The Department met the objective through research and practical applications of industry effective practices in a hybrid environment.
- **Objective 3** – Research and implement an effective SMS eDiscovery platform for Tulare County Departments by June 2020. **Results:** This objective was completed in June 2020.
- **Objective 4** – Purchase and install a new air conditioner system for the Courthouse Data Center by June 2020. **Results:** This objective was not completed due to the COVID-19 pandemic. This project will continue into FY 2020/21 with an expected completion date of June 2021.
- **Objective 5** – Complete the Storage-Area-Network (SAN) Expansion project by June 2020. **Results:** This objective was completed in January 2020.
- **Objective 6** – Implement the KnowBe4 integrated platform for security awareness training by June 2020. **Results:** This objective was completed in June 2020.
- **Objective 7** – Complete the Cisco Unified Computing System (UCS) project by June 2020. **Results:** This objective was completed in March 2020.

Economic Well-Being

Goal 1: Implement industry-standard practices to manage county hardware and software.

- **Objective 1** – Review and update TCiCT Policies and Procedures for Asset Management by August 2019. **Results:** This objective was completed in June 2020.
- **Objective 2** – Implement software that provides functionality for asset tracking and disposition by November 2019. **Results:** This objective was completed in June 2020 specifically for tangible capital assets.

Other Accomplishments in FY 2019/20

- In response to the COVID-19 pandemic, TCiCT leveraged its vendor relationships to provide approximately 1,500 county staff with remote access necessary for the continuity of essential county services.

Key Goals and Objectives for FY 2020/21

Organizational Performance

Goal 1: Enhance technology infrastructure to support the efficiency of emergency services.

- **Objective 1** – Improve the accuracy of County Road and Address Data in coordination with the Next Generation 9-1-1 Project by June 2021.
- **Objective 2** – Upgrade disaster recovery capabilities and improve efficiencies by June 2021.

Economic Well-Being

Goal 1: Implement industry standard practices to manage county hardware and software.

- **Objective 1** – Procure and implement a Software Asset Management Tool by June 2021, for the tracking of non-tangible capital assets.

Budget Request

The Requested Budget represents an overall increase of \$575,517 or 10% in expenditures and a decrease of \$186,839 or 3% in revenues when compared with the FY 2019/20 Final Budget. As a result, the \$766,493 difference in expenditures and revenues represents the use of Fund Balance.

Significant areas with major changes between the FY 2019/20 Final Budget and the FY 2020/21 Requested Budget are as follows:

- Salaries and Benefits increase \$29,101, primarily based on increases in salaries & benefits
- Services and Supplies decrease \$254,122 primarily based on changes in vendor services and maintenance contracts.
- Capital Assets increase \$945,240 primarily based on the quantity, cost, and scope of projects scheduled for FY 2020/21. The FY 2020/21 proposed expenditures of \$2,101,240 include the following:
 - Follow Me Licensing Project - \$125,000
 - On Premise Backup Project - \$225,000
 - Software Asset Management Tool Project - \$315,000
 - UPS Battery Replacement Project - \$118,700
 - Physical Access Manager Project - \$200,000
 - Network Growth Project - \$25,000
 - Authentication Control Upgrade Project - \$50,000
 - WAN Router Security Project - \$20,000
 - Radio Infrastructure Upgrade Project - \$700,000

The following capital assets were approved by the Board of Supervisors prior to the publication of this book.

- Data Center Air Conditioner Upgrade Project - \$200,000
 - Cargo Van - \$29,540
 - Network Routers Upgrade Project - \$93,000
- Revenue projections decrease \$186,839 overall based on the reduced volume of reimbursable projects.

Staffing changes reflected in the Requested Budget include the following:

- No staffing changes requested.

County Administrator's Recommendations

This budget is recommend as submitted.

Pending Issues and Policy Considerations

There are no pending issues or policy considerations.

Department Head Concurrence or Appeal

The Department Head concurs with the Recommended Budget.

Community Development Block Grant

Reed Schenke

Resource Management Agency Director

Fund: 050

Agency: 230

SUMMARY OF APPROPRIATIONS AND REVENUES

2018/19
ACTUALS

2019/20
FINAL
BUDGET

2020/21
CAO
RECOMMEND

VARIANCE

REVENUES:

Rev. from Use of Money & Prop

\$-

\$-

\$-

\$-

TOTAL REVENUES:

\$-

\$-

\$-

\$-

NET COUNTY COST

\$0

\$0

\$0

\$0

Purpose

The Community Development Block Grants (CDBG) funds are used to develop viable communities by providing decent housing, a suitable living environment, and expanding economic opportunities principally for persons of low and moderate-income in the unincorporated areas of Tulare County. All projects that are funded by CDBG must carry out at least one of the following three national objectives: 1) Benefit to targeted income group persons; 2) Aid in the prevention or elimination of slums and blight; or 3) Meet urgent community development needs.

These grant funds are used for: housing rehabilitation, first-time homebuyers assistance, multi-family rental projects, infrastructure in support of housing, business training, economic development loans, business facade enhancement loans and grants, and construction of community improvements.

Core Function

- To promote healthy neighborhoods and viable communities through the use of CDBG funds.

Key Goals and Objectives Results in FY 2019/20

Safety and Security

Goal 1: Seek additional funding for safety-related projects or equipment, such as fire equipment and/or fire facilities improvements.

- **Objective 1** – Apply for funding once the new Notice of Funding Availability is released in late 2019 or early 2020. **Results:** This objective was completed. The County submitted a competitive application for fire equipment. Although the application was unsuccessful, new strategies are being developed for future funding cycles.
- **Objective 2** – Identify eligible health and safety projects that qualify for this fiscal year's CDBG funding cycle. **Results:** This objective was completed. Staff developed a list identifying potential projects for future CDBG funding cycles to be completed by June 2021.

Economic Well-Being

Goal 1: Seek funding for infrastructure improvement projects.

- **Objective 1** – Apply for funding once the new Notice of Funding Availability is released in late 2019 or early 2020. **Results:** This objective was not completed. CDBG recently updated and made changes to its grant application requirements. Staff will update proposed projects and plans to meet the new application requirements for future funding cycles.

Goal 2: Find alternative planning funding sources.

- **Objective 1** – Apply for funding once the new Notice of Funding Availability is released in late 2019 or early 2020. **Results:** This objective was completed. Alternative planning funds were obtained through SB 2 Building Homes and Jobs Act.
- **Objective 2** – Identify eligible planning projects that qualify for this fiscal year's CDBG funding cycle. **Results:** This objective was completed. A list of planning projects is under development.

Quality of Life

Goal 1: Apply for additional funding for water and/or sewer lateral funding.

- **Objective 1** – Apply for funding once the new Notice of Funding Availability is released in late 2019 or early 2020. **Results:** This objective was not completed. CDBG recently updated and made changes to their grant application requirements. Staff will update proposed projects and plans to meet the new application requirements for future funding cycles.

Goal 2: Explore housing related grant opportunities.

- **Objective 1** – Prepare an analysis of housing related grant programs and determine the viability of participation by June 2020. **Results:** This objective was completed. Staff developed a list of priority programs for future funding opportunities.

Goal 1: Apply for Planning Grant funding

- **Objective 1** – Finalize an eligible project list identification process to facilitate more efficient application proposals. **Results:** This objective is not completed. Staff will finalize the eligible project list by June 2021.

Key Goals and Objectives for FY 2020/21

Organizational Performance

Goal 1: Apply for Planning grant funding.

- **Objective 1** – Identify priority projects from the final eligible project list in order to apply for future funding by June 2021.

Safety and Security

Goal 1: Seek additional funding for safety related projects or equipment.

- **Objective 1** – Identify eligible health and safety projects that qualify for future CDBG funding cycles throughout FY 2020/21.

Quality of Life

Goal 1: Apply for additional funding for water and/or sewer lateral funding.

- **Objective 1** – Monitor available housing grants and present funding opportunities for consideration by the Board of Supervisors throughout FY 2020/21.

Economic Well-Being

Goal 1: Seek funding for infrastructure improvement projects.

- **Objective 1** – Develop a priority list of shovel ready projects for future funding opportunities prior to end of FY 2020/21.
- **Objective 2** – Seek additional funding for water and/or sewer lateral projects throughout FY 2020/21.

Budget Request

The Requested Budget represents that there are no significant changes in expenditure or revenues. All expenses and revenues were removed in this year's budget due to lack of grant funding.

County Administrator's Recommendations

This budget is recommended as submitted.

Pending Issues and Policy Considerations

There are no pending issues or policy considerations.

Department Head Concurrence or Appeal

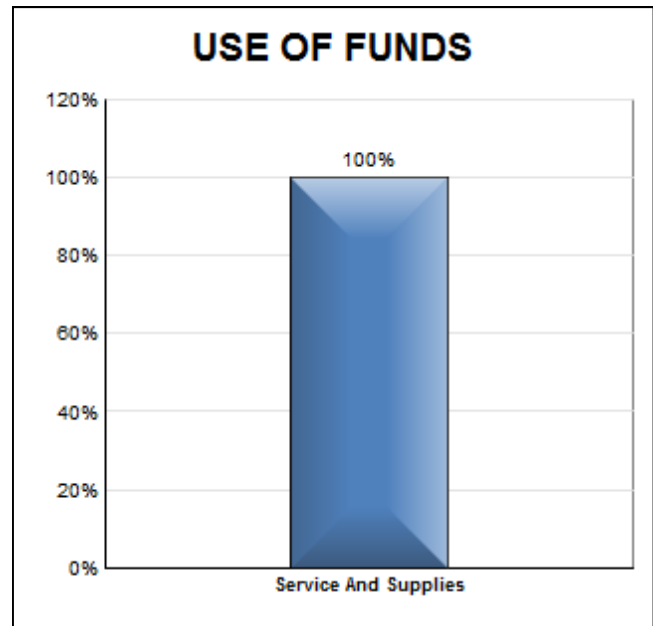
The Department Head concurs with the Recommended Budget.

HOME Program

Reed Schenke

Resource Management Agency Director

Fund: 051				
Agency: 230				
SUMMARY OF APPROPRIATIONS AND REVENUES	2018/19 ACTUALS	2019/20 FINAL BUDGET	2020/21 CAO RECOMMEND	VARIANCE
ACTIVITY APPROPRIATIONS:				
Flood Control And Soil And Wat	\$-	\$83	\$83	\$-
TOTAL ACTIVITY APPROPRIATIONS	\$-	\$83	\$83	\$-
APPROPRIATIONS:				
Service And Supplies	\$-	\$83	\$83	\$-
TOTAL APPROPRIATIONS:	\$-	\$83	\$83	\$-
REVENUES:				
Rev. from Use of Money & Prop	\$-	\$-	\$-	\$-
TOTAL REVENUES:	\$-	\$-	\$-	\$-
NET COUNTY COST	\$0	\$83	\$83	\$0



Use of Funds: Illustrates the major expenditure accounts
 Graph totals may be + / - 1 % of actual total due to rounding

Purpose

The Home Investment Partnerships Program Grant (HOME) Programs strengthen the ability of state and local governments to provide housing for low and moderate-income persons, to expand the capacity of non-profit housing providers, and to leverage private sector participation.

HOME Program funds come to Tulare County through the State Department of Housing and Community Development from the HOME.

HOME grant funds may be used for:

- Housing Rehabilitation
- First-Time Homebuyers Assistance
- Multi-Family Rental Projects

Core Function

- To provide decent and affordable housing to low and moderate-income persons through the use of HOME grants.

Key Goals and Objectives Results in FY 2019/20

Quality of Life

Goal 1: Evaluate this grant program to determine if it is feasible to submit a new application.

- **Objective 1** – Evaluate the costs associated with implementation and long-term compliance with the program by June 2020. **Results:** This objective was completed. The evaluation was completed and resulted in the county submitting an application for first time homebuyer mortgage assistance in early 2020. Tulare County also submitted an application to expend Program Income for a First Time Home Buyer Project in Orsi.

Key Goals and Objectives for FY 2020/21

Quality of Life

Goal 1: Evaluate this grant program to determine if it is feasible to submit a new application.

- **Objective 1** – Monitor available housing grants and present funding opportunities for consideration of the Board of Supervisors throughout FY 2020/21.

Budget Request

The Requested Budget represents that there are no significant changes in expenditure or revenues. The \$83 difference between expenditures and revenues represents the use of Fund Balance.

County Administrator's Recommendations

This budget is recommended as submitted.

Pending Issues and Policy Considerations

There are no pending issues or policy considerations.

Department Head Concurrence or Appeal

The Department Head concurs with the Recommended Budget.

Housing Successor Agency

Jason T. Britt

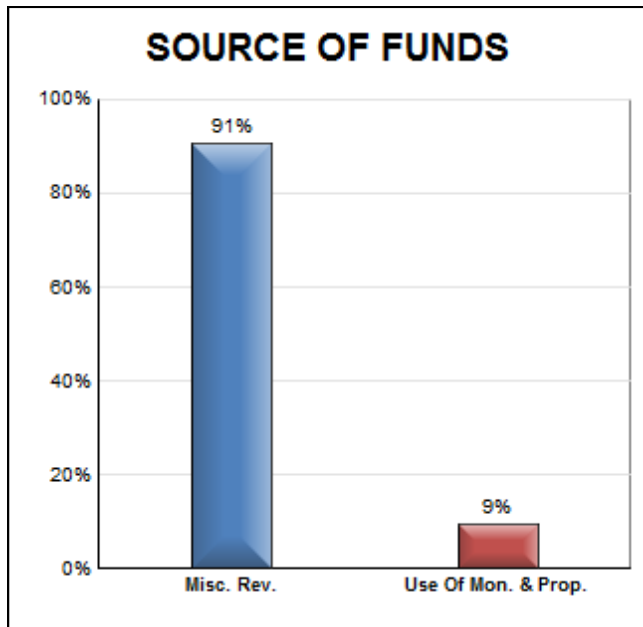
Executive Director

Fund: RA6

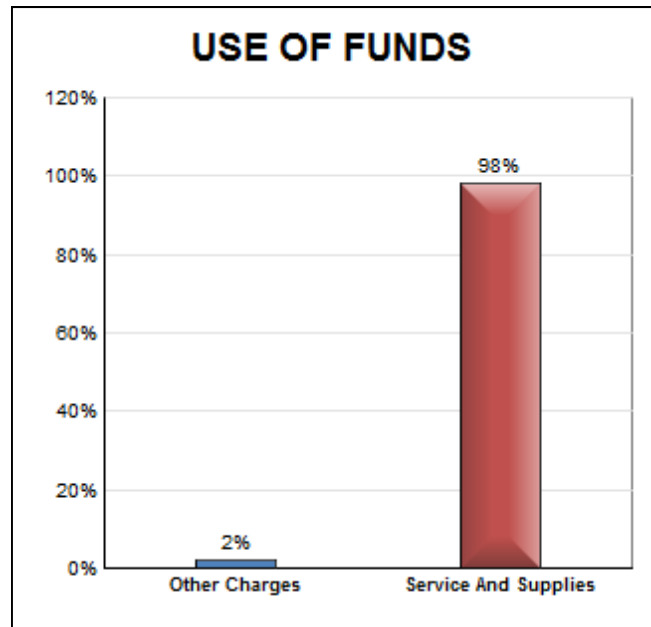
Agency: RA6

SUMMARY OF APPROPRIATIONS AND REVENUES

	2018/19 ACTUALS	2019/20 FINAL BUDGET	2020/21 CAO RECOMMEND	VARIANCE
ACTIVITY APPROPRIATIONS:				
Other Assistance	\$6,722	\$151,340	\$208,551	\$57,211
TOTAL ACTIVITY APPROPRIATIONS	\$6,722	\$151,340	\$208,551	\$57,211
APPROPRIATIONS:				
Other Charges	\$6,722	\$27,159	\$3,986	\$(23,173)
Service And Supplies	\$-	\$124,181	\$204,565	\$80,384
TOTAL APPROPRIATIONS:	\$6,722	\$151,340	\$208,551	\$57,211
REVENUES:				
Miscellaneous Revenue	\$13,563	\$29,000	\$29,000	\$-
Rev. from Use of Money & Prop	\$1,676	\$1,000	\$3,000	\$2,000
TOTAL REVENUES:	\$15,239	\$30,000	\$32,000	\$2,000
NET COUNTY COST	\$(8,517)	\$121,340	\$176,551	\$55,211



Source of Funds: Illustrates the major revenue accounts
Graph totals may be + / - 1 % of actual total due to rounding



Use of Funds: Illustrates the major expenditure accounts
Graph totals may be + / - 1 % of actual total due to rounding

Purpose

The purpose of the Housing Successor Agency is to administer housing programs for the unincorporated communities of Tulare County. After the State dissolved Redevelopment Agencies, the county retained the housing functions of the former Tulare County Redevelopment Agency.

Core Functions

- Carry out the enforceable obligations of the former redevelopment agency, repaying outstanding debts of the former redevelopment agency, and disposing of the former redevelopment agency's non-housing property and assets in accordance with the regulations enacted with AB x1 26.

Key Goals and Objectives Results in FY 2019/20

Organizational Performance

Goal 1: Fulfill regulatory responsibilities in accordance with state law.

- **Objective 1** – Prepare and submit annual Housing Successor report prior to June 2020. **Results:** This objective was completed. Housing Successor report was submitted timely in January 2020.
- **Objective 2** – Finalize property disposition plan and complete transfer of remaining properties in FY 2019/20. **Results:** This objective was not completed. The process will be continuing into next fiscal year.

Key Goals and Objectives for FY 2020/21

Organizational Performance

Goal 1: Fulfill regulatory responsibilities in accordance with state law.

- **Objective 1** – Prepare and submit annual Housing Successor report prior to June 2021.
- **Objective 2** – Finalize the property disposition plan and complete the transfer of remaining properties in FY 2020/21.

Budget Request

The requested Budget represents an overall increase of \$57,211 or 38% in expenditures and an increase of \$2,000 or 7% in revenues when compared with the FY 2019/20 Final Budget. The \$176,551 difference between expenditures and revenues represents the use of Fund Balance.

Significant areas with major changes between the FY 2019/20 Final Budget and the FY 2020/21 Requested Budget are as follows:

- Services and supplies increase \$80,384 primarily based on the increase in budgeted Fund Balance.
- Other Charges decrease \$23,173 primarily due to a decrease in administrative personnel support.

County Administrator's Recommendations

This budget is recommended as submitted.

Pending Issues and Policy Considerations

There are no pending issues or policy considerations.

Department Head Concurrence or Appeal

The Department Head concurs with the Recommended Budget.

Risk Management

Deanne Peterson

County Counsel

Fund: 061				
Agency: 035				
SUMMARY OF APPROPRIATIONS AND REVENUES	2018/19 ACTUALS	2019/20 FINAL BUDGET	2020/21 CAO RECOMMEND	VARIANCE
ACTIVITY APPROPRIATIONS:				
Other General	\$17,115,211	\$23,627,348	\$24,604,172	\$976,824
TOTAL ACTIVITY APPROPRIATIONS	\$17,115,211	\$23,627,348	\$24,604,172	\$976,824
APPROPRIATIONS:				
Cowcap	\$(82,864)	\$5,871	\$148,764	\$142,893
Internal Service Accounts	\$3,492,898	\$3,975,450	\$3,622,000	\$(353,450)
Other Charges	\$11,514,403	\$17,175,095	\$16,039,540	\$(1,135,555)
Service And Supplies	\$2,190,774	\$2,470,932	\$4,793,868	\$2,322,936
TOTAL APPROPRIATIONS:	\$17,115,211	\$23,627,348	\$24,604,172	\$976,824
REVENUES:				
Charges For Current Serv	\$17,295,741	\$19,301,500	\$20,128,323	\$826,823
Intergovernmental Revenue	\$57,529	\$25,348	\$25,349	\$1
Miscellaneous Revenue	\$4,044,535	\$4,000,500	\$4,000,500	\$-
Rev. from Use of Money & Prop	\$613,674	\$300,000	\$450,000	\$150,000
TOTAL REVENUES:	\$22,011,479	\$23,627,348	\$24,604,172	\$976,824
NET COUNTY COST	\$(4,896,268)	\$0	\$0	\$0
Fund: 062				
Agency: 035				
SUMMARY OF APPROPRIATIONS AND REVENUES	2018/19 ACTUALS	2019/20 FINAL BUDGET	2020/21 CAO RECOMMEND	VARIANCE
ACTIVITY APPROPRIATIONS:				
Other General	\$6,643,916	\$10,345,722	\$13,542,689	\$3,196,967
TOTAL ACTIVITY APPROPRIATIONS	\$6,643,916	\$10,345,722	\$13,542,689	\$3,196,967
APPROPRIATIONS:				
Cowcap	\$(35,262)	\$2,825	\$57,749	\$54,924
Internal Service Accounts	\$3,621,475	\$5,138,417	\$5,756,000	\$617,583
Other Charges	\$2,178,145	\$3,920,318	\$6,595,940	\$2,675,622
Other Financing Uses	\$7,000	\$-	\$-	\$-
Service And Supplies	\$872,558	\$1,284,162	\$1,133,000	\$(151,162)
TOTAL APPROPRIATIONS:	\$6,643,916	\$10,345,722	\$13,542,689	\$3,196,967
REVENUES:				
Charges For Current Serv	\$6,575,141	\$6,515,722	\$8,992,281	\$2,476,559
Miscellaneous Revenue	\$7,074	\$2,500,000	\$3,000,000	\$500,000
Other Financing Sources	\$10,000	\$-	\$-	\$-
Rev. from Use of Money & Prop	\$168,383	\$80,000	\$100,000	\$20,000
TOTAL REVENUES:	\$6,760,598	\$9,095,722	\$12,092,281	\$2,996,559
NET COUNTY COST	\$(116,682)	\$1,250,000	\$1,450,408	\$200,408
Fund: 063				
Agency: 035				
SUMMARY OF APPROPRIATIONS AND REVENUES	2018/19 ACTUALS	2019/20 FINAL BUDGET	2020/21 CAO RECOMMEND	VARIANCE
ACTIVITY APPROPRIATIONS:				
Other General	\$430,878	\$521,436	\$709,555	\$188,119
TOTAL ACTIVITY APPROPRIATIONS	\$430,878	\$521,436	\$709,555	\$188,119
APPROPRIATIONS:				
Cowcap	\$(3,381)	\$197	\$3,745	\$3,548
Internal Service Accounts	\$390,338	\$480,000	\$662,213	\$182,213

Other Charges	\$39,922	\$27,229	\$35,597	\$8,368
Service And Supplies	\$3,999	\$14,010	\$8,000	\$(6,010)
TOTAL APPROPRIATIONS:	\$430,878	\$521,436	\$709,555	\$188,119

REVENUES:

Charges For Current Serv	\$506,888	\$515,436	\$701,555	\$186,119
Rev. from Use of Money & Prop	\$15,023	\$6,000	\$8,000	\$2,000
TOTAL REVENUES:	\$521,911	\$521,436	\$709,555	\$188,119

NET COUNTY COST	\$(91,033)	\$0	\$0	\$0
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Fund: 064

Agency: 035

SUMMARY OF APPROPRIATIONS AND REVENUES

2018/19 ACTUALS	2019/20 FINAL BUDGET	2020/21 CAO RECOMMEND	VARIANCE
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ACTIVITY APPROPRIATIONS:

Other General	\$912,892	\$414,503	\$455,985	\$41,482
TOTAL ACTIVITY APPROPRIATIONS	\$912,892	\$414,503	\$455,985	\$41,482

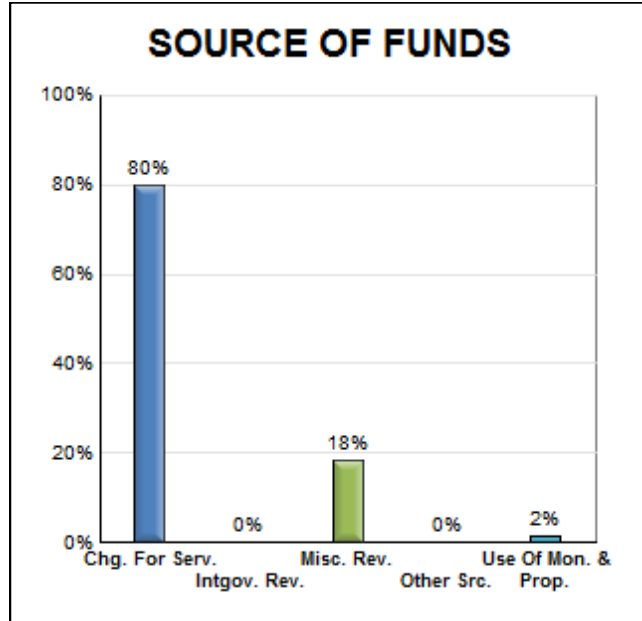
APPROPRIATIONS:

Cowcap	\$(3,478)	\$192	\$7,935	\$7,743
Internal Service Accounts	\$345,644	\$389,000	\$430,000	\$41,000
Other Charges	\$20,726	\$25,011	\$17,750	\$(7,261)
Other Financing Uses	\$550,000	\$-	\$-	\$-
Service And Supplies	\$-	\$300	\$300	\$-
TOTAL APPROPRIATIONS:	\$912,892	\$414,503	\$455,985	\$41,482

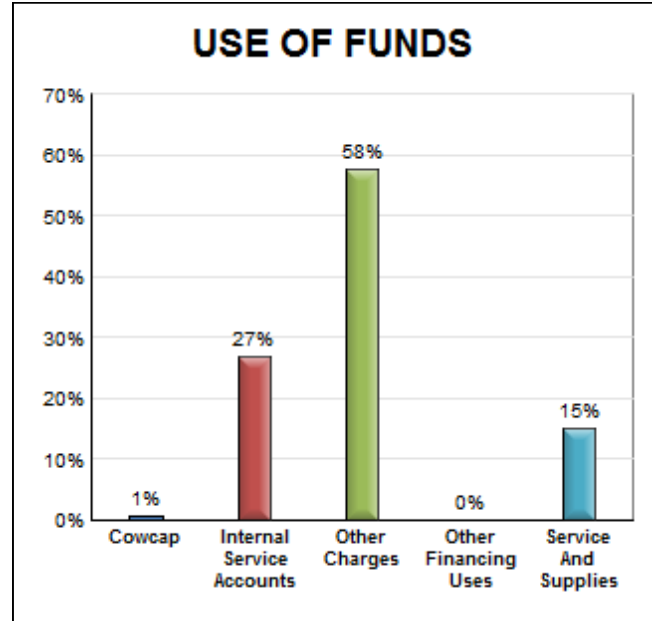
REVENUES:

Charges For Current Serv	\$525,300	\$394,503	\$430,985	\$36,482
Rev. from Use of Money & Prop	\$30,134	\$20,000	\$25,000	\$5,000
TOTAL REVENUES:	\$555,434	\$414,503	\$455,985	\$41,482

NET COUNTY COST	\$357,458	\$0	\$0	\$0
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Source of Funds: Illustrates the major revenue accounts
Graph totals may be + / - 1 % of actual total due to rounding



Use of Funds: Illustrates the major expenditure accounts
Graph totals may be + / - 1 % of actual total due to rounding

Purpose

The mission of the County Counsel's Office is to provide quality and innovative services to our clients and support the public good. Our vision is to meet the legal and risk management challenges facing Tulare County in partnership with our clients.

Risk Management personnel are included in County Counsel's budget (Agency 080); however, the associated costs are distributed to the Risk Management budget (Agency 035) as a cost for administering the insurance programs. Administration costs include insurance applications, premium allocations, review of vendor and contractor insurance requirements, and issuance of certificates as evidence of the county's insurance.

Core Functions

The Risk Management Division has the responsibility of protecting the county's physical, fiscal, and human assets through the coordination of loss prevention and loss reduction activities, administration of claim programs, presentation of safety education and training, and use of risk financing methods such as insurance and risk transfer mechanisms.

Risk Management administers the following four insurance programs:

Workers' Compensation—Fund 061

Risk Management is responsible for planning and administering the self-insured Workers' Compensation Internal Service Fund. The Workers' Compensation Insurance Program utilizes a \$125,000 self-insured retention and excess insurance. This coverage is afforded through Public Risk Innovation Solutions and Management (PRISM) Joint Powers Authority formerly known California State Association of Counties-Excess Insurance Authority (CSAC-EIA).

Administration entails oversight of the county's third-party claim administrator; coordination of the California Division of Occupational Safety and Health mandated loss prevention and safety programs; monitoring County leave-of-absence and return-to-work programs; oversight of the medical resolution and the Department of Transportation programs governing drivers of certain types of vehicles and equipment. A major focus in coordinating the Workers' Compensation Program is providing excellent customer service to injured employees and to departments.

General Liability—Fund 062

Risk Management administers Tulare County's General Liability Fund, which includes self-administration of the Liability Claim Program. The county uses a \$250,000 self-insured retention and purchases excess insurance through PRISM. The county participates in the General Liability I and II programs through PRISM and purchases \$10 million in optional excess liability insurance to provide \$35 million in total liability limits. Liability lawsuits are defended by County Counsel attorneys and/or outside counsel when appropriate.

Property Insurance—Fund 063

Risk Management oversees the Tulare County's Property Insurance Program. The county participates in the PRISM Property Program that consists of over \$600 million in All Risk Coverage Limits, \$300 million in flood limits, and \$25 million in shared earthquake limits. The program covers the county's buildings, vehicles, and property with a total appraised value of \$713 million. Risk Management pursues recovery of losses to County property or vehicles from responsible parties. Deductibles vary depending on the type of property loss.

Medical Malpractice—Fund 064

Risk Management oversees liability losses associated with the county's medical facility operations and oversees claims resulting from medical malpractice allegations against county employed or contracted medical professionals. The county participates in the Medical Malpractice Program through PRISM, which includes a \$10,000 deductible.

Key Goals and Objectives Results in FY 2019/20

Organizational Performance

Goal 1: Strengthen partnerships with Departments to provide sustainable insurance and loss control programs through continuous improvement efforts to contain the increasing costs for worker's compensation and liability insurance coverages and establish practices able to reduce the frequency and severity of claims and extended leave of absences.

- **Objective 1** – By January 2020, Risk will reach out to other counties to research a possible framework for the development of an early intervention return to work and accommodation process to support Tulare County employees who are injured on the job. **Results:** This objective was completed in February 2020. Risk Management consulted with Fresno County, San Luis Obispo County, as well as with CorVel to review their early return-to-work process and programs. The consultations identified that Tulare County's programs and processes are aligned with the other two counties' early return to work efforts and determined that the CorVel program did not align with county's processes. Risk Management continues to actively engage in the interactive process with departments to find early opportunities to accommodate an injured employee's medical restrictions to return injured employees to modified work as soon as feasible.
- **Objective 2** – By March 2020, Risk will continue to explore with County Counsel, HRD, and our WC third-party administrator on additional alternative methods for resolution of employee's lengthy leaves of absences. **Results:** This objective was completed. In November 2019, Risk Management conducted a claims review meeting with CorVel's adjusters and its nurse case managers. The claim review examined the current medical status of complex injury claims and developed specific plans of action to assist in the resolution of claims and lengthy leaves of absence. Due to the COVID-19 pandemic, Risk Management substituted a series of conference calls in place of an in-person meeting with CorVel, CSAC-EIA (excess insurance carrier), and the defense attorneys to discuss individual complex legal claims in which an employee was nearing maximum medical improvement for their injury. These conference calls were effective in facilitating needed discussions with our defense attorneys, CorVel, and CSAC-EIA to establish agreed-upon action plans in the resolution of complex workers' compensation cases.
- **Objective 3** – By June 2020, Risk will complete the drafting of the Essential Function Job Analysis (EFJA) for the county's major occupational job classifications. **Results:** This objective was completed in June 2020. Risk's Disability Management Team completed drafting EFJA's for each of the county's major occupational job classifications. The new EFJAs provide a more accurate description of the position's essential functions and assists with accommodation evaluation and early return-to-work efforts.
- **Objective 4** – By June 2020, Risk in collaboration with department supervisors will conduct site visits to more effectively explore and identify possible reasonable accommodations options to determine if an employee is able to return to work. **Results:** This objective was completed. During the fiscal year, Risk Management conducted worksite visits with the following departments: Probation (July), Child Support (July), General Services (October), HHSA (October and January), and Sheriff (March). These collaborative worksite meetings enabled Risk Management and departmental staff to more effectively explore and identify possible reasonable accommodations to return an employee to work based on the employee's medical work restrictions.

Goal 2: Increase the value of Risk Management services through collaboration with county stakeholders to reduce risk exposures and address specific organizational concerns.

- **Objective 1** – By May 2020, collaboratively work with departments to develop communication strategies to assist departments and employees explore reasonable accommodations and return to work alternatives. **Results:** This objective was completed. Risk Management provided specific worker's compensation and disability leave management training for payroll and human resource staff in the following departments: Sheriff (September, October, February), Probation (November), General Services (November), Solid Waste (October/January) and Fire (October).

- **Objective 2** – By February 2020, collaboratively work with our WC third-party administrator to conduct specific training for the county's frontline medical providers and expand the frontline providers' network to better serve injured employees working in rural areas. **Results:** This objective was completed. In November 2019, Risk Management coordinated with CorVel, Tulare County's third-party administrator, to expand the number of frontline medical providers throughout the county that are available for injured workers. In February 2020, the Medical Authorization form for injured workers was updated to accurately reflect the approved frontline medical providers for workers' compensation injuries to ensure continued collaboration from the physicians.
- **Objective 3** – By March 2020, collaborative work with HHSA and Purchasing to pilot and evaluate new methods designed to streamline the insurance review process for contract renewals in the upcoming fiscal year. **Results:** This objective was completed. In January 2020, Risk Management, HHSA, and Purchasing evaluated the pilot project using Agiloft to submit and review the required insurance coverage for contract renewals electronically. The streamlined insurance review process was determined to be effective and more time-efficient. Risk Management and Purchasing conducted multiple training sessions in February and March to expand this new electronic insurance review system for countywide utilization.
- **Objective 4** – By November 2019, in collaboration with County management, implement an ongoing loss control reporting system which identifies the top risk exposures by frequency and severity for each department. **Results:** This objective was completed. In September 2019, Risk Management prepared an annual report regarding general liability and worker's compensation claims occurrences and incurred costs. The claims report provided a three-year historical review of the County and departmental loss data on a fiscal year basis for general liability and worker's compensation claim.

Goal 3: Further promote supervisory and employee understanding and awareness of risk programs through annual training and department specific educational efforts.

- **Objective 1** – By May 2020, conduct departmental training to address issues in an early notification, types of critical information needed when submitting accident and incident reports that will ensure timely claims administration. **Results:** This objective was completed. In February 2020, Risk's General Liability Team provided training to the county's departmental safety representatives on motor vehicle accident reporting timeframes and requirements. The training stressed the importance of providing the necessary information in timely, accurate, and complete written reports so that proper investigations are conducted.
- **Objective 2** – By May 2020, collaborative work with County Counsel and Purchasing to conduct training for departments on the contract renewal processes and insurance reviews of county agreements. **Results:** This objective was completed. In February and March 2020, two training sessions were conducted for County departments, which outlined the insurance requirements for contracted services.
- **Objective 3** – By June 2020, conduct annual training with HRD to educate department supervisors, payroll, and human resources staff on County employee leaves, worker's compensation, interactive meetings, and reasonable accommodation processes. **Results:** This objective was completed. Risk Management participated in the Payroll/Leave working group with HR&D, County Counsel, and the Auditor's Office. The working group revised and updated the annual training on employee leaves, worker's compensation, and the payroll interrelated processes. In December 2019, two training sessions were conducted jointly for all county departmental payroll and human resources staff. In February 2020, a follow-up training session was provided with a focus on specific leave and payroll issues faced by Sheriff payroll and human resource staff.

Safety and Security

Goal 1: Further promote and maintain a safe work culture and environment to provide a healthy workforce to serve our clients, consumers, and stakeholders.

- **Objective 1** - By June 2020, continue to conduct site inspections and safety audits to ensure departments are identifying and addressing possible safety concerns and to identify whether there is a need to update any safety plan or training procedure. **Results:** This objective was completed. Safety audits were conducted for the Assessor's Office (July), HHSA (August), Solid Waste and RMA (September), and Child Support (October). The audits provided information to the department

regarding safety compliance and facilitated the identification of potential safety needs in departmental operations and compliance with safety regulations.

- **Objective 2** – By June 2020, County employees involved in an at fault vehicle incident or accident will receive a four-hour classroom driver awareness training designed to increase employee awareness of distracted driving and reduce the frequency of at fault vehicle accidents. **Results:** This objective was completed. The four-hour classroom driver classes were conducted in August, October, and December 2019 and February 2020.
- **Objective 3** – By June 2020, continue collaborative efforts with HHSA to pilot ergonomic processes which require an employee to conduct a self-assessment of their own ergonomic comfort or concerns before requesting an evaluation, increases supervisors' awareness of ergonomic concerns and places the responsibility to prioritize efforts to address identified issues. **Results:** This objective was completed in November 2019. Ergonomic requests are being routed first to the HHSA safety team for review, and then HHSA employees are conducting self-assessments. Based on the self-assessment, HHSA supervisors have been given authority to assist their employees with adjusting existing equipment and to request standard ergonomic equipment such as keyboards and footrests without a formal Risk evaluation. This new process has resulted in a lower number of evaluations that Risk conducts, which can ultimately be completed at the department level.

Goal 2: Provide departments with claims data to identify loss exposures and develop strategic action steps to further reduce workplace incidents, employee or public injuries, and decrease employee loss work days and extended absences.

- **Objective 1** – By June 2020, provide ongoing reporting of claims data to department heads concerning loss exposures and financial impact of loss trends. **Results:** This objective was completed. In September 2019, Risk Management prepared an annual report regarding general liability and worker's compensation claims occurrences and incurred costs. The claims report provided a three-year historical review of the county and departmental loss data on a fiscal year basis for general liability and worker's compensation claims. In addition, semi-annual or more periodic claims reports are prepared for county departments with significant exposures, including Sheriff, RMA, and HHSA, or as requested by other departments. The ongoing most considerable risk exposure for departments is that at-fault automobile accidents, which remain the highest loss control priority for the three largest departments.
- **Objective 2** – By June 2020, collaboratively work with department management to evaluate prior year's safety incidents, loss trends and safety practices needed to formulate strategies that address identified workplace issues and concerns. **Results:** This objective was completed. Risk Management conducted safety meetings with the Departmental Safety Representatives in September, November, and February. At each quarterly safety meeting, specific safety incidents, strategies, and safe practices are discussed based on the loss trends.
- **Objective 3** – By June 2020, continue to implement specific ongoing countywide communication strategies to develop employee awareness of loss trends and methods to promote a safe work environment. **Results:** This objective was completed. Risk Management conducted Quarterly Safety Meetings with departmental safety representatives. In addition, monthly safety articles featuring relevant and timely safety topics are submitted to HRD for the Grapevine Newsletter, and periodic training reminders are sent to department heads and safety representatives to conduct specific trainings for specific employees based on their assigned work duties.

Goal 3: Further develop the county capacity and preparedness to address various security and emergency situations through the development of safety plans, emergency protocols, and ongoing implementation of drills for County departments to ensure a state of readiness.

- **Objective 1** – By June 2020, continue to facilitate with departments their efforts to provide emergency action training, conduct annual drills for County agencies, and provide feedback and recommendations for changes or adjustments in protocols or procedures. **Results:** This objective was completed. Risk Management facilitated two large-scale emergency evacuation drills. The evacuation drills were conducted at Government Plaza in September 2019 and HHSA Porterville District Office in October 2019. Risk Management staff observed each exercise and provided recommendations on ways to improve the effectiveness and safety of exiting the building during an actual emergency event.

- **Objective 2** – By June 2020, pilot online safety training through platform within two departments to provide departmental safety training to employees based on the workplace needs. **Results:** This objective was completed. An online pilot program was implemented in TCERA and the Assessor's Office in September 2019.
- **Objective 3** – By June 2020, update Risk's Safety intranet website to include updated safety plan templates and forms. **Results:** This objective was completed. Risk Management's intranet website was updated with three new PowerPoint voice-over training videos for the following safety modules: Valley Fever for supervisors (April), Heat Illness Prevention for Supervisor (March) and Heat Illness Prevention for Employees (May).

Other Accomplishments in FY 2019/20

- Resolved over 323 workers' compensation claims and 58 lengthy employee leaves.
- Conducted over 107 interactive process meetings and held 18 quarterly leave review meetings.
- Formed a working group with County Counsel, the Auditor's Office, and Human Resources & Development to develop systems to improve the understanding of benefits, payroll, and leave/accommodation processes among departmental human resources and payroll staff.
- Resolved over 168 general liability and civil litigation cases resulting in settlement payments of \$2 million from the county, and substantial claim savings totaling over \$79 million.
- Collected \$580,850 in property and subrogation insurance recoveries.
- Provided safety consultation and guidance to departments based in issues or initial violations on the following topics: new-hire drug testing, heat illness prevention, and other safety regulation matters at several worksites.

Key Goals and Objectives for FY 2020/21

Organizational Performance

Goal 1: Improve the efficiency and effectiveness of Risk Management programs to safeguard county assets.

- **Objective 1** – By June 2021, work with CorVel, PRISM, and defense counsel to review complex litigated claims, develop an action plan to seek claim resolutions, and mitigate claim costs.
- **Objective 2** – By May 2021, conduct training for departments on insurance requirements and review processes for county contracts.

Goal 2: Utilize claims data to identify loss exposures and develop strategic steps to reduce workplace incidents, employee or public injuries, lost employee workdays, and extended leaves of absence.

- **Objective 1** – By June 2021, conduct interactive process meetings, site visits, and leave of absence meetings with department supervisors and employees to explore reasonable accommodations and return-to-work alternatives based on the employee's temporary or permanent medical and work restrictions.
- **Objective 2** – By June 2021, provide departments annual and periodic loss control reports on the top risk exposures by frequency, severity, and financial impact; and implement strategies to minimize identified exposures.

Goal 3: Increase departmental understanding and awareness of Risk Management programs through annual training and department-specific educational efforts.

- **Objective 1** – By June 2021, conduct training to educate department supervisory, payroll, and human resources staff on employee leaves, workers' compensation, interactive meetings, and reasonable accommodation processes.
- **Objective 2** – By June 2021, work with department management to evaluate the prior year's safety incidents, loss trends, and safety practices, and formulate strategies that address identified workplace issues and concerns.

Goal 1: Promote and maintain a work culture and environment that supports a safe and healthy workforce.

- **Objective 1** – By June 2021, develop and facilitate departmental loss control and safety training sessions utilizing various training and communication modalities.
- **Objective 2** - By June 2021, conduct site inspections and safety audits to ensure departments are identifying and addressing possible safety concerns and evaluate the need for updated safety plan or training procedure.

Goal 2: Develop departmental capacity to address various security situations and emergencies through the development of safety plans, emergency protocols, and ongoing implementation of drills.

- **Objective 1** – By June 2021, consult with departments regarding their efforts to conduct emergency action training and annual drills, and provide feedback and recommendations for changes or adjustments to protocols or procedures.

Budget Request

The requested budget represents an overall increase of \$4,403,392 or 13% in expenditures and an overall increase of \$4,202,984 or 12% in revenues when compared to the FY 2019/20 Final Budget. The \$1,450,408 difference in expenditure and revenue represent the use of Unrestricted Net Position.

Significant areas with major changes between the FY 2019/20 Final Budget and the FY 2020/21 Requested Budget are as follows:

- Service and Supplies increase \$2,165,764 primarily based on increase in professional & specialized expenses and workers' compensation insurance expenses.
- Other Charges increase \$1,541,174 primarily based on a reduction in workers' compensation claim payments, general liability claim payments and administrative costs from Risk Management.
- Internal Service Accounts increase \$487,346 primarily based on anticipated increases in insurance costs.
- Countywide Cost Allocation Plan (COWCAP) charges increase \$209,108 based on changes in the plan.
- Revenue projections increase \$4,202,984 overall based on increased general liability charged out.

County Administrator's Recommendations

This budget is recommended as submitted.

Pending Issues and Policy Considerations

There are no pending issues or policy considerations.

Department Head Concurrence or Appeal

The Department Head concurs with the Recommended Budget.

Grounds Services

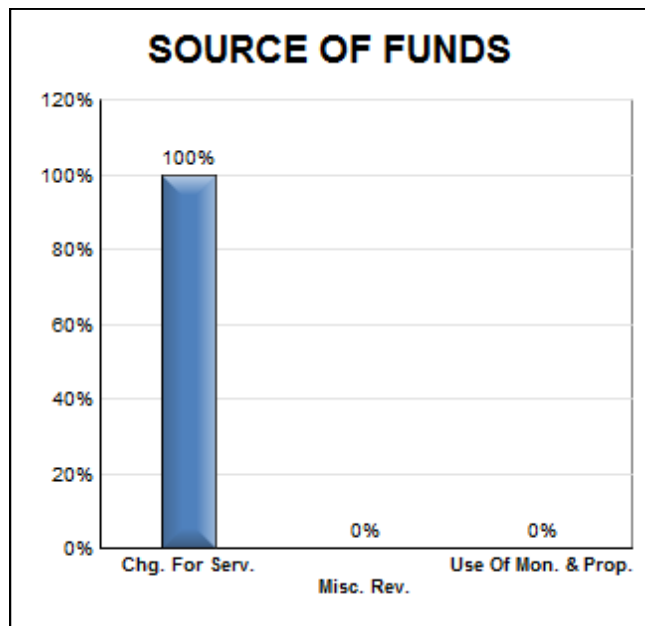
Daniel Richardson

General Services Agency Director

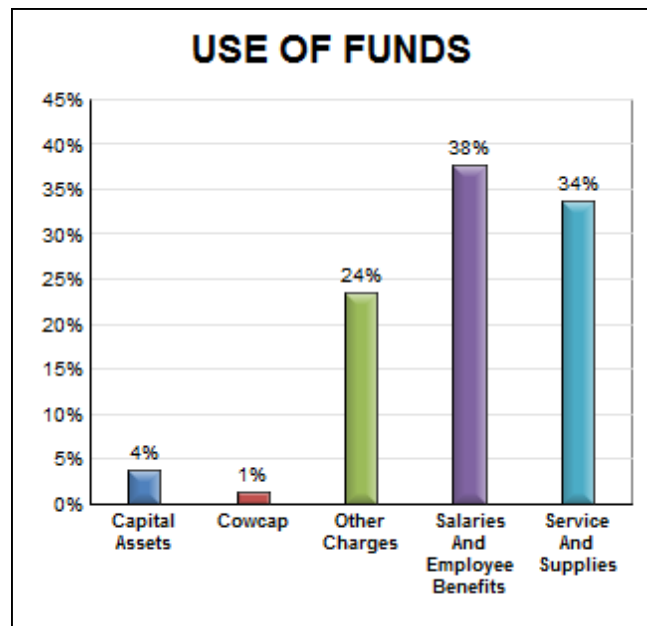
Fund: 066

Agency: 066

SUMMARY OF APPROPRIATIONS AND REVENUES	2018/19 ACTUALS	2019/20 FINAL BUDGET	2020/21 CAO RECOMMEND	VARIANCE
ACTIVITY APPROPRIATIONS:				
Other General	\$632,087	\$734,774	\$812,419	\$77,645
TOTAL ACTIVITY APPROPRIATIONS	\$632,087	\$734,774	\$812,419	\$77,645
APPROPRIATIONS:				
Capital Assets	\$-	\$-	\$30,000	\$30,000
Cowcap	\$8,361	\$9,303	\$11,225	\$1,922
Other Charges	\$188,562	\$163,482	\$191,168	\$27,686
Salaries And Employee Benefits	\$234,677	\$298,039	\$305,876	\$7,837
Service And Supplies	\$200,487	\$263,950	\$274,150	\$10,200
TOTAL APPROPRIATIONS:	\$632,087	\$734,774	\$812,419	\$77,645
REVENUES:				
Charges For Current Serv	\$510,368	\$670,461	\$603,146	\$(67,315)
Miscellaneous Revenue	\$2,177	\$-	\$-	\$-
Rev. from Use of Money & Prop	\$-	\$-	\$-	\$-
TOTAL REVENUES:	\$512,545	\$670,461	\$603,146	\$(67,315)
NET COUNTY COST	\$119,542	\$64,313	\$209,273	\$144,960



Source of Funds: Illustrates the major revenue accounts
Graph totals may be + / - 1 % of actual total due to rounding



Use of Funds: Illustrates the major expenditure accounts
Graph totals may be + / - 1 % of actual total due to rounding

Purpose

The Grounds Services Division of the General Services Agency provides landscaping maintenance to county-owned and select leased facilities. Services are provided through a combination of full-time and extra-help staff for the major county campuses in Visalia, and through contracted services for the remainder of county-owned sites. The cost of providing services is recovered through charges to user departments.

Core Functions

- Provide a warm and inviting exterior environment for Tulare County employees and visitors to county facilities.

Key Goals and Objectives Results in FY 2019/20

Organizational Performance

Goal 1: Strategically apply public funds to maintain an updated fleet of Parks and Grounds equipment.

- **Objective 1** – Conduct a cost-benefit analysis comparing equipment purchase and lease options by February 2020. **Results:** This objective was not completed. This objective was delayed because it was determined a comprehensive analysis for all parks and grounds equipment needed to be done. The analysis is in progress and this objective will continue into FY 2020/21.
- **Objective 2** – Identify small diesel engine equipment incentive and rebate opportunities by February 2020. **Results:** This objective was completed in December 2019. Grant funding was received from the San Joaquin Valley Air Pollution Control District to purchase three electric Gators.

Quality of Life

Goal 1: Improve the appearance of county-owned buildings to ensure that each building provides a warm, welcoming environment for the public and employees.

- **Objective 1** – Identify three to five grounds projects at county-owned facilities by February 2020. **Results:** This objective was completed. Projects were identified at the Juvenile Justice Center and the Civic Center West campuses in January 2020. Cost and design proposals are underway for the Juvenile Justice Center. Due to funding constraints the Civic Center West project may be deferred to a future fiscal year.
- **Objective 2** – Develop a grounds improvement proposal by April 2020. **Results:** This objective was not completed due to staffing limitations. This objective will continue into FY 2020/21.

Other Accomplishments in FY 2019/20

- As a result of the COVID-19 pandemic, contracted grounds services were suspended. County staff assumed groundskeeping responsibilities of 27 contracted sites effective February 2020.

Key Goals and Objectives for FY 2020/21

Organizational Performance

Goal 1: Strategically apply public funds to maintain an updated fleet of Parks and Grounds equipment.

- **Objective 1** – Evaluate existing equipment and prioritize replacement of Parks and Grounds equipment by September 2020.
- **Objective 2** – Identify equipment incentive and rebate opportunities by March 2021.

Quality of Life

Goal 1: Continuously improve the appearance of county-owned buildings to ensure that each building provides a warm welcoming environment for the public and employees.

- **Objective 1** – Complete the landscaping design for the Juvenile Justice Center by August 2020.
- **Objective 2** – Start construction of Juvenile Justice Center landscaping by May 2021.

- **Objective 3** – Develop a grounds improvement proposal by June 2021.

Budget Request

The Requested Budget represents an overall increase of \$77,645 or 11% in expenditures and a decrease of \$67,315 or 10% in revenues when compared with the FY 2019/20 Final Budget. The \$209,273 difference between expenditures and revenues represents the use of Unrestricted Net Position.

Significant areas with major changes between the FY 2019/20 Final Budget and the FY 2020/21 Requested Budget are as follows:

- Other Charges increase \$27,686 primarily based on charges from Services from Other Departments and Road Yard Billing.
- Capital Assets increase \$30,000 primarily based on the need to replace older vehicles. The FY 2020/21 proposed expenditures of \$30,000 include the following:
 - 3 Gator Utility Vehicles - \$30,000
- Revenue projections decrease by \$67,315 based on reduction in billing hours due to a vacant position.

Staffing changes reflected in the Requested Budget include the following:

- No staffing changes requested.

County Administrator's Recommendations

This budget is recommended as submitted.

Pending Issues and Policy Considerations

There are no pending issues or policy considerations.

Department Head Concurrence or Appeal

The Department Head concurs with the Recommended Budget.

Facilities

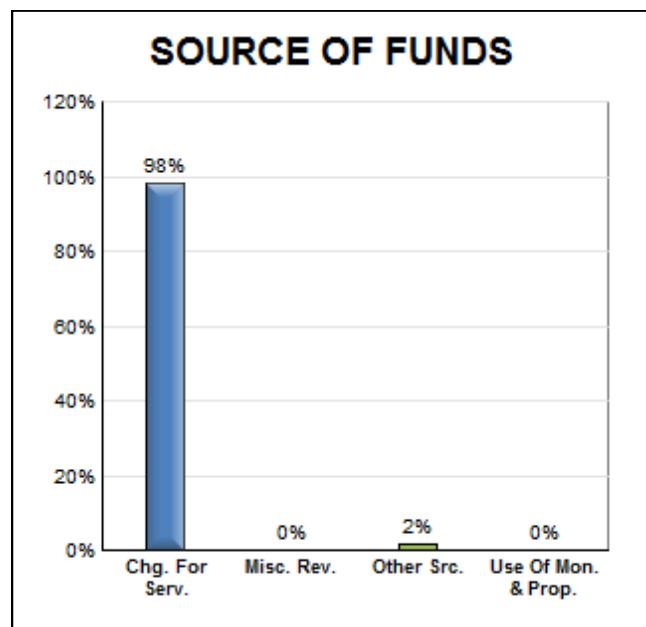
Daniel Richardson

General Services Agency Director

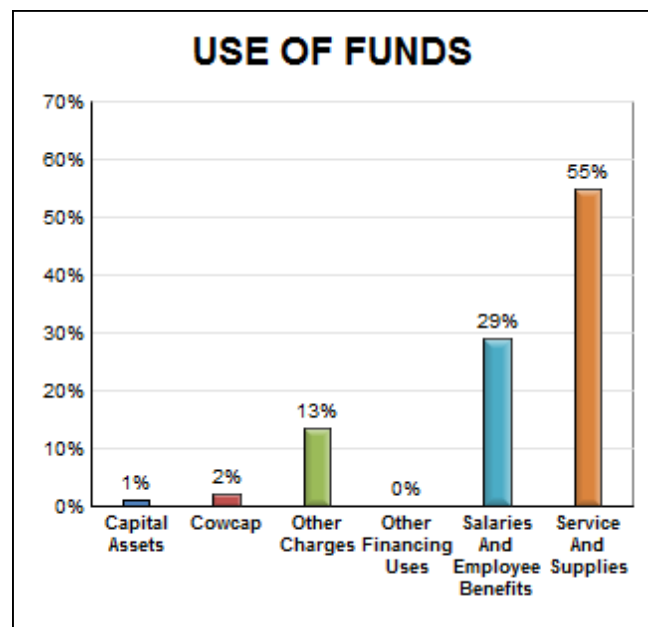
Fund: 067

Agency: 067

SUMMARY OF APPROPRIATIONS AND REVENUES	2018/19 ACTUALS	2019/20 FINAL BUDGET	2020/21 CAO RECOMMEND	VARIANCE
ACTIVITY APPROPRIATIONS:				
Property Manangement	\$9,718,818	\$10,818,230	\$12,589,761	\$1,771,531
TOTAL ACTIVITY APPROPRIATIONS	\$9,718,818	\$10,818,230	\$12,589,761	\$1,771,531
APPROPRIATIONS:				
Capital Assets	\$-	\$46,000	\$121,000	\$75,000
Cowcap	\$160,480	\$188,982	\$248,472	\$59,490
Other Charges	\$1,397,043	\$1,592,664	\$1,675,597	\$82,933
Other Financing Uses	\$4,055	\$4,217	\$4,384	\$167
Salaries And Employee Benefits	\$2,885,282	\$3,578,198	\$3,648,872	\$70,674
Service And Supplies	\$5,271,958	\$5,408,169	\$6,891,436	\$1,483,267
TOTAL APPROPRIATIONS:	\$9,718,818	\$10,818,230	\$12,589,761	\$1,771,531
REVENUES:				
Charges For Current Serv	\$9,420,827	\$10,727,909	\$10,473,975	\$(253,934)
Miscellaneous Revenue	\$61,589	\$-	\$-	\$-
Other Financing Sources	\$-	\$150,000	\$169,000	\$19,000
Rev. from Use of Money & Prop	\$(39)	\$-	\$-	\$-
TOTAL REVENUES:	\$9,482,377	\$10,877,909	\$10,642,975	\$(234,934)
NET COUNTY COST	\$236,441	\$(59,679)	\$1,946,786	\$2,006,465



Source of Funds: Illustrates the major revenue accounts
Graph totals may be + / - 1 % of actual total due to rounding



Use of Funds: Illustrates the major expenditure accounts
Graph totals may be + / - 1 % of actual total due to rounding

Purpose

The Facilities Division of the General Services Agency is responsible for maintaining all county-owned and select leased facilities. Facility and equipment maintenance services are performed using skilled in-house staff with contract support as needed.

Core Functions

- Plan and perform preventative and elective maintenance of buildings and associated equipment for county-owned and select leased facilities.

Key Goals and Objectives Results in FY 2019/20

Organizational Performance

Goal 1: Safely and efficiently maintain the newly constructed South County Detention Facility.

- **Objective 1** – Develop detailed procedures and preventative maintenance schedule per manufacturer recommendations by December 2019. **Results:** This objective was completed in December 2019.
- **Objective 2** – Enter all preventative maintenance tasks into the county facility management software and monitor for proper frequency based on actual building use by June 2020. **Results:** This objective was not completed due to staffing limitations, and will continue into FY 2020/21.

Safety and Security

Goal 1: Improve access to safety information for all Facilities employees.

- **Objective 1** – Establish an electronic Facilities Safety Data Sheet (SDS) database with a fully mobile application by December 2019. **Results:** This objective was not completed. Electronic SDS sheets were collected in January 2020; however, the mobile application deployment was delayed due to ongoing negotiations with the vendor. This objective will continue into FY 2020/21.
- **Objective 2** – Input all Facilities SDS documents in database and train mobile users by June 2020. **Results:** This objective was not completed. Deployment was delayed due to ongoing negotiations with the vendor and this objective will continue into FY 2020/21.

Other Accomplishments in FY 2019/20

- Installed updated Supervisory Control and Data Acquisition (SCADA) controls for water wells at the Civic Center Complex, allowing for increased energy and water savings, as well as extending pump service life.
- Demolished the Environmental Health trailer at the Tulare Hillman complex that had reached the end of its serviceable use.
- Coordinated, planned, and worked as liaison with the solar installation company to connect county buildings to the solar station grid.

Key Goals and Objectives for FY 2020/21

Organizational Performance

Goal 1: Safely and efficiently maintain the newly constructed South County Detention Facility.

- **Objective 1** – Complete the entry of all preventative maintenance tasks into the county facility management software and monitor for proper frequency based on actual building use by June 2021.

Goal 2: Safely and efficiently maintain vital groundwater infrastructure of county buildings.

- **Objective 1** – Develop plans to purchase and install updated Supervisory Control and Data Acquisition (SCADA) ground well control systems for four county jails and the Central Road Yard by December 2020.
- **Objective 2** – Install, test, and adjust new SCADA ground well control systems by June 2021.

Goal 1: Improve access to safety information for all Facilities employees.

- **Objective 1** – Complete Facilities Safety Data Sheets entry into the electronic database and train mobile users by June 2021.

Budget Request

The Requested Budget represents an overall increase of \$1,771,531 or 16% in expenditures and a decrease of \$234,934 or 2% in revenues when compared with the FY 2019/20 Final Budget. As a result, the \$1,946,786 difference between expenditures and revenues represents the use of Unrestricted Net Position.

Significant areas with major changes between the FY 2019/20 Final Budget and the FY 2020/21 Requested Budget are as follows:

- Service and Supplies increase \$1,483,267 primarily based on an increase in Professional & Specialized Services and Training budget.
- Capital Assets increase \$75,000 based on an additional requested truck. The FY 2020/21 proposed expenditures of \$121,000 include the following:

- 1 Truck – \$75,000

The following capital asset was approved by the Board of Supervisors prior to the publication of this book:

- 1 Truck – \$46,000
- Countywide Cost Allocation Plan (COWCAP) increase \$59,490 based on changes in the Plan.
- Revenue projections increase \$234,934 primarily based on an increase to hourly labor rate.

Staffing changes reflected in the Requested Budget include the following:

- Delete 2 FTE vacant positions. The requested deleted positions are:
 - Maintenance Electrician
 - Maintenance Supervisor Parallel

County Administrator's Recommendations

This budget is recommended as submitted.

Pending Issues and Policy Considerations

There are no pending issues or policy considerations.

Department Head Concurrence or Appeal

The Department Head concurs with the Recommended Budget.

Custodial Services

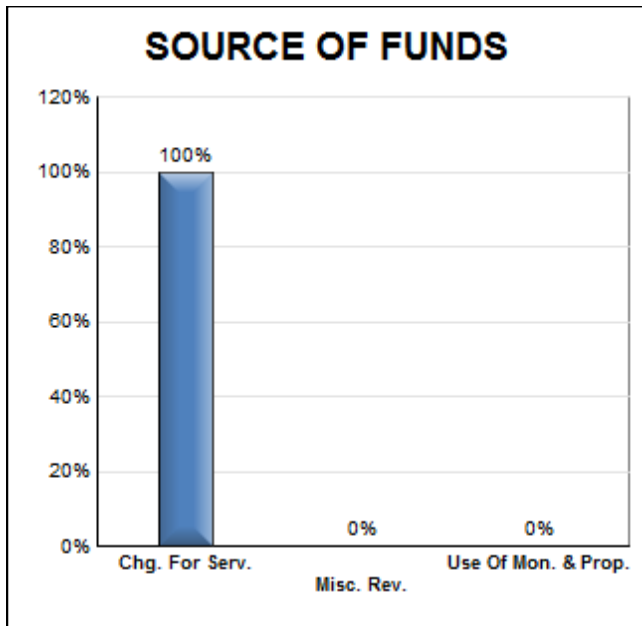
Daniel Richardson

General Services Agency Director

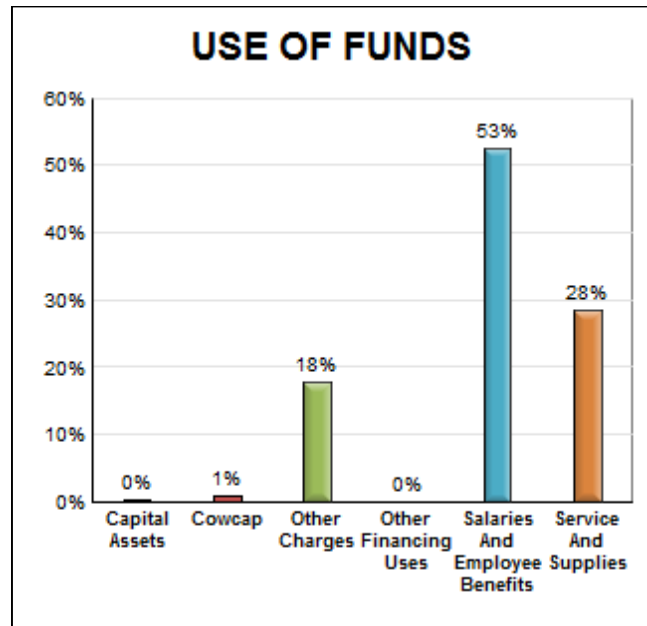
Fund: 068

Agency: 068

SUMMARY OF APPROPRIATIONS AND REVENUES	2018/19 ACTUALS	2019/20 FINAL BUDGET	2020/21 CAO RECOMMEND	VARIANCE
ACTIVITY APPROPRIATIONS:				
Other General	\$2,975,755	\$3,520,813	\$3,854,500	\$333,687
TOTAL ACTIVITY APPROPRIATIONS	\$2,975,755	\$3,520,813	\$3,854,500	\$333,687
APPROPRIATIONS:				
Capital Assets	\$-	\$30,000	\$9,500	\$(20,500)
Cowcap	\$45,811	\$25,503	\$38,319	\$12,816
Other Charges	\$510,873	\$700,131	\$686,592	\$(13,539)
Other Financing Uses	\$-	\$-	\$-	\$-
Salaries And Employee Benefits	\$1,548,723	\$1,905,919	\$2,024,809	\$118,890
Service And Supplies	\$870,348	\$859,260	\$1,095,280	\$236,020
TOTAL APPROPRIATIONS:	\$2,975,755	\$3,520,813	\$3,854,500	\$333,687
REVENUES:				
Charges For Current Serv	\$2,565,981	\$3,321,669	\$3,720,413	\$398,744
Miscellaneous Revenue	\$135	\$-	\$-	\$-
Rev. from Use of Money & Prop	\$(7,073)	\$-	\$-	\$-
TOTAL REVENUES:	\$2,559,043	\$3,321,669	\$3,720,413	\$398,744
NET COUNTY COST	\$416,712	\$199,144	\$134,087	\$(65,057)



Source of Funds: Illustrates the major revenue accounts
Graph totals may be + / - 1 % of actual total due to rounding



Use of Funds: Illustrates the major expenditure accounts
Graph totals may be + / - 1 % of actual total due to rounding

Purpose

The Custodial Services Division of the General Services Agency provides services to county-owned and select leased facilities. Services are provided through full-time staff in the Visalia area and at the detention sites north of Visalia, and through contracted services for the remainder of county-owned and leased sites. Costs are recovered through charges to user departments.

Custodial Services strives to provide a clean, safe, and comfortable working environment using skilled personnel to maintain all buildings in an orderly, timely, and friendly fashion with a commitment to quality customer service and products.

Core Function

- Provide a healthy and safe workplace environment for Tulare County employees and visitors.

Key Goals and Objectives Results in FY 2019/20

Organizational Performance

Goal 1: Support the consistent delivery of service to customers by establishing a Custodial Services Operations Manual.

- **Objective 1** – Distribute and provide training to Custodial staff in the use of a new operations manual by September 2019. **Results:** This objective was completed in September 2019.

Goal 2: Support the consistent delivery of service to customers by establishing routine Custodial site inspections.

- **Objective 1** – Establish and distribute cleaning checklists for the specific types of buildings and spaces cleaned by Custodial staff by July 2019. **Results:** This objective was completed in July 2019.
- **Objective 2** – Develop an inspection schedule for Lead Custodial Workers and the Custodial Supervisor by August 2019. **Results:** This objective was completed in August 2019.
- **Objective 3** – Begin site inspections using the cleaning checklist criteria by October 2019. **Results:** This objective was completed in October 2019.

Goal 3: Improve customer service by providing specialized training to Custodial staff.

- **Objective 1** – Research and identify available trainings in recognizing and dealing with different customer personalities and challenging service environments by September 2019. **Results:** This objective completed in September 2019.
- **Objective 2** – Provide multiple customer service trainings for Custodial staff by November 2019. **Results:** This objective was completed by November 2019.

Other Accomplishments in FY 2019/20

- Provided emergency pandemic response trainings to staff per Centers for Disease Control specifications in response to the COVID-19 pandemic.
- Adjusted work schedules to meet demand for increased sanitization due to the COVID-19 pandemic.
- Upgraded Custodial uniforms for increased comfort and flexibility while maintaining a professional appearance.

Key Goals and Objectives for FY 2020/21

Organizational Performance

Goal 1: Improve Custodial staff knowledge, skills, and abilities by providing specialized training.

- **Objective 1** – Provide training on OSHA worksite safety and Centers for Disease Control guidelines by December 2020.
- **Objective 2** – Provide training on emergency response by June 2021.

Goal 1: Update safety protocols to reflect changes in Custodial products and equipment.

- **Objective 1** – Use Safety Data Sheets to train staff on all new products by December 2020.
- **Objective 2** – Provide Custodial staff instructions on new equipment by December 2020.

Budget Request

The Requested Budget represents an overall increase of \$333,687 or 9% in expenditures and an increase of \$398,744 or 12% in revenues when compared with the FY 2019/20 Final Budget. As a result, the \$134,087 difference between expenditures and revenues represents the use of Unrestricted Net Position.

Significant areas with major changes between the FY 2019/20 Final Budget and the FY 2020/21 Requested Budget are as follows:

- Salaries and Benefits increase \$118,890 primarily based on cost of living allowance increase.
- Service and Supplies increase \$236,020 due to increase in service contract with Advanced Building Maintenance (ABM).
- Capital Assets decrease \$20,500 due to decrease in capital asset purchases. The FY 2020/21 proposed expenditures of \$9,500 include the following:
 - 1 Burnisher - \$9,500
- Countywide Cost Allocation Plan (COWCAP) increase \$12,816 based on changes to the Plan.
- Revenue projections increase \$398,744 due to increase in service contract with ABM and an increase in custodial services.

Staffing changes reflected in the Requested Budget include the following:

- No staffing changes requested.

County Administrator's Recommendations

This budget is recommended as submitted.

Pending Issues and Policy Considerations

There are no pending issues or policy considerations.

Department Head Concurrence or Appeal

The Department Head concurs with the Recommended Budget.

Fleet Services

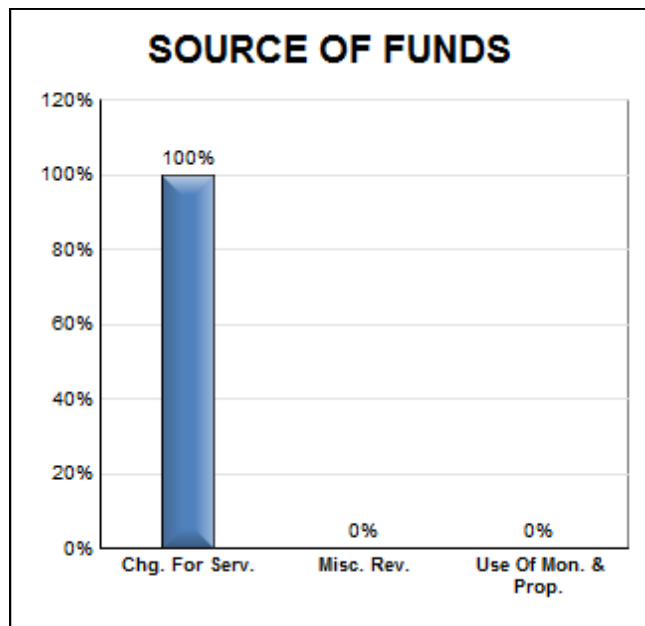
Daniel Richardson

General Services Agency Director

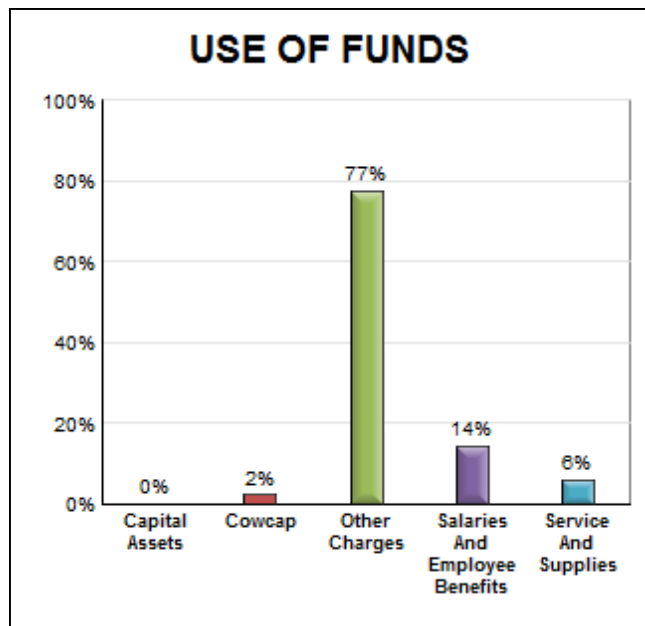
Fund: 070

Agency: 070

SUMMARY OF APPROPRIATIONS AND REVENUES	2018/19 ACTUALS	2019/20 FINAL BUDGET	2020/21 CAO RECOMMEND	VARIANCE
ACTIVITY APPROPRIATIONS:				
Other General	\$5,132,586	\$6,274,678	\$5,785,881	\$(488,797)
TOTAL ACTIVITY APPROPRIATIONS	\$5,132,586	\$6,274,678	\$5,785,881	\$(488,797)
APPROPRIATIONS:				
Capital Assets	\$-	\$-	\$-	\$-
Cowcap	\$128,189	\$105,890	\$126,297	\$20,407
Other Charges	\$4,039,628	\$4,880,274	\$4,478,148	\$(402,126)
Salaries And Employee Benefits	\$724,278	\$840,897	\$834,235	\$(6,662)
Service And Supplies	\$240,491	\$447,617	\$347,201	\$(100,416)
TOTAL APPROPRIATIONS:	\$5,132,586	\$6,274,678	\$5,785,881	\$(488,797)
REVENUES:				
Charges For Current Serv	\$5,120,975	\$5,459,164	\$5,633,102	\$173,938
Miscellaneous Revenue	\$303	\$-	\$-	\$-
Rev. from Use of Money & Prop	\$(2,792)	\$-	\$-	\$-
TOTAL REVENUES:	\$5,118,486	\$5,459,164	\$5,633,102	\$173,938
NET COUNTY COST	\$14,100	\$815,514	\$152,779	\$(662,735)



Source of Funds: Illustrates the major revenue accounts
Graph totals may be + / - 1 % of actual total due to rounding



Use of Funds: Illustrates the major expenditure accounts
Graph totals may be + / - 1 % of actual total due to rounding

Purpose

The Fleet Services Division of the General Services Agency provides safe and cost-effective management of vehicles operated by Tulare County. The services provided by the Division include the scheduling of maintenance and repairs and the acquisition and disposal of vehicles. Fleet Services maintains 45 checkout vehicles that can be used by county departments. The cost of providing services is recovered through charges to user departments.

Core Function

- Provide and maintain vehicles for county departments

Key Goals and Objectives Results in FY 2019/20

Organizational Performance

Goal 1: Upgrade Fleet checkout vehicles to improve program safety and customer service.

- **Objective 1** – Identify checkout vehicles for replacement by December 2019. **Results:** This objective was completed. Twenty-seven checkout vehicles were identified for replacement in December 2019.
- **Objective 2** – Surplus identified vehicles and use the revenue to purchase new upgraded Fleet checkout vehicles by March 2020. **Results:** This objective was not completed. Revenue from surplus vehicles is not returned to Fleet Services. Therefore, this objective was not completed this Fiscal Year due to lack of funding from other sources.

Economic Well-Being

Goal 1: Explore revenue-generating partnerships with other public organizations.

- **Objective 1** – Identify the need for specialized fleet services among other public organizations within the county by June 2020. **Results:** This objective was not completed. Staff conducted outreach efforts with public organizations. After further exploration, it was determined this service was not in the county's best interest.

Other Accomplishments in FY 2019/20

- Fleet Services was awarded funding through the San Joaquin Valley Air Resources Control Board to purchase one electric Gator in January 2020.
- Sheriff's vehicle software was integrated with Fleet Global Positioning System software. This allows the Sheriff's Department to gather more information on the usage of vehicles.

Key Goals and Objectives for FY 2020/21

Organizational Performance

Goal 1: Monitor and track fuel consumption to provide efficient vehicle servicing throughout the county.

- **Objective 1** – Upgrade fuel stations to smart pumps at six sites by January 2021.
- **Objective 2** – Train staff to track, monitor, and evaluate fuel usage by April 2021.

Budget Request

The Requested Budget represents an overall decrease of \$488,797 or 8% in expenditures and an increase of \$173,938 or 3% in revenues when compared with the FY 2019/20 Final Budget. As a result, the \$152,779 difference between expenditures and revenues represents the use of Unrestricted Net Position.

Significant areas with major changes between the FY 2019/20 Final Budget and the FY 2020/21 Requested Budget are as follows:

- Service and Supplies decrease \$100,416 based on reduction in professional and specialized services and maintenance of equipment.

- Other Charges decrease \$402,126 based on the reduction in services by motor pool operations.
- Countywide Cost Allocation Plan (COWCAP) increase \$20,407 based on changes in the Plan.
- Revenue projections increase \$173,938 based on an increase to the hourly labor rate.

Staffing changes reflected in the Requested Budget include the following:

- Delete 1 FTE vacant position. The requested deleted position is:
 - 1 Auto Service Worker

County Administrator's Recommendations

This budget is recommended as submitted.

Pending Issues and Policy Considerations

There are no pending issues or policy considerations.

Department Head Concurrence or Appeal

The Department Head concurs with the Recommended Budget.

Information and Communications Technology

John Hess

Information and Communications Technology Director (Interim)

Fund: 071

Agency: 090

SUMMARY OF APPROPRIATIONS AND REVENUES

	2018/19 ACTUALS	2019/20 FINAL BUDGET	2020/21 CAO RECOMMEND	VARIANCE
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ACTIVITY APPROPRIATIONS:

Other General	\$21,076,660	\$25,982,767	\$27,846,189	\$1,863,422
TOTAL ACTIVITY APPROPRIATIONS	\$21,076,660	\$25,982,767	\$27,846,189	\$1,863,422

APPROPRIATIONS:

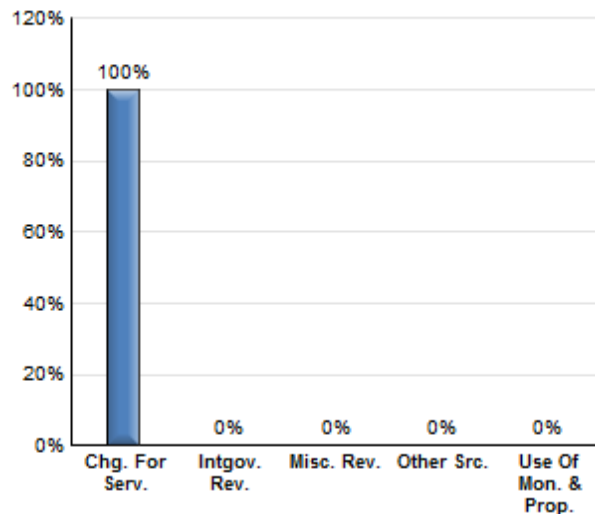
Capital Assets	\$-	\$50,000	\$20,200	\$(29,800)
Cowcap	\$336,153	\$437,288	\$830,692	\$393,404
Other Charges	\$1,066,406	\$1,315,375	\$1,515,719	\$200,344
Other Financing Uses	\$54	\$57	\$59	\$2
Salaries And Employee Benefits	\$14,281,668	\$16,123,110	\$16,239,292	\$116,182
Service And Supplies	\$5,392,379	\$8,056,937	\$9,240,227	\$1,183,290
TOTAL APPROPRIATIONS:	\$21,076,660	\$25,982,767	\$27,846,189	\$1,863,422

REVENUES:

Charges For Current Serv	\$23,409,046	\$25,685,486	\$26,228,537	\$543,051
Intergovernmental Revenue	\$-	\$1	\$1	\$-
Miscellaneous Revenue	\$5,028	\$10	\$11	\$1
Other Financing Sources	\$1,754	\$18,663	\$1	\$(18,662)
Rev. from Use of Money & Prop	\$-	\$1	\$1	\$-
TOTAL REVENUES:	\$23,415,828	\$25,704,161	\$26,228,551	\$524,390

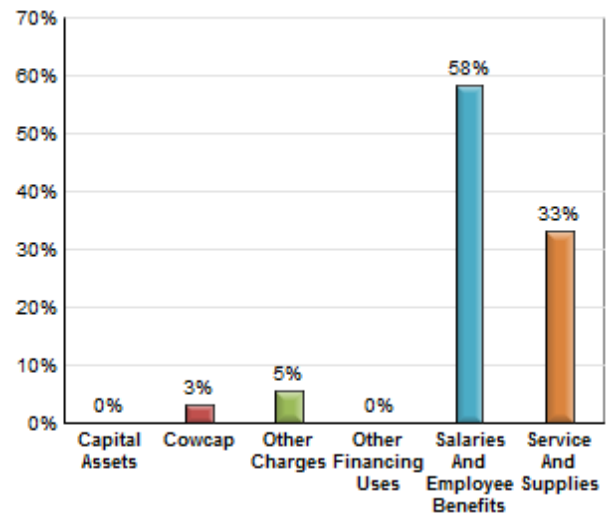
NET COUNTY COST	\$(2,339,168)	\$278,606	\$1,617,638	\$1,339,032
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SOURCE OF FUNDS



Source of Funds: Illustrates the major revenue accounts
Graph totals may be + / - 1 % of actual total due to rounding

USE OF FUNDS



Use of Funds: Illustrates the major expenditure accounts
Graph totals may be + / - 1 % of actual total due to rounding

Purpose

Tulare County Information and Communications Technology Department (TCiCT) provides public value by helping county departments enhance their operations and public service delivery. The enhancements result in cost-effective technology solutions and services researched, planned, developed, and implemented in collaboration with county departments.

Core Functions

- Collaborate with county departments in the strategic use of technology to improve all facets of county business processes.
- Protect county intellectual property and residents' privacy by enforcing secure methodologies for the electronic and physical protection of data during input, transmission, and storage.
- Leverage county investments in technology and personnel to provide value and accountability to county departments through the research of new technologies, growing technical expertise in county personnel, and utilizing the collegial relationships between departments to guide technology investments, utilization, and reporting.
- The Administration Unit conducts budgeting, accounts payable, staffing, planning, and other day-to-day administrative operations within the Department.
- Help maintain electronic communication amongst employees and with the citizens is one of TCiCT's primary functions. The Operations Division maintains the county network backbone, telephones, servers, storage, backup, and internet access.
- All county employees receive assistance from the TCiCT service desk and desktop support. This team manages more than 5000 desktops and laptops throughout the county.
- Programming and Application Support Services solves county business process needs by the creation and maintenance of custom software. They also install and maintain a wide variety of off-the-shelf applications and databases throughout the county.
- Geographic Information Services (G.I.S.) creates maps and provides data analysis to support county departments and their customers by using geospatial information.
- Enterprise Content Management provides solutions to reduce the use of paper records and improve workflow by applying technology, business analysis and library sciences.
- The Project Management Office provides project services with a goals-based approach that utilizes formal planning, budget, and scoping processes designed to provide on-time, on-scope and on-budget project completion.
- Business Intelligence enables County departments to incorporate a data-driven decision-making process through the utilization of multiple data sources. This unit uses numerous technologies, applications and effective practices to collect, integrate, analyze, and present information in customized reports, queries, data mining, and dashboards.

Key Goals and Objectives Results in FY 2019/20

Organizational Performance

Goal 1: Ensure network stability for all departments.

- **Objective 1** – Move remaining data center VLANs to NSX by November 2019. **Results:** This objective was completed in February 2020.
- **Objective 2** – Move Departmental VLANs to the new core by September 2019. **Results:** This objective was completed in February 2020.
- **Objective 3** – Move physical data connections to the new core and retire Nexus 7000 by December 2019. **Results:** This objective was completed in February 2020.

Goal 2: Enhance communication and collaboration.

- **Objective 1** – Evaluate and recommend Office 365 strategy by January 2020. **Results:** This objective was completed. In June 2020, recommendations were developed for an Office 365 strategy for future fiscal years.
- **Objective 2** – Update VoIP infrastructure software by September 2019. **Results:** This objective was completed in November 2019.
- **Objective 3** – Upgrade GroupWise Email System to latest version by March 2020. **Results:** This objective was completed in March 2020.

- **Objective 4** – Complete Jabber (instant messaging) installations to departments that need it by June 2020. **Results:** This objective was completed. The project was completed in October 2019.

Safety and Security

Goal 1: Protect the computing performance, stability, and security of all departments.

- **Objective 1** – Implement NSX Micro Segmentation by June 2020. **Results:** The objective was not completed. Phase I of this project was completed with the implementation of NSX V. The next phase was impacted by COVID-19 pandemic, but is planned for FY 2020/21 with an expected completion date of December 2020.
- **Objective 2** – Implement Active Directory Security tools and procedures by January 2020. **Results:** This objective was completed in March 2020.
- **Objective 3** – Implement Cloud based backup solution by January 2020. **Results:** This objective was completed in January 2020.

Goal 2: Migration of all county computers to Windows 10.

- **Objective 1** – Upgrade county business computers that meet hardware standards to Windows 10 by February 2020. **Results:** This objective was partially completed. TCiCT successfully upgraded 96.5% of county business computers to Windows 10 by June 2020.
- **Objective 2** – Facilitate department purchases of replacement hardware to support Windows 10 by February 2020. **Results:** The objective was completed. Each department was supplied with a list of hardware that required upgrades or replacements for migration to Windows 10 in February 2020.

Other Accomplishments in FY 2019/20

- Provided 99.9% network availability during FY 2019/20.
- Responded to and resolved 31,212 calls for support to the TCiCT Service Desk.
- Successfully completed the Internet security hardware upgrades protecting all departments.
- Successfully migrated the software that manages all access control doors from CPAM (Cisco) to IPAM (Identiv).
- Successfully implemented the Next Unit of Computing (NUC) computing systems for video conferencing in personal offices and conference rooms in more than thirty locations.
- Conducted multiple presentations on the success of the groundwater data management for the Tulare Lake Basin.
- Supported the Office of Emergency Services mapping for the Public Safety Power Shutoff events.
- Successfully developed a public well information map for TulareLakeBasin.com.
- Supported the Registrar of Voters through the development of polling place maps.
- Completed major data center infrastructure upgrades.
- Successfully installed a new mainframe for the Property Management System.
- Successfully supported approximately 1,500 essential remote workers during the COVID-19 pandemic.
- Successfully created four call centers in response to the COVID-19 pandemic, in support of Public Health, Human Services, and Office of Emergency Services

Key Goals and Objectives for FY 2020/21

Organizational Performance

Goal 1: Improve the computing performance, stability, and security of all Tulare County departments.

- **Objective 1** – Complete the county email system migration from GroupWise to Microsoft Exchange by June 2021.
- **Objective 2** – Procure and implement remote access technologies required to provide business continuity during the COVID-19 pandemic and any future emergencies by December 2020. The technologies may include hardware and software licenses.
- **Objective 3** – Procure and implement a network security monitoring solution that provides security alerts for both traditional and advanced network threats by June 2021.

Goal 2: Improve processes, implement strategic initiatives, and improve customer service.

- **Objective 1** – Develop and implement a client-facing service catalog by June 2021.
- **Objective 2** – Develop and introduce a three-year technology plan by February 2021.
- **Objective 3** – Support the Tulare County electoral redistricting efforts with technology and GIS support by June 2021.

The Requested Budget represents an overall increase of \$1,863,422 or 7% in expenditures and an increase of \$524,390 or 2% in revenues when compared with the FY 2019/20 Final Budget. The \$1,617,638 difference in expenditure and revenue represent the use of Unrestricted Net Position.

Significant areas with major changes between the FY 2019/20 Final Budget and the FY 2020/21 Requested Budget are as follows:

- Salaries and Benefits increase \$116,182 primarily based on an increase in salaries and the proposed amendments to positions.
- Services and Supplies increase \$1,183,290 primarily based on increases in professional and specialized expenses.
- Other Charges increase \$200,344 primarily based on an increase in services from other departments.
- Capital Assets decrease \$29,800. The FY 2020/21 expenditure of \$20,200 includes the following:
 - Albert Security Project - \$20,200
- COWCAP increase \$393,404 primarily based on changes in the Plan.
- Revenue projections increase \$524,390 overall based on an increase in services to outside organizations.

Staffing changes reflected in the Requested Budget include the following:

- Delete 2 FTE positions based on changes in the department. The requested deleted positions include:
 - 1 IT Division Manager
 - 1 IT Business Intelligence Developer

County Administrator's Recommendations

The budget is recommended as submitted.

Pending Issues and Policy Considerations

There are no pending issues or policy considerations.

Department Head Concurrence or Appeal

The Department Head concurs with the Recommended Budget.

Communications

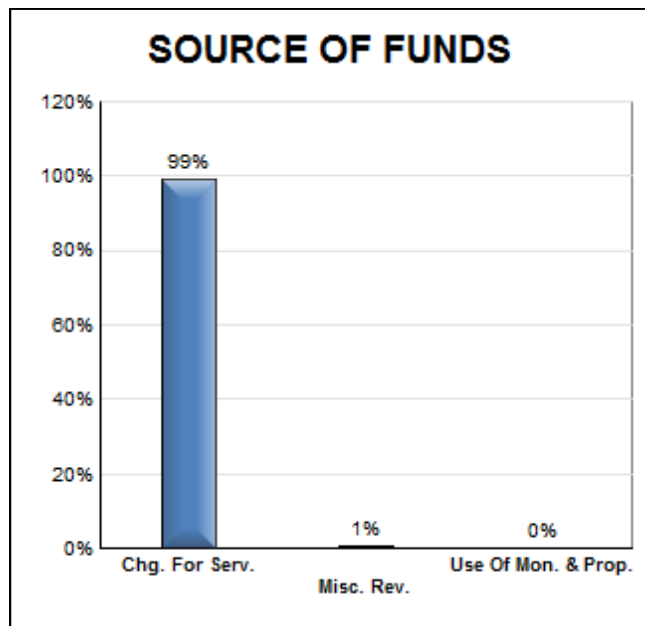
John Hess

Information and Communications Technology Director (Interim)

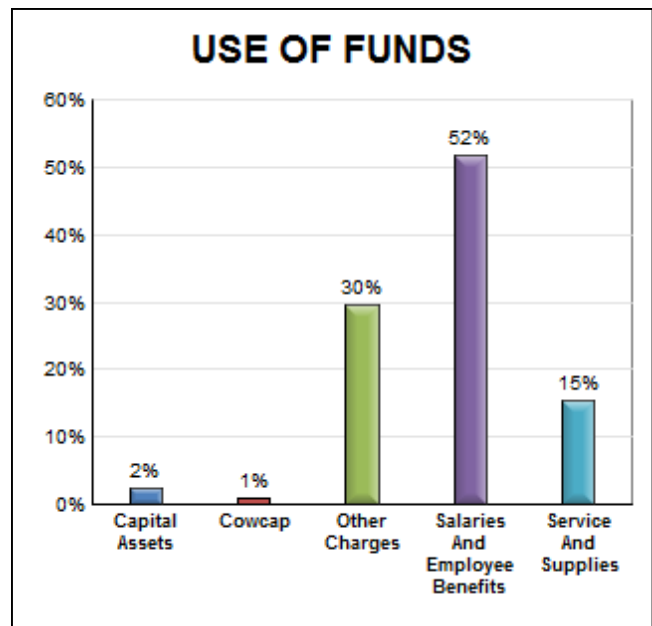
Fund: 074

Agency: 074

SUMMARY OF APPROPRIATIONS AND REVENUES	2018/19 ACTUALS	2019/20 FINAL BUDGET	2020/21 CAO RECOMMEND	VARIANCE
ACTIVITY APPROPRIATIONS:				
Communications	\$938,063	\$1,514,372	\$1,218,116	\$(296,256)
TOTAL ACTIVITY APPROPRIATIONS	\$938,063	\$1,514,372	\$1,218,116	\$(296,256)
APPROPRIATIONS:				
Capital Assets	\$-	\$45,000	\$27,500	\$(17,500)
Cowcap	\$18,167	\$10,987	\$10,370	\$(617)
Other Charges	\$302,774	\$695,045	\$361,178	\$(333,867)
Salaries And Employee Benefits	\$559,182	\$631,093	\$632,351	\$1,258
Service And Supplies	\$57,940	\$132,247	\$186,717	\$54,470
TOTAL APPROPRIATIONS:	\$938,063	\$1,514,372	\$1,218,116	\$(296,256)
REVENUES:				
Charges For Current Serv	\$891,808	\$1,465,881	\$1,208,016	\$(257,865)
Miscellaneous Revenue	\$31,803	\$38,600	\$9,001	\$(29,599)
Rev. from Use of Money & Prop	\$1,270	\$2	\$2	\$-
TOTAL REVENUES:	\$924,881	\$1,504,483	\$1,217,019	\$(287,464)
NET COUNTY COST	\$13,182	\$9,889	\$1,097	\$(8,792)



Source of Funds: Illustrates the major revenue accounts
Graph totals may be + / - 1 % of actual total due to rounding



Use of Funds: Illustrates the major expenditure accounts
Graph totals may be + / - 1 % of actual total due to rounding

Purpose

The Radio Communications Division of the Information and Communications Technology Department (TCiCT) provides Public Safety and other entities with a robust and reliable radio and microwave network for communications across most areas of the county. Costs are recovered by providing services through charges to user departments.

Core Functions

- The Radio Communications Division provides reliable radio communications and microwave data links to various departments and agencies. Constantly monitors the infrastructure performance and coverage against established benchmarks; improves where feasible.
- Builds public value with continual Countywide improvements to the radio and microwave network by upgrading current radio tower sites, installing new tower sites to meet emerging needs, and implementing improved signal routing protocols.
- The Radio Communications Division also provides installation, maintenance, and repair for equipment installed in vehicles, base stations, and communications towers with the goal to maintain established standards of quality and interoperability across County Departments and their local partners.

Key Goals and Objectives Results in FY 2019/20

Safety and Security

Goal 1: Improve Public Safety Communications within Tulare County.

- **Objective 1** – Replace the aged standby Uninterruptable Power Supplies (UPS) at select microwave tower and repeater locations with new online UPS' by June 2020. **Results:** This objective was completed. The UPS replacements were completed at Lewis Hill and Blue Ridge tower sites in March 2020. Stokes Mountain was completed by the end of June 2020.
- **Objective 2** – Replace four antiquated MTR2000 repeaters with four GTR repeaters by April 2020. **Results:** This objective was completed. The replacement was completed in January 2020.
- **Objective 3** – Replace six antiquated Quantar Repeaters with new Quantar repeaters by May 2020. **Results:** This objective was completed. The replacement was completed in December 2019.
- **Objective 4** – Work with GSA to install a security fence around Blue Ridge Radio Tower by June 2020. **Results:** This objective was not completed. It should be completed no later than December 2020.

Goal 2: Improve public safety radio communications in the community of Three Rivers.

- **Objective 1** – Complete negotiations with property owner for installation of improved radio shelter and equipment by November 2019. **Results:** The objective was completed.
- **Objective 2** – Purchase and install radio shelter and site improvements by June 2020. **Results:** The objective was not completed. The site improvements are in progress and the shelter is scheduled to be installed before the end of June 2020.

Other Accomplishments in FY 2019/20

- Closed 540 request tickets for radio services.
- Replaced High Capacity microwave connections from Mooney Grove to Stokes Mountain and Lewis Hill.
- Replaced the end-of-life microwave connection to the City of Exeter.
- Installed the new microwave connection from Tulare City Hall to their water treatment facility to support video surveillance.
- Installed a voting receiver at the Sheriff's Headquarters to support two-way radio communications.
- Performed drone surveys including 3D map testing for GIS, Sheriff Headquarters building for tower considerations, Jordan Peak to record damage to solar panels, Barton Mountain to survey location for tower.
- Outfitted 31 public safety vehicles as of June 2020.
- Installed a radio repeater for the new Fire Station One building.

Key Goals and Objectives for FY 2020/21

Organizational Performance

Goal 1: Establish Memoranda of Understanding (MOU) to provide Radio Communication Services to cities and other organizations.

- **Objective 1** – Approach potential partners that would be interested in establishing MOUs by August 2020.
- **Objective 2** – Work with partners to get signed MOUs ready for Board approval by October 2020.
- **Objective 3** – Request Board approval of MOUs by November 2020.

Safety and Security

Goal 1: Improve Public Safety Communications within the County through radio infrastructure upgrades.

- **Objective 1** – Procure radio transmission system equipment by December 2020
- **Objective 2** – Implement radio hardware by June 2021.

Goal 2: Maintain current Public Safety Communications system through annual preventative maintenance.

- **Objective 1** – Tune-up base radios at various locations to current factory specifications by June 2021.
- **Objective 2** – Inspect power systems, repeaters, antenna systems, and safety systems at various radio sites and repair or replace as needed by June 2021.
- **Objective 3** – Inspect, tune-up, and repair as needed, portable and mobile radios at various Sheriff substations and detention facilities by June 2021.

Budget Request

The Requested Budget represents an overall decrease of \$296,256 or 20% in expenditures and a decrease of \$287,464 or 19% in revenues when compared with the FY 2019/20 Final Budget. The \$1,097 difference in expenditures and revenues represents the use of Unrestricted Net Position.

Significant areas with major changes between the FY 2019/20 Final Budget and the FY 2020/21 Requested Budget are as follows:

- Services and Supplies increase of \$54,470 primarily based on an increase in maintenance equipment.
- Other Charges decrease of \$333,867 primarily based on a decrease to services provided to other departments.
- Capital Assets decrease of \$17,500 primarily based on fewer capital asset purchases proposed this fiscal year. The FY 2020/21 expenditures of \$27,500 include the following:

- 1 Drone - \$7,500
- 1 Communications Trailer - \$20,000

- Revenue projections decrease \$287,464 overall based on decreased Radio charges.

Staffing changes reflected in the Requested Budget include the following:

- No staffing changes requested.

County Administrator's Recommendations

This budget is recommended as submitted.

Pending Issues and Policy Considerations

There are no pending issues or policy considerations.

Department Head Concurrence or Appeal

The Department Head concurs with the Recommended Budget.

Mail Services

Daniel Richardson

General Services Agency Director

Fund: 076

Agency: 076

**SUMMARY OF APPROPRIATIONS
AND REVENUES**

	2018/19 ACTUALS	2019/20 FINAL BUDGET	2020/21 CAO RECOMMEND	VARIANCE
ACTIVITY APPROPRIATIONS:				
Other General	\$1,480,638	\$1,967,101	\$2,021,244	\$54,143
TOTAL ACTIVITY APPROPRIATIONS	\$1,480,638	\$1,967,101	\$2,021,244	\$54,143

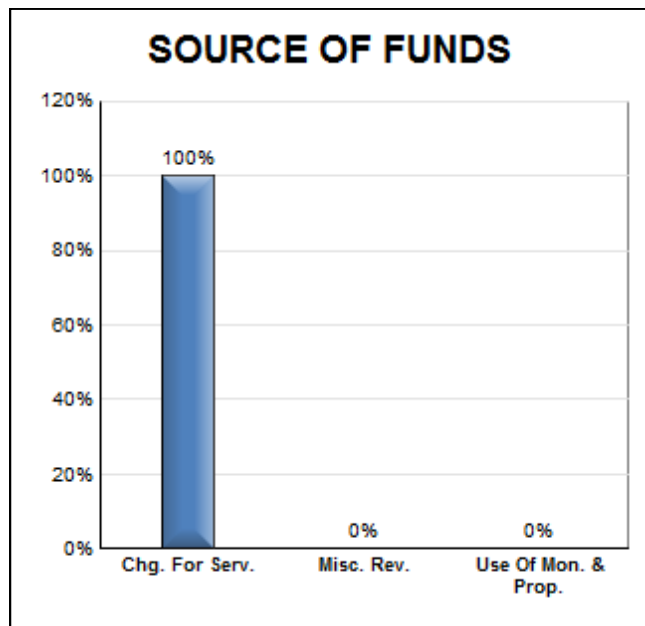
APPROPRIATIONS:

Cowcap	\$14,928	\$15,512	\$16,406	\$894
Other Charges	\$1,283,005	\$1,701,251	\$1,681,361	\$(19,890)
Other Financing Uses	\$-	\$-	\$-	\$-
Salaries And Employee Benefits	\$92,477	\$96,338	\$104,477	\$8,139
Service And Supplies	\$90,228	\$154,000	\$219,000	\$65,000
TOTAL APPROPRIATIONS:	\$1,480,638	\$1,967,101	\$2,021,244	\$54,143

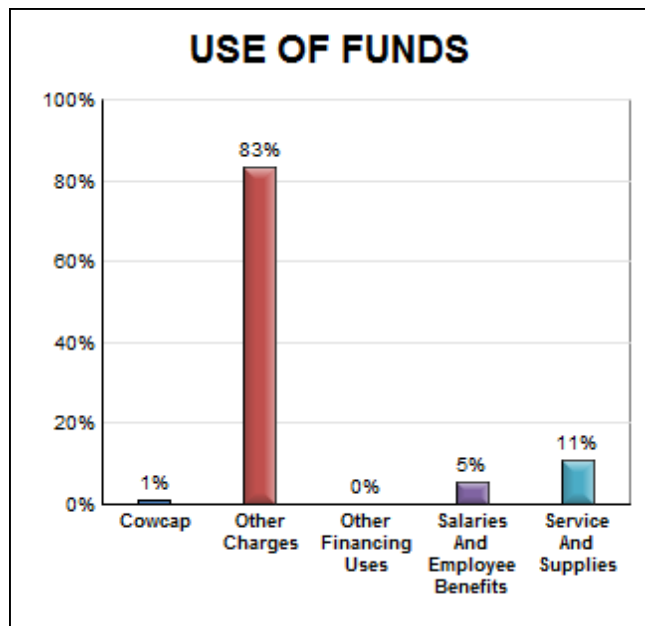
REVENUES:

Charges For Current Serv	\$1,296,620	\$1,494,487	\$1,481,582	\$(12,905)
Miscellaneous Revenue	\$-	\$-	\$-	\$-
Rev. from Use of Money & Prop	\$(13,882)	\$-	\$-	\$-
TOTAL REVENUES:	\$1,282,738	\$1,494,487	\$1,481,582	\$(12,905)

NET COUNTY COST	\$197,900	\$472,614	\$539,662	\$67,048
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Source of Funds: Illustrates the major revenue accounts
Graph totals may be + / - 1 % of actual total due to rounding



Use of Funds: Illustrates the major expenditure accounts
Graph totals may be + / - 1 % of actual total due to rounding

Purpose

The Mail Services Division of the General Services Agency provides all Tulare County departments with mail and package related services, while continually seeking ways to improve service delivery efficiencies. The cost of providing services is recovered through charges to user departments.

Core Function

- Manage the staff, budget, and requirements of the United States Postal Service (USPS) to meet the mail and shipping needs of departments.

Key Goals and Objectives Results in FY 2019/20

Organizational Performance

Goal 1: Increase operational efficiency, effectiveness and continuity by improving mail preparation process.

- **Objective 1** – Train all appropriate staff on the Converged Cable Access Platform (CCAP) addressing machine by March 2020. **Results:** This objective was completed in March 2020
- **Objective 2** – Train all appropriate staff on USPS guidelines and requirements for mail preparation and reporting by March 2020. **Results:** This objective was completed in March 2020.

Other Accomplishments in FY 2019/20

- Conducted preventative maintenance on sorter inserter, resulting in increased mail production rates.

Key Goals and Objectives for FY 2020/21

Organizational Performance

Goal 1: Increase awareness of mail services among Tulare County departments.

- **Objective 1** – Promote mail services utilizing the General Services Agency website by April 2021.
- **Objective 2** – Conduct outreach efforts with internal and external customers by April 2021.

Budget Request

The Requested Budget represents an overall increase of \$54,143 or 3% in expenditures and a decrease of \$12,905 or 1% in revenues when compared with the FY 2019/20 Final Budget. As a result, the \$539,662 difference between expenditures and revenues represents the use of Unrestricted Net Position

Significant areas with major changes between the FY 2019/20 Final Budget and the FY 2020/21 Requested Budget are as follows:

- Service and Supplies increase \$65,000 due to needed upgrade of equipment.

Staffing changes reflected in the Requested Budget include the following:

- No staffing changes requested.

County Administrator's Recommendations

This budget is recommended as submitted.

Pending Issues and Policy Considerations

There are no pending issues or policy considerations.

Department Head Concurrence or Appeal

The Department Head concurs with the Recommended Budget.

Copier Services

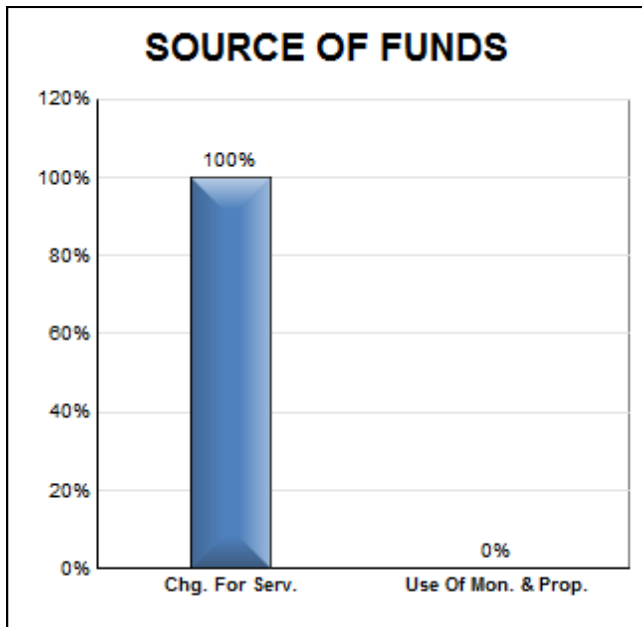
Daniel Richardson

General Services Agency Director

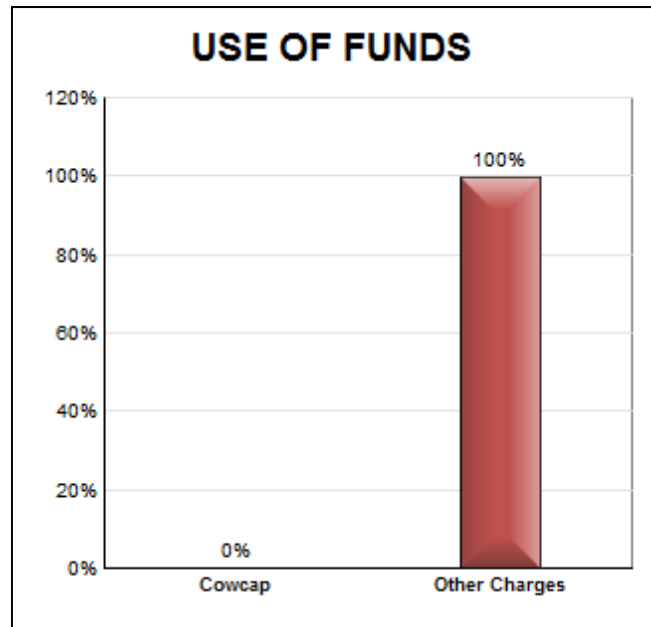
Fund: 077

Agency: 077

SUMMARY OF APPROPRIATIONS AND REVENUES	2018/19 ACTUALS	2019/20 FINAL BUDGET	2020/21 CAO RECOMMEND	VARIANCE
ACTIVITY APPROPRIATIONS:				
Communications	\$340,293	\$418,847	\$411,983	\$(6,864)
TOTAL ACTIVITY APPROPRIATIONS	\$340,293	\$418,847	\$411,983	\$(6,864)
APPROPRIATIONS:				
Cowcap	\$2,818	\$2,283	\$687	\$(1,596)
Other Charges	\$337,475	\$416,564	\$411,296	\$(5,268)
TOTAL APPROPRIATIONS:	\$340,293	\$418,847	\$411,983	\$(6,864)
REVENUES:				
Charges For Current Serv	\$423,647	\$447,534	\$429,134	\$(18,400)
Rev. from Use of Money & Prop	\$(6,124)	\$-	\$-	\$-
TOTAL REVENUES:	\$417,523	\$447,534	\$429,134	\$(18,400)
NET COUNTY COST	\$(77,230)	\$(28,687)	\$(17,151)	\$11,536



Source of Funds: Illustrates the major revenue accounts
Graph totals may be + / - 1 % of actual total due to rounding



Use of Funds: Illustrates the major expenditure accounts
Graph totals may be + / - 1 % of actual total due to rounding

Purpose

The Copier Services Division of the General Services Agency provides Tulare County departments with the necessary equipment to produce copies, scan materials, and fax documents at their local offices. These services and copier equipment are typically provided by contracted providers and managed by the Division. The cost of providing services is recovered through charges to user departments.

Core Function

- Provide copier, faxing, and scanning equipment to departments through the management of 375 multi-function copiers.

Key Goals and Objectives Results in FY 2019/20

Organizational Performance

Goal 1: Enhance operational efficiency of copier equipment available to Tulare County departments to ensure business needs are met.

- **Objective 1** – Invite copier suppliers and county staff to attend the Central Valley Technology Expo & Conference to identify innovative office technology by November 2019. **Results:** This objective was not completed. The Central Valley Technology Expo & Conference was canceled and will be rescheduled to a date to be determined.
- **Objective 2** – Evaluate department needs in the areas of copy, fax, and scan to prepare a request for proposal for new equipment by March 2020. **Results:** This objective was completed in March 2020.
- **Objective 3** – Obtain new contract for countywide copier equipment by June 2020. **Results:** This objective was not completed. Due to the COVID-19 pandemic, the agreement with the current vendor was extended to December 2020, and the request for proposals has been postponed.

Other Accomplishments in FY 2019/20

- Installed equipment and software updates in copiers countywide.

Key Goals and Objectives for FY 2020/21

Organizational Performance

Goal 1: Enhance operational efficiency of copier equipment available to departments to ensure business needs are met.

- **Objective 1** – Obtain new contract for countywide equipment by December 2020.
- **Objective 2** – Replace 360 copiers countywide and update software and hardware modules as needed by April 2021.

Budget Request

The Requested Budget represents an overall decrease of \$6,864 or 2% in expenditures and a decrease of \$18,400 or 4% in revenues when compared with the FY 2019/20 Final Budget. The \$17,151 difference between expenditures and revenues represents an increase to Unrestricted Net Position.

Significant areas with major changes between the FY 2019/20 Final Budget and the FY 2020/21 Requested Budget are as follows:

- Countywide Cost Allocation Plan (COWCAP) decrease \$1,596 based on changes in the Plan.

County Administrator's Recommendations

This budget is recommended as submitted.

Pending Issues and Policy Considerations

There are no pending issues or policy considerations.

Department Head Concurrence or Appeal

The Department Head concurs with the Recommended Budget.

Print Services

Daniel Richardson

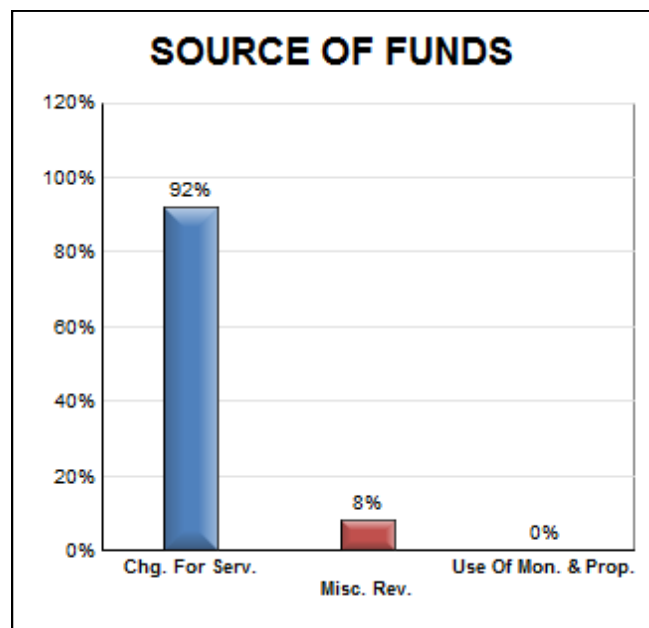
General Services Agency Director

Fund: 079

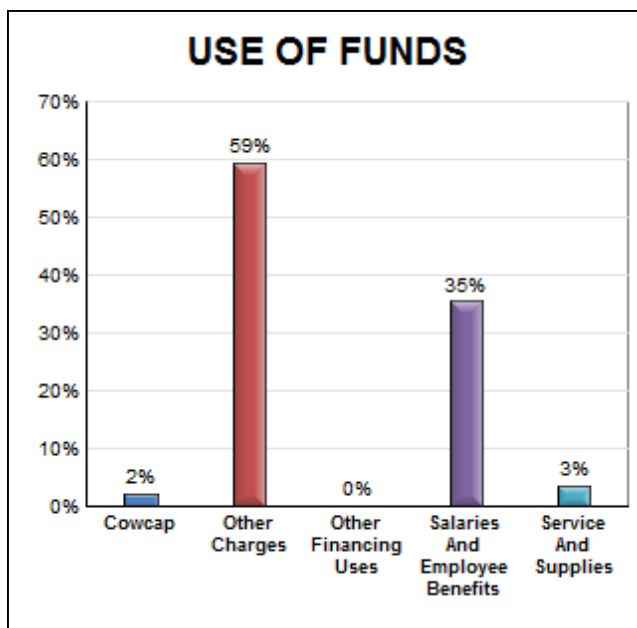
Agency: 079

SUMMARY OF APPROPRIATIONS AND REVENUES

	2018/19 ACTUALS	2019/20 FINAL BUDGET	2020/21 CAO RECOMMEND	VARIANCE
ACTIVITY APPROPRIATIONS:				
Other General	\$1,769,429	\$2,118,657	\$2,025,682	\$(92,975)
TOTAL ACTIVITY APPROPRIATIONS	\$1,769,429	\$2,118,657	\$2,025,682	\$(92,975)
APPROPRIATIONS:				
Cowcap	\$33,405	\$30,042	\$39,702	\$9,660
Other Charges	\$1,086,804	\$1,267,498	\$1,201,454	\$(66,044)
Other Financing Uses	\$-	\$-	\$-	\$-
Salaries And Employee Benefits	\$610,209	\$759,617	\$715,595	\$(44,022)
Service And Supplies	\$39,011	\$61,500	\$68,931	\$7,431
TOTAL APPROPRIATIONS:	\$1,769,429	\$2,118,657	\$2,025,682	\$(92,975)
REVENUES:				
Charges For Current Serv	\$1,497,696	\$1,553,241	\$1,649,524	\$96,283
Miscellaneous Revenue	\$105,551	\$127,129	\$146,491	\$19,362
Rev. from Use of Money & Prop	\$13,882	\$-	\$-	\$-
TOTAL REVENUES:	\$1,617,129	\$1,680,370	\$1,796,015	\$115,645
NET COUNTY COST	\$152,300	\$438,287	\$229,667	\$(208,620)



Source of Funds: Illustrates the major revenue accounts
Graph totals may be + / - 1 % of actual total due to rounding



Use of Funds: Illustrates the major expenditure accounts
Graph totals may be + / - 1 % of actual total due to rounding

Purpose

The Print Services Division of the General Services Agency provides a wide variety of printed products to departments and other local government agencies. The cost of providing services is recovered through charges to user departments and direct billing to external agencies.

Core Functions

- Manage the staff, budget, material resources, and contracts that are necessary to process the print requests of departments and various local government agencies.
- Operate a business model that allows the Division to provide print services to organizations outside of the county.

Key Goals and Objectives Results in FY 2019/20

Organizational Performance

Goal 1: Upgrade equipment to improve the operational efficiency of print output services and better serve departmental needs.

- **Objective 1** – Replace five high-volume copiers by October 2019. **Results:** This objective was completed in October 2019.
- **Objective 2** – Add two additional high-speed document scanners to the Print fleet by October 2019. **Results:** This objective was completed in October 2019.

Safety and Security

Goal 1: Maintain a safe work environment for Print Services staff to reduce County exposure to liability.

- **Objective 1** – Conduct bi-monthly safety meetings to train staff in OSHA standards for the handling and storage of printing chemicals by November 2019. **Results:** This objective was completed in November 2019.
- **Objective 2** – Develop a schedule and training log for OSHA trainings by November 2019. **Results:** This objective was completed in November 2019.

Key Goals and Objectives for FY 2020/21

Organizational Performance

Goal 1: Improve operational efficiency and effectiveness to meet the growing demand of large format printing requests countywide.

- **Objective 1** – Replace one large format printer by December 2020.

Budget Request

The Requested Budget represents an overall decrease of \$92,975 or 4% in expenditures and an increase of \$115,645 or 7% in revenues when compared with the FY 2019/20 Final Budget. As a result, the \$229,667 difference between expenditures and revenues represents the use of Unrestricted Net Position.

Significant areas with major changes between the FY 2019/20 Final Budget and the FY 2020/21 Requested Budget are as follows:

- Service and Supplies increase \$7,431 due to an increase in staff training.
- Countywide Cost Allocation Plan (COWCAP) increase \$9,660 based on changes in the Plan.
- Revenue projections increase \$115,645 based on an increase in printing services provided to departments and various local government agencies.

Staffing changes reflected in the Requested Budget include the following:

➤ Delete 1 FTE vacant position. The requested deleted position is:

- Office Assistant III

County Administrator's Recommendations

This budget is recommended as submitted.

Pending Issues and Policy Considerations

There are no pending issues or policy considerations.

Department Head Concurrence or Appeal

The Department Head concurs with the Recommended Budget.

Utilities

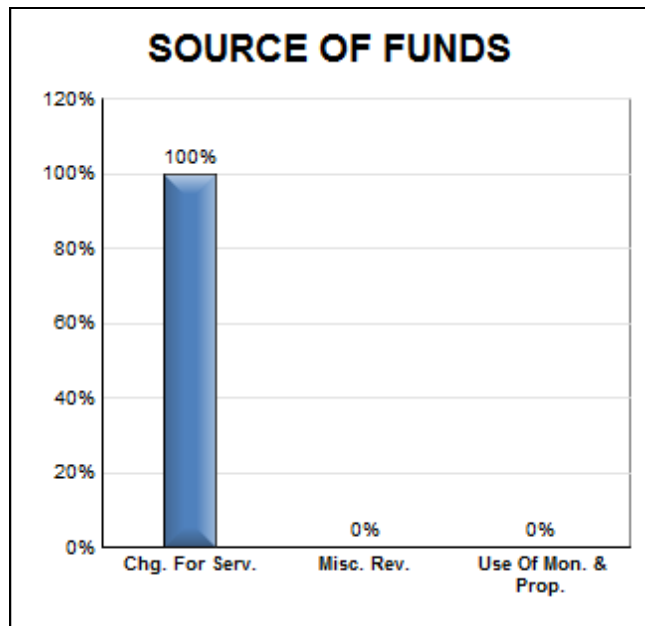
Daniel Richardson

General Services Agency Director

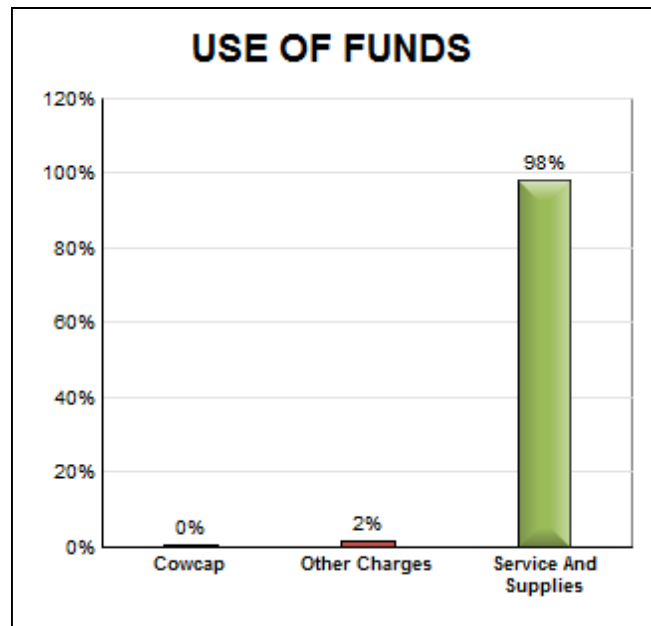
Fund: 081

Agency: 081

SUMMARY OF APPROPRIATIONS AND REVENUES	2018/19 ACTUALS	2019/20 FINAL BUDGET	2020/21 CAO RECOMMEND	VARIANCE
ACTIVITY APPROPRIATIONS:				
Property Manangement	\$5,707,164	\$6,112,244	\$6,392,040	\$279,796
TOTAL ACTIVITY APPROPRIATIONS	\$5,707,164	\$6,112,244	\$6,392,040	\$279,796
APPROPRIATIONS:				
Cowcap	\$14,500	\$21,815	\$18,884	\$(2,931)
Other Charges	\$171,578	\$122,389	\$105,156	\$(17,233)
Service And Supplies	\$5,521,086	\$5,968,040	\$6,268,000	\$299,960
TOTAL APPROPRIATIONS:	\$5,707,164	\$6,112,244	\$6,392,040	\$279,796
REVENUES:				
Charges For Current Serv	\$5,876,037	\$5,713,477	\$6,322,251	\$608,774
Miscellaneous Revenue	\$1	\$-	\$-	\$-
Rev. from Use of Money & Prop	\$16,027	\$-	\$-	\$-
TOTAL REVENUES:	\$5,892,065	\$5,713,477	\$6,322,251	\$608,774
NET COUNTY COST	\$(184,901)	\$398,767	\$69,789	\$(328,978)



Source of Funds: Illustrates the major revenue accounts
Graph totals may be + / - 1 % of actual total due to rounding



Use of Funds: Illustrates the major expenditure accounts
Graph totals may be + / - 1 % of actual total due to rounding

Purpose

The Utilities Division of the General Services Agency manages the centralized invoicing process and subsequent billing for all county facilities' utility and infrastructure charges. The cost of providing services is recovered through charges to user departments. The Utilities Division also provides oversight for energy savings programs, seeks energy savings grants, and develops energy conservation recommendations.

Core Functions

- Monitor and approve utility invoices for county-owned facilities.
- Monitor and assist in the preparation of the county's utility budget.
- Conduct outreach efforts to county employees and county residents in order to provide information about energy efficiency measures.

Key Goals and Objectives Results in FY 2019/20

Organizational Performance

Goal 1: Pursue all applicable energy rebates and incentives to improve the energy efficiency of county facilities at a reduced cost.

- **Objective 1** – Research, evaluate, and pursue viable energy rebates and incentives by June 2020. **Results:** This objective was not completed. Due to changes in the market, energy rebate programs and incentives are limited, therefore this objective was not pursued.
- **Objective 2** – Coordinate with the Valley Innovative Energy Watch (VIEW) Partnership to create a benchmarking schedule and strategy for solar project savings that will allow the county to qualify for additional incentives by December 2019. **Results:** This objective was not completed. Resources were redirected to complete power purchase agreements with Engie for solar on seven county campuses.

Goal 2: Utilize county utility management software to monitor and evaluate energy usage to establish a baseline against which energy savings may be measured.

- **Objective 1** – Develop procedures for entering and tracking all county utility accounts data and processing reports by December 2019. **Results:** This objective was completed in October 2019.
- **Objective 2** – Produce quarterly reports for county utility usage by June 2020. **Results:** This objective was not completed. Staff is collaborating with software developer to determine what information will be included in quarterly reports and this objective will continue into FY 2020/21.

Goal 3: Implement measures to reduce energy consumption at county facilities and realize cost savings.

- **Objective 1** – Coordinate with utility and energy service companies to identify potential energy efficiency projects within county facilities by December 2019. **Results:** This objective was completed in December 2019.
- **Objective 2** – Present viable projects to the Board of Supervisors by February 2020. **Results:** This objective was not completed. Staff is currently working with a third-party vendor to select the most efficient projects and determine funding sources. This objective will continue into FY 2020/21.

Other Accomplishments in FY 2019/20

- All utility accounts were entered into the energy management database. This will allow the county the ability to monitor seasonal energy consumption and identify options to reduce usages as well as compare historical data to detect anomalies.

Key Goals and Objectives for FY 2020/21

Organizational Performance

Goal 1: Utilize Energy Management System to monitor and evaluate energy usage to ensure utility accountability.

- **Objective 1** – Provide training to appropriate personnel on Energy Manager Software by December 2020.
- **Objective 2** – Streamline the utility invoice payment procedure by December 2020.
- **Objective 3** – Monitor, track, and validate utility use by December 2020.

Goal 2: Develop and maintain monitoring platform of solar generation on all active solar sites.

- **Objective 1** – Complete training of monitoring platform with all appropriate staff by October 2020.
- **Objective 2** – Integrate solar energy statistics into the Energy Manager Software by December 2020.

Goal 3: Evaluate measures to reduce energy consumption at county facilities and realize cost savings.

- **Objective 1** – Identify a combination of projects that will upgrade infrastructure in county-owned facilities to achieve energy and cost savings by August 2020.
- **Objective 2** – Secure funding to implement identified projects by December 2020.

Budget Request

The Requested Budget represents an overall increase of \$279,796 or 5% in expenditures and an increase of \$608,774 or 11% in revenues when compared with the FY 2019/20 Final Budget. As a result, the \$69,789 difference between expenditures and revenues represents the use of Unrestricted Net Position.

Significant areas with major changes between the FY 2019/20 Final Budget and the FY 2020/21 Requested Budget are as follows:

- Service and Supplies increase \$299,960 due to additional square footage and utility usage.
- Other Charges decrease \$17,233 due to reduction in administrative costs.
- Countywide Cost Allocation Plan (COWCAP) decrease \$2,931 based on changes in the Plan.
- Revenues increase \$608,774 due to additional square footage and utility usage.

County Administrator's Recommendations

This budget is recommended as submitted.

Pending Issues and Policy Considerations

There are no pending issues or policy considerations.

Department Head Concurrence or Appeal

The Department Head concurs with the Recommended Budget.

Transit

Reed Schenke

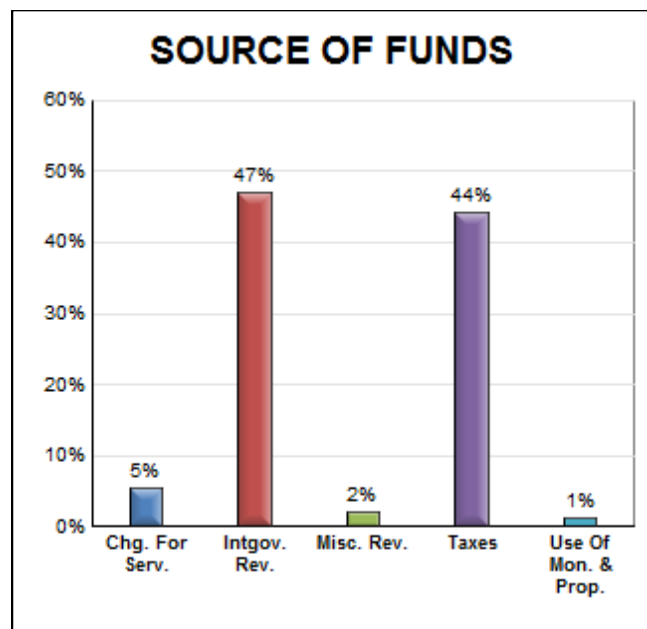
Resource Management Agency Director

Fund: 040

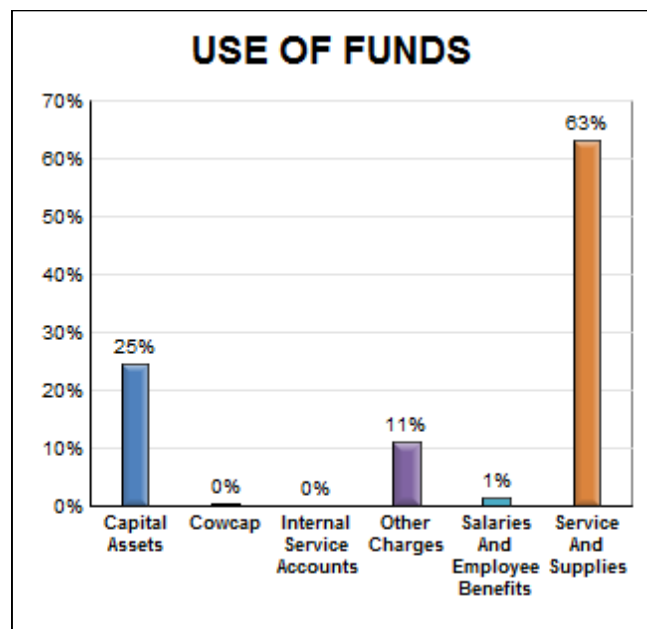
Agency: 220

SUMMARY OF APPROPRIATIONS AND REVENUES

	2018/19 ACTUALS	2019/20 FINAL BUDGET	2020/21 CAO RECOMMEND	VARIANCE
ACTIVITY APPROPRIATIONS:				
Public Ways	\$4,285,900	\$21,798,738	\$15,313,149	\$(6,485,589)
TOTAL ACTIVITY APPROPRIATIONS	\$4,285,900	\$21,798,738	\$15,313,149	\$(6,485,589)
APPROPRIATIONS:				
Capital Assets	\$-	\$13,136,730	\$3,763,401	\$(9,373,329)
Cowcap	\$23,784	\$29,765	\$30,528	\$763
Internal Service Accounts	\$-	\$1	\$-	\$(1)
Other Charges	\$1,151,003	\$1,374,468	\$1,674,490	\$300,022
Salaries And Employee Benefits	\$227,568	\$258,180	\$191,766	\$(66,414)
Service And Supplies	\$2,883,545	\$6,999,594	\$9,652,964	\$2,653,370
TOTAL APPROPRIATIONS:	\$4,285,900	\$21,798,738	\$15,313,149	\$(6,485,589)
REVENUES:				
Charges For Current Serv	\$609,885	\$591,271	\$465,000	\$(126,271)
Intergovernmental Revenue	\$5,602,279	\$8,200,055	\$3,990,457	\$(4,209,598)
Miscellaneous Revenue	\$61,105	\$50,004	\$178,476	\$128,472
Rev. from Use of Money & Prop	\$121,831	\$120,000	\$100,000	\$(20,000)
Taxes	\$3,842,400	\$8,508,581	\$3,750,535	\$(4,758,046)
TOTAL REVENUES:	\$10,237,500	\$17,469,911	\$8,484,468	\$(8,985,443)
NET COUNTY COST	\$(5,951,600)	\$4,328,827	\$6,828,681	\$2,499,854



Source of Funds: Illustrates the major revenue accounts
Graph totals may be + / - 1 % of actual total due to rounding



Use of Funds: Illustrates the major expenditure accounts
Graph totals may be + / - 1 % of actual total due to rounding

Purpose

The purpose of the Tulare County Area Transit (TCaT) is to provide an effective and affordable means of transportation for residents in certain unincorporated areas of Tulare County. Service has been provided in the form of community Dial-A-Ride service, rural fixed routes, and subsidies to residents since 1980.

TCaT has nine fixed routes and four Dial-A-Ride services (North County, South County, Lindsay and Rural Tulare). The County contracts with the Cities of Dinuba, Lindsay, Woodlake, Porterville, and Visalia to extend service to County residents in surrounding unincorporated areas. Subsidies are provided for residents who use Orange Belt Stages common carrier routes.

Transit operations are provided under a multi-year contract with a contracted Transportation Service Provider.

TCaT is managed by the Resource Management Agency's (RMA) Transit Division and is housed in the Public Works Branch, Management Group 3, Special Programs.

Core Function

- Provide public transportation to county residents.

Key Goals and Objectives Results in FY 2019/20

Safety and Security

Goal 1: Improve security for drivers and passengers.

- **Objective 1** – Finalize installation and implementation of on-board technology package by February 2020. **Results:** This objective was completed. Installation of the on-board technology package including WiFi and GPS tracking was completed in February 2020.
- **Objective 2** – Finalize the purchase and installation of solar lighting at bus stop signs along Routes 10, 20, 30, and 40 by June 2020. **Results:** This objective was completed. Installation of solar lighting on shelters on Routes 10, 20, 30, and 40 was completed in December 2019.

Organizational Performance

Goal 1: Provide the public with easy access to quality information and services.

- **Objective 1** – Provide free WiFi for transit users as part of the on-board technology package by February 2020. **Results:** This objective was not completed. WiFi routers were installed in February 2020 and a policy was finalized in March 2020. Public access to the WiFi system is being delayed until the COVID-19 pandemic has lessened.
- **Objective 2** – Provide live tracking of buses to riders through the TCaT website and various mobile applications by February 2020 to assist riders in planning trips. **Results:** This objective was completed. Real-Time GPS trackers were installed in February 2020 and made available to the public in June 2020.
- **Objective 3** – Continue to replace or install as necessary improved route information signs at bus stops throughout the TCaT system throughout FY 2019/20. **Results:** This objective was completed. Improved route information signs were installed along Route 10 during February 2020.

Goal 2: Promote increased ridership in Tulare County.

- **Objective 1** – Implement awareness campaign to improve awareness of new TCaT website by June 2020. **Results:** This objective was completed. Staff attended various health fairs and community meetings to promote the new website, as well as providing information to the Greenline and having information posted on social media.

Goal 3: Improve Service Delivery to Tulare County Residents.

- **Objective 1** – Identify service expansion options by June 2020 for implementation in FY 2020/21. **Results:** This objective was not completed. Staff are monitoring changes to ridership patterns and will consider implementing expansions after the COVID-19 pandemic has lessened.

- **Objective 2** – Implement opportunities to improve transit options for the Southeast County identified in the FY 2018/19 study, in August 2019. **Results:** This objective was completed. Changes to County Routes 60, 70, 80, and 90 were implemented in August 2019. Route 80 now serves Ducor, Strathmore, and the Southeast County Detention Facility. A new Flex Route system was added to the City of Lindsay as well.

Goal 4: Provide infrastructure to support better service delivery.

- **Objective 1** – Complete construction of Transit Operations and Maintenance Facility (TOMF) that will house the TCaT bus fleet by January 2020. **Results:** This objective was not completed due to delays caused by weather, COVID-19, and service connection by SoCal Gas Company. Project is scheduled to be completed by the end of December 2020.
- **Objective 2** – Complete construction of the compressed natural gas (CNG) fueling station at the TOMF site by May 2020. **Results:** This objective was completed.
- **Objective 3** – Complete the purchase of three CNG passenger buses under 5339 grant program by June 2020. **Results:** This objective was not completed. Three CNG buses have been ordered through Creative Bus Sales under the CalACT Bus Purchase Cooperative. Floor plans were approved in April 2020 with delivery expected by April 2021.
- **Objective 4** – Study future grants for low to no emissions vehicles and their usefulness to County operations. **Results:** This objective was completed. The County was awarded grants for the purchase of three new CNG buses under the federal grants for bus and bus facilities section 5339 program and the federal Congestion Mitigation and Air Quality (CMAQ) program.

Key Goals and Objectives for FY 2020/21

Organizational Performance

Goal 1: Provide the public with convenient access to quality information and services.

- **Objective 1** – Provide free WiFi for transit users as part of the on-board technology package as appropriate after the COVID-19 pandemic by June 2021.
- **Objective 2** – Continue to replace or install improved route information signs at bus stops throughout the TCaT system throughout FY 2020/21.

Goal 2: Promote increased ridership in Tulare County.

- **Objective 1** – Conduct outreach with potential riders and promote transit use throughout FY 2020/21.

Goal 3: Improve transit service delivery to Tulare County residents.

- **Objective 1** – Identify transit service changes by June 2021 for implementation in FY 2021/22.

Goal 4: Provide infrastructure to support better service delivery.

- **Objective 1** – Complete the purchase of three CNG passenger buses, ordered in FY 2019/20, under 5339 grant program by April 2021.
- **Objective 2** – Identify and apply for future grants for low-to-no emissions vehicles and evaluate their usefulness to County operations prior to FY 2020/21.
- **Objective 3** – Order three new CNG buses under the federal grants for bus and bus facilities section 5339 program and Federal Congestion Mitigation and Air Quality (CMAQ) program by June 2021 for delivery in FY 2021/22.

Safety and Security

Goal 1: Improve security for drivers and passengers.

- **Objective 1** – Install and implement Automated Passenger Counters and an electronic fare system by June 2021.
- **Objective 2** – Install Bus Stop Enhancements and Amenities at major transit stops by June 2021.

The requested Budget represents an overall decrease of \$6,485,589 or 30% in expenditures and a decrease of \$8,985,443 or 51% in revenues when compared with the FY 2019/20 Final Budget. The \$6,828,681 difference between expenditures and revenues represents the use of Fund Balance.

Significant areas with major changes between the FY 2019/20 Final Budget and the FY 2020/21 Requested Budget are as follows:

- Salaries and Benefits decrease \$66,414 primarily based on an elimination of an extra help position and salary savings.
- Services and Supplies increase \$2,653,370 primarily based on an increase in fund balance and an increase in transit provider contract costs.
- Other Charges increase \$300,022 primarily based on an increase in depreciation expense related to the new Transit Operating Maintenance Facility (TOMF) offset by decreases in admin support from other funds.
- Capital Assets decrease \$9,373,329 primarily based on decreased costs remaining to complete the Transit Operations and Maintenance Facility (TOMF). The FY 2020/21 proposed expenditures of \$3,763,401 include the following:

- 3 Passenger Buses - \$1,459,280
- Fast Fare Tech/Bus & Bus Stop Amenities - \$235,875

The following capital assets were approved by the Board of Supervisors prior to the publication of this book.

- 3 Passenger Buses - \$1,628,556
- Security Enhancements - \$439,690

- Revenue projections decrease \$8,985,443 overall based on funding for the TOMF project completion.

Staffing changes reflected in the Requested Budget include the following:

- No staffing changes requested.

County Administrator's Recommendations

This budget is recommended as submitted.

Pending Issues and Policy Considerations

There are no pending issues or policy considerations.

Department Head Concurrence or Appeal

The Department Head concurs with the Recommended Budget.

Solid Waste

Bryce Howard

Director

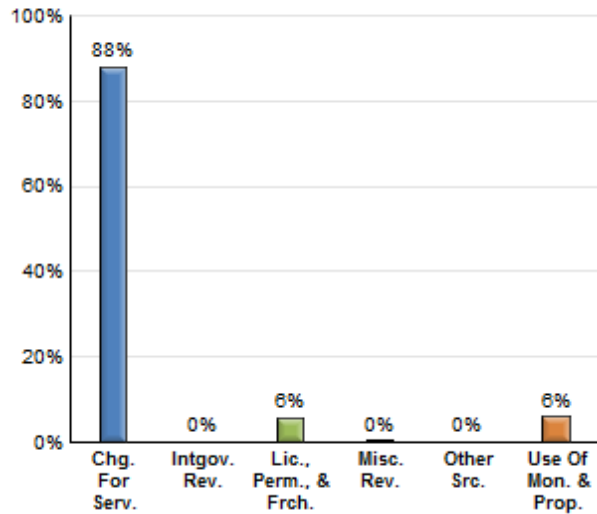
Fund: 045

Agency: 235

SUMMARY OF APPROPRIATIONS AND REVENUES

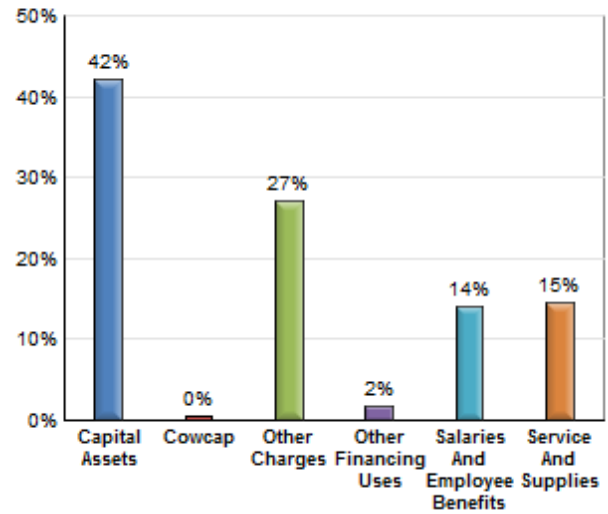
	2018/19 ACTUALS	2019/20 FINAL BUDGET	2020/21 CAO RECOMMEND	VARIANCE
ACTIVITY APPROPRIATIONS:				
Sanitation	\$11,295,271	\$19,722,956	\$26,132,161	\$6,409,205
TOTAL ACTIVITY APPROPRIATIONS	\$11,295,271	\$19,722,956	\$26,132,161	\$6,409,205
APPROPRIATIONS:				
Capital Assets	\$-	\$6,515,000	\$11,030,000	\$4,515,000
Cowcap	\$119,899	\$47,932	\$123,750	\$75,818
Other Charges	\$5,565,494	\$5,823,507	\$7,069,735	\$1,246,228
Other Financing Uses	\$410,000	\$425,000	\$450,000	\$25,000
Salaries And Employee Benefits	\$3,268,303	\$3,583,450	\$3,647,646	\$64,196
Service And Supplies	\$1,931,575	\$3,328,067	\$3,811,030	\$482,963
TOTAL APPROPRIATIONS:	\$11,295,271	\$19,722,956	\$26,132,161	\$6,409,205
REVENUES:				
Charges For Current Serv	\$14,869,607	\$14,297,911	\$15,100,225	\$802,314
Intergovernmental Revenue	\$36,725	\$36,246	\$36,246	\$-
Lic.,Permits & Franchise	\$963,572	\$975,000	\$1,013,218	\$38,218
Miscellaneous Revenue	\$51,667	\$56,000	\$56,000	\$-
Other Financing Sources	\$683,433	\$-	\$-	\$-
Rev. from Use of Money & Prop	\$1,246,125	\$1,118,500	\$1,018,500	\$(100,000)
TOTAL REVENUES:	\$17,851,129	\$16,483,657	\$17,224,189	\$740,532
NET COUNTY COST	\$(6,555,858)	\$3,239,299	\$8,907,972	\$5,668,673

SOURCE OF FUNDS



Source of Funds: Illustrates the major revenue accounts
Graph totals may be + / - 1 % of actual total due to rounding

USE OF FUNDS



Use of Funds: Illustrates the major expenditure accounts
Graph totals may be + / - 1 % of actual total due to rounding

Purpose

The Solid Waste Department provides administration of the county Integrated Waste Management Plan, recycling programs, operation and maintenance of solid waste facilities, development of new solid waste facilities, regulation of solid waste collection services, and compliance with all applicable federal and state regulations.

Core Function

- Responsible for the safe and cost-effective management of solid waste operations and recycling activities in Tulare County.

Key Goals and Objectives Results for FY 2019/20

Economic Well-Being

Goal 1: Evaluate tipping fees.

- **Objective 1** – Enter into an agreement with one of the evaluated consulting firms to complete the tipping fee study by May 2019. **Results:** This objective was completed. The Department contracted with HF&H Consulting to review rates for unincorporated Tulare County.

Quality of Life

Goal 1: Develop long term facility and explore new revenue strategies.

- **Objective 1** – Complete the permitting and EIR for a composting facility at the Visalia Landfill by June 2020. **Results:** This objective was not completed. This is still ongoing, the Department expects the EIR to be complete by June 2021.
- **Objective 2** – Begin construction of the Teapot Dome landfill new entrance by September 2019. **Results:** This objective was not completed. Construction for the new entrance at the Teapot Dome Landfill began in March 2020.
- **Objective 3** – Complete the Plans and Specifications for the Visalia Phase 4 expansion project by September 2019. **Results:** This objective was completed. Construction plans were approved by the Board on Resolution 2020-0167.
- **Objective 4** – Begin construction of Visalia Landfill Phase 4 Expansion by June 2020. **Results:** This objective was completed. Construction of the Visalia Landfill Phase 3 Expansion began June 2020.
- **Objective 5** – Complete construction of the Teapot Dome new entrance by December 2019. **Results:** This objective was completed. Construction of the new front entrance at the Teapot Dome Landfill was completed in June 2020.
- **Objective 6** – Complete the EIR and Master Plan for the Woodville Landfill by June 2020. **Results:** This objective was not completed. EIR and Master Plan for Woodville Landfill is expected to be completed by September 2020.

Goal 2: Implement AB 1826.

- **Objective 1** – Establish rates for Franchise Haulers for services on organic material collections by December 2019. **Results:** This objective was not completed. This is ongoing due to the differences in organic material collected. The state is struggling to establish a set of criteria to encompass these materials and create a generalized weight standard for organic material.
- **Objective 2** – Finalize the strategy for the third phase of AB 1826 (ensuring businesses that generate four cubic yards of waste per week have organic recycling services) by conferring with CalRecycle and Franchise Haulers by January 2019. **Results:** This objective was not completed. This is ongoing as the rate methodology is still being established by the consultant.

Organizational Performance

Goal 1: Implement Grazing Program.

- **Objective 1** – Continue negotiations and execute an interdepartmental agreement with Sheriff's Department to allow grazing of cattle at the Woodville Landfill Habitat Conservation Area by June 30, 2020. **Results:** This objective was completed in September 2019.

Goal 2: Improve customer service.

- **Objective 1** – Implement use of credit cards at Tulare County Landfills to offer more forms of payment for customers by December 2019. **Results:** This objective was completed. The Department began accepting credit cards at the Visalia Landfill in December 2019.
- **Objective 2** – Migrate qualified commercial customer accounts to the WasteWizard System by June 2020. **Results:** This objective was not completed. The Department is in the process of migrating City of Visalia to WasteWizard system and expects to have them integrated by December 2020.

Goal 3: Evaluate sustainable energy opportunities.

- **Objective 1** – Continue developing new gas leases for the Visalia, Teapot Dome and Woodville landfills by June 2020. **Results:** This objective was not completed. The Department signed a gas lease with Delta Pro at the Visalia Landfill effective July 2019. The Woodville and Teapot Dome Landfills do not have the necessary infrastructure to generate power.
- **Objective 2** – Evaluate solar system vendors to determine potential energy cost savings by April 2020. **Results:** This objective was not completed. The Department is currently not exploring solar options at the landfills due to the high cost of infrastructure.

Safety and Security

Goal 1: Secure landfill site & equipment.

- **Objective 1** – Build a security fence equipped with a monitored alarm for landfill equipment due to the ongoing theft and damage equipment at the Teapot Dome Landfill by October 2019. **Results:** This objective was completed. The Department installed security fencing at the Teapot Dome Landfill in October 2019.

Key Goals and Objectives for FY 2020/21

Organizational Performance

Goal 1: Improve Customer Service for commercial disposal accounts to provide quicker lead times at the scale house.

- **Objective 1** – Continue migrating qualified commercial customer accounts to the Waste Wizard System by June 2021.

Safety and Security

Goal 1: Secure landfill sites & equipment at Tulare County Landfills to better safeguard county assets.

- **Objective 1** – Install additional security cameras at Visalia Landfill by June 2021.

Economic Well-Being

Goal 1: Execute waste disposal agreements with refuse haulers to secure long-term revenue stream.

- **Objective 1** – Enter into long-term waste disposal agreements with Mid-Valley Diposal and Pena's Disposal by December 2020.

Budget Request

The Requested Budget represents an overall increase of \$6,409,205 or 32% in expenditures and an increase of \$740,532 or 4% in revenues when compared with the FY 2019/20 Final Budget. The \$8,907,972 difference between expenditures and revenues represents the use of Unrestricted Net Position.

Significant areas with major changes between the FY 2019/20 Final Budget and the FY 2020/21 Requested Budget are as follows:

- Services and Supplies increase \$482,963 primarily based on increase of Equipment Maintenance and Purchases of COVID-19 supplies.
- Other Charges increase \$1,246,228 primarily based on the depreciation expense for the Visalia Landfill Phase 3 Expansion and additional capitalization of equipment.

- Capital Assets increase \$4,515,000 primarily based on the construction of the Visalia Landfill Phase 4 Cell Expansion. The FY2020/21 proposed capital expenditures of \$11,030,000 include the following:
- 1 Loader for Visalia Landfill - \$350,000
 - 1 Loader for Teapot Dome Landfill - \$350,000
 - 1 Wheel Tractor- 623K Scraper - \$950,000
 - 1 Mechanic Service Truck - \$175,000
 - 1 4,000 Gallon Water Truck - \$175,000
 - 1 Landfill Gas Analyzer - \$30,000

The following capital asset was approved by the Board of Supervisors prior to the publication of this book.

- 1 Visalia Phase 4 Expansion Disposal Cells 3 & 4 - \$9,000,000
- Countywide Cost Allocation Plan (COWCAP) charges increase \$75,818 primarily based on changes to the Plan.
- Revenue projections increase \$740,532 overall based on increases to Commercial, Public, and C&D Waste tonnages During FY2019/20.

Staffing changes reflected in the Requested Budget include the following:

- Add 2 FTE positions to address workload issues. The requested additional positions include:
- 1 Heavy Equipment Mechanic II
 - 1 Refuse Site Caretaker
- Reclassify 3 FTE positions to more accurately reflect actual job duties performed and the needs of the programs. The requested reclassified positions include
- 2 Engineering Technician II to Landfill Technician II
 - 1 Engineering Technician III to Landfill Technician III

County Administrator's Recommendations

This budget is recommended as submitted.

Pending Issues and Policy Considerations

There are no pending issues or policy considerations.

Department Head Concurrence or Appeal

The Department Head concurs with the Recommended Budget.

Terra Bella Sewer Maintenance District

Reed Schenke

Resource Management Agency Director

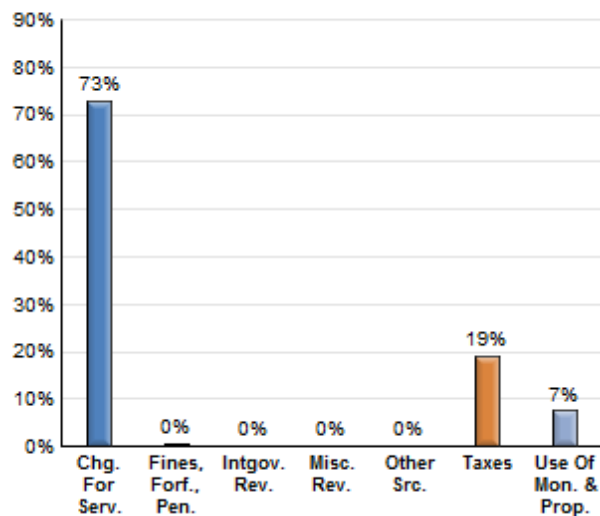
Fund: 761

Agency: 761

SUMMARY OF APPROPRIATIONS AND REVENUES

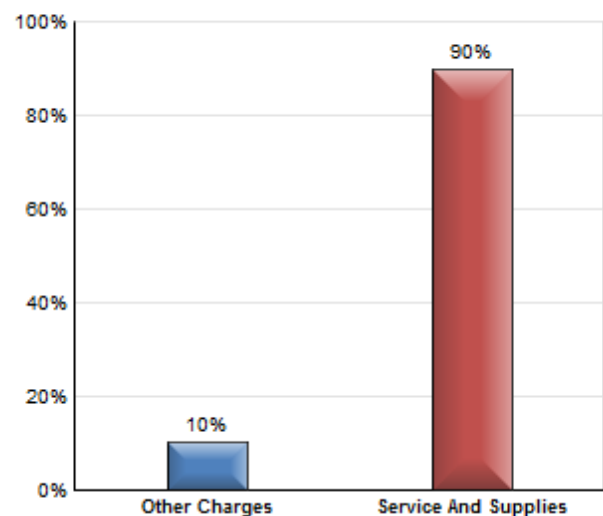
	2018/19 ACTUALS	2019/20 FINAL BUDGET	2020/21 CAO RECOMMEND	VARIANCE
ACTIVITY APPROPRIATIONS:				
TOTAL ACTIVITY APPROPRIATIONS	\$214,298	\$1,111,486	\$1,124,376	\$12,890
APPROPRIATIONS:				
Other Charges	\$123,086	\$117,440	\$114,981	\$(2,459)
Service And Supplies	\$91,212	\$994,046	\$1,009,395	\$15,349
TOTAL APPROPRIATIONS:	\$214,298	\$1,111,486	\$1,124,376	\$12,890
REVENUES:				
Charges For Current Serv	\$143,733	\$162,890	\$146,249	\$(16,641)
Fines,Forfeit.,Penalties	\$1,268	\$1,268	\$1,000	\$(268)
Intergovernmental Revenue	\$326	\$350	\$200	\$(150)
Miscellaneous Revenue	\$6,200	\$2	\$2	\$-
Other Financing Sources	\$14,966	\$-	\$-	\$-
Rev. from Use of Money & Prop	\$15,575	\$14,000	\$15,000	\$1,000
Taxes	\$41,942	\$38,412	\$38,450	\$38
TOTAL REVENUES:	\$224,010	\$216,922	\$200,901	\$(16,021)
NET COUNTY COST	\$(9,712)	\$894,564	\$923,475	\$28,911

SOURCE OF FUNDS



Source of Funds: Illustrates the major revenue accounts
Graph totals may be + / - 1 % of actual total due to rounding

USE OF FUNDS



Use of Funds: Illustrates the major expenditure accounts
Graph totals may be + / - 1 % of actual total due to rounding

Purpose

The Terra Bella Sewer Maintenance District is an independent Special District for which the Board of Supervisors serves as the District's governing board. The Resource Management Agency's, Public Works Branch, Management Group 3 - Special Programs, is responsible for District administration and operations. The District provides sanitary sewer collection, treatment, and disposal services to the community of Terra Bella. The Terra Bella Sewer Maintenance District serves a population of approximately 1,500 residents.

Core Function

- Responsible for the safe and cost-effective management of the Terra Bella Waste Water Treatment Facility.

Key Goals and Objectives Results in FY 2019/20

Safety and Security

Goal 1: Ensure safe, clean and reliable sewage treatment facilities.

- **Objective 1** – Monitor and test sewage treatment facilities according to Water Quality Control Board waste discharge requirements throughout FY 2019/20. **Results:** This objective was completed. The sewer system has been tested and reports submitted monthly to the Water Quality Control Board.
- **Objective 2** – Maintain sewer collection systems, inspect aging infrastructure, and perform repairs quickly with minimal impact to users by June 2020. **Results:** This objective was completed. The system has been properly maintained for the year with no significant spills or impacts.

Economic Well-Being

Goal 1: Adjust the rate structure to improve financial sustainability.

- **Objective 1** – Increase rates to appropriately increase revenue to suggested rates as identified in the ZOB Strategic Financing Plan. **Results:** This objective was not completed. Staff is working with County Counsel to develop an ordinance to conduct Proposition 218 hearings for water and wastewater system rates.

Quality of Life

Goal 1: Reduce administrative burden for water and sewer system customers.

- **Objective 1** – Implement alternative payment method services such as online or recurring automated billing to provide modern payment options for customers. **Results:** This objective was not completed. Staff acquired a new software to integrate with current systems to allow customers to pay online, over the phone, or setup recurring payments to be implemented in FY 2020/21.

Organizational Performance

Goal 1: Maintain independent financial sustainability of the Terra Bella sewer system.

- **Objective 1** – Place delinquent accounts on the County Assessors' Tax Roll by August 2019. **Results:** This objective was completed. Delinquent amounts were placed on the Assessor's Tax Roll in August 2019.
- **Objective 2** – Undergo the Proposition 218 process to increase user fees based on the recently completed system rate study as necessary for financial sustainability of water and sewer systems by June 2020. **Results:** This objective was not completed. Staff is working with County Counsel to develop an ordinance to conduct Proposition 218 hearings for water and wastewater system rates.

Goal 2: Prepare system infrastructure to reduce impediments to future development within the sewer district.

- **Objective 1** – Prepare Capital Improvement Plan by June 2020. **Results:** This objective not completed. Staff is working towards the development of a capital improvement plan for the Terra Bella Sewer Maintenance District as time and resources permit.

Goal 3: Ensure integrity of territorial boundary.

- **Objective 1** – Complete annexation of Setton Farms property into the District boundaries in accordance with LAFCo requirements. **Results:** This objective was not completed. All necessary documentation for the annexation was submitted to LAFCo in May 2020. The property is currently operating under an Extra-Territorial Agreement for service.

Key Goals and Objectives for FY 2020/21

Organizational Performance

Goal 1: Maintain the independent financial sustainability of the Terra Bella sewer system.

- **Objective 1** – Place delinquent accounts on the County Assessors' Tax Roll by August 2020.
- **Objective 2** – Undergo the Proposition 218 process to increase user fees based on the recently completed system rate study as necessary for financial sustainability of water and sewer systems by June 2021.

Goal 2: Prepare system infrastructure to reduce impediments to future development within the sewer district.

- **Objective 1** – Continue preparing Capital Improvement Plan by June 2021.

Goal 3: Ensure integrity of territorial boundary.

- **Objective 1** – Complete annexation of Setton Farms property into the District boundaries in accordance with LAFCo requirements by 2021.

Safety and Security

Goal 1: Ensure safe, clean, and reliable sewage treatment facilities.

- **Objective 1** – Monitor and test sewage treatment facilities according to Water Quality Control Board waste discharge requirements throughout FY 2020/21.
- **Objective 2** – Maintain sewer collection systems, inspect aging infrastructure, and perform repairs quickly with minimal impact to users by June 2021.

Quality of Life

Goal 1: Reduce administrative burden for water and sewer system customers.

- **Objective 1** – Implement alternative payment method services such as online or recurring automated billing to provide modern payment options for customers.

Budget Request

The requested Budget represents an overall increase of \$12,890 or 1% in expenditures and a decrease of \$16,021 or 7% in revenues when compared with the FY 2019/20 Final Budget. The \$923,475 difference between expenditures and revenues represents the use of Unrestricted Net Position.

County Administrator's Recommendations

This budget is recommended as submitted.

Pending Issues and Policy Considerations

There are no pending issues or policy considerations.

Department Head Concurrence or Appeal

The Department Head concurs with the Recommended Budget.

L and M Funds

Reed Schenke

Resource Management Agency Director

Fund: L01				
Agency: L01				
SUMMARY OF APPROPRIATIONS AND REVENUES	2018/19 ACTUALS	2019/20 FINAL BUDGET	2020/21 CAO RECOMMEND	VARIANCE
ACTIVITY APPROPRIATIONS:				
Public Ways	\$4,248	\$122,803	\$117,574	\$(5,229)
TOTAL ACTIVITY APPROPRIATIONS	\$4,248	\$122,803	\$117,574	\$(5,229)
APPROPRIATIONS:				
Other Charges	\$3,546	\$3,365	\$5,014	\$1,649
Service And Supplies	\$702	\$119,438	\$112,560	\$(6,878)
TOTAL APPROPRIATIONS:	\$4,248	\$122,803	\$117,574	\$(5,229)
REVENUES:				
Charges For Current Serv	\$7,892	\$7,726	\$7,690	\$(36)
Intergovernmental Revenue	\$-	\$-	\$1	\$1
Rev. from Use of Money & Prop	\$2,203	\$1,500	\$1,200	\$(300)
Taxes	\$-	\$-	\$8	\$8
TOTAL REVENUES:	\$10,095	\$9,226	\$8,899	\$(327)
NET COUNTY COST	\$(5,847)	\$113,577	\$108,675	\$(4,902)
Fund: L05				
Agency: L05				
SUMMARY OF APPROPRIATIONS AND REVENUES	2018/19 ACTUALS	2019/20 FINAL BUDGET	2020/21 CAO RECOMMEND	VARIANCE
ACTIVITY APPROPRIATIONS:				
Public Ways	\$565	\$17,503	\$17,228	\$(275)
TOTAL ACTIVITY APPROPRIATIONS	\$565	\$17,503	\$17,228	\$(275)
APPROPRIATIONS:				
Other Charges	\$520	\$105	\$1,815	\$1,710
Service And Supplies	\$45	\$17,398	\$15,413	\$(1,985)
TOTAL APPROPRIATIONS:	\$565	\$17,503	\$17,228	\$(275)
REVENUES:				
Charges For Current Serv	\$1,730	\$1,715	\$1,514	\$(201)
Intergovernmental Revenue	\$-	\$-	\$1	\$1
Rev. from Use of Money & Prop	\$295	\$210	\$150	\$(60)
Taxes	\$-	\$-	\$8	\$8
TOTAL REVENUES:	\$2,025	\$1,925	\$1,673	\$(252)
NET COUNTY COST	\$(1,460)	\$15,578	\$15,555	\$(23)
Fund: L10				
Agency: L10				
SUMMARY OF APPROPRIATIONS AND REVENUES	2018/19 ACTUALS	2019/20 FINAL BUDGET	2020/21 CAO RECOMMEND	VARIANCE
ACTIVITY APPROPRIATIONS:				
Public Ways	\$534	\$34,190	\$34,437	\$247
TOTAL ACTIVITY APPROPRIATIONS	\$534	\$34,190	\$34,437	\$247
APPROPRIATIONS:				
Other Charges	\$534	\$105	\$1,879	\$1,774
Service And Supplies	\$-	\$34,085	\$32,558	\$(1,527)
TOTAL APPROPRIATIONS:	\$534	\$34,190	\$34,437	\$247
REVENUES:				
Charges For Current Serv	\$1,986	\$1,958	\$1,757	\$(201)
Intergovernmental Revenue	\$-	\$-	\$1	\$1
Rev. from Use of Money & Prop	\$613	\$440	\$329	\$(111)

Taxes	\$-	\$-	\$8	\$8
TOTAL REVENUES:	\$2,599	\$2,398	\$2,095	\$(303)
NET COUNTY COST	\$(2,065)	\$31,792	\$32,342	\$550
Fund: L16				
Agency: L16				
SUMMARY OF APPROPRIATIONS AND REVENUES	2018/19 ACTUALS	2019/20 FINAL BUDGET	2020/21 CAO RECOMMEND	VARIANCE
ACTIVITY APPROPRIATIONS:				
Public Ways	\$3,592	\$128,533	\$128,788	\$255
TOTAL ACTIVITY APPROPRIATIONS	\$3,592	\$128,533	\$128,788	\$255
APPROPRIATIONS:				
Other Charges	\$3,337	\$2,954	\$4,136	\$1,182
Service And Supplies	\$255	\$125,579	\$124,652	\$(927)
TOTAL APPROPRIATIONS:	\$3,592	\$128,533	\$128,788	\$255
REVENUES:				
Charges For Current Serv	\$8,699	\$8,435	\$8,290	\$(145)
Intergovernmental Revenue	\$-	\$-	\$1	\$1
Rev. from Use of Money & Prop	\$2,283	\$1,636	\$1,224	\$(412)
Taxes	\$-	\$-	\$8	\$8
TOTAL REVENUES:	\$10,982	\$10,071	\$9,523	\$(548)
NET COUNTY COST	\$(7,390)	\$118,462	\$119,265	\$803
Fund: L60				
Agency: L60				
SUMMARY OF APPROPRIATIONS AND REVENUES	2018/19 ACTUALS	2019/20 FINAL BUDGET	2020/21 CAO RECOMMEND	VARIANCE
ACTIVITY APPROPRIATIONS:				
Public Ways	\$431	\$31,858	\$33,785	\$1,927
TOTAL ACTIVITY APPROPRIATIONS	\$431	\$31,858	\$33,785	\$1,927
APPROPRIATIONS:				
Other Charges	\$431	\$72	\$1,819	\$1,747
Service And Supplies	\$-	\$31,786	\$31,966	\$180
TOTAL APPROPRIATIONS:	\$431	\$31,858	\$33,785	\$1,927
REVENUES:				
Charges For Current Serv	\$2,638	\$2,609	\$2,403	\$(206)
Rev. from Use of Money & Prop	\$546	\$389	\$300	\$(89)
TOTAL REVENUES:	\$3,184	\$2,998	\$2,703	\$(295)
NET COUNTY COST	\$(2,753)	\$28,860	\$31,082	\$2,222
Fund: L65				
Agency: L65				
SUMMARY OF APPROPRIATIONS AND REVENUES	2018/19 ACTUALS	2019/20 FINAL BUDGET	2020/21 CAO RECOMMEND	VARIANCE
ACTIVITY APPROPRIATIONS:				
Public Ways	\$695	\$50,333	\$50,645	\$312
TOTAL ACTIVITY APPROPRIATIONS	\$695	\$50,333	\$50,645	\$312
APPROPRIATIONS:				
Other Charges	\$695	\$105	\$1,753	\$1,648
Service And Supplies	\$-	\$50,228	\$48,892	\$(1,336)
TOTAL APPROPRIATIONS:	\$695	\$50,333	\$50,645	\$312
REVENUES:				
Charges For Current Serv	\$3,418	\$3,320	\$2,982	\$(338)
Intergovernmental Revenue	\$-	\$-	\$1	\$1
Rev. from Use of Money & Prop	\$886	\$634	\$468	\$(166)
Taxes	\$-	\$-	\$8	\$8
TOTAL REVENUES:	\$4,304	\$3,954	\$3,459	\$(495)
NET COUNTY COST	\$(3,609)	\$46,379	\$47,186	\$807

Fund: L70				
Agency: L70				
SUMMARY OF APPROPRIATIONS AND REVENUES	2018/19 ACTUALS	2019/20 FINAL BUDGET	2020/21 CAO RECOMMEND	VARIANCE
ACTIVITY APPROPRIATIONS:				
Public Ways	\$411	\$34,726	\$37,219	\$2,493
TOTAL ACTIVITY APPROPRIATIONS	\$411	\$34,726	\$37,219	\$2,493
APPROPRIATIONS:				
Other Charges	\$411	\$72	\$1,795	\$1,723
Service And Supplies	\$-	\$34,654	\$35,424	\$770
TOTAL APPROPRIATIONS:	\$411	\$34,726	\$37,219	\$2,493
REVENUES:				
Charges For Current Serv	\$3,247	\$3,247	\$2,965	\$(282)
Intergovernmental Revenue	\$-	\$-	\$1	\$1
Rev. from Use of Money & Prop	\$582	\$413	\$280	\$(133)
Taxes	\$-	\$-	\$8	\$8
TOTAL REVENUES:	\$3,829	\$3,660	\$3,254	\$(406)
NET COUNTY COST	\$(3,418)	\$31,066	\$33,965	\$2,899
Fund: L75				
Agency: L75				
SUMMARY OF APPROPRIATIONS AND REVENUES	2018/19 ACTUALS	2019/20 FINAL BUDGET	2020/21 CAO RECOMMEND	VARIANCE
ACTIVITY APPROPRIATIONS:				
Public Ways	\$366	\$7,939	\$14,862	\$6,923
TOTAL ACTIVITY APPROPRIATIONS	\$366	\$7,939	\$14,862	\$6,923
APPROPRIATIONS:				
Other Charges	\$366	\$72	\$1,798	\$1,726
Service And Supplies	\$-	\$7,867	\$13,064	\$5,197
TOTAL APPROPRIATIONS:	\$366	\$7,939	\$14,862	\$6,923
REVENUES:				
Charges For Current Serv	\$923	\$923	\$944	\$21
Intergovernmental Revenue	\$-	\$-	\$1	\$1
Rev. from Use of Money & Prop	\$130	\$92	\$61	\$(31)
Taxes	\$-	\$-	\$6,797	\$6,797
TOTAL REVENUES:	\$1,053	\$1,015	\$7,803	\$6,788
NET COUNTY COST	\$(687)	\$6,924	\$7,059	\$135
Fund: L80				
Agency: L80				
SUMMARY OF APPROPRIATIONS AND REVENUES	2018/19 ACTUALS	2019/20 FINAL BUDGET	2020/21 CAO RECOMMEND	VARIANCE
ACTIVITY APPROPRIATIONS:				
Public Ways	\$463	\$43,096	\$45,999	\$2,903
TOTAL ACTIVITY APPROPRIATIONS	\$463	\$43,096	\$45,999	\$2,903
APPROPRIATIONS:				
Other Charges	\$463	\$72	\$1,993	\$1,921
Service And Supplies	\$-	\$43,024	\$44,006	\$982
TOTAL APPROPRIATIONS:	\$463	\$43,096	\$45,999	\$2,903
REVENUES:				
Charges For Current Serv	\$3,252	\$3,172	\$2,948	\$(224)
Rev. from Use of Money & Prop	\$746	\$533	\$375	\$(158)
Taxes	\$-	\$-	\$8	\$8
TOTAL REVENUES:	\$3,998	\$3,705	\$3,331	\$(374)
NET COUNTY COST	\$(3,535)	\$39,391	\$42,668	\$3,277

Fund: L85				
Agency: L85				
SUMMARY OF APPROPRIATIONS AND REVENUES	2018/19 ACTUALS	2019/20 FINAL BUDGET	2020/21 CAO RECOMMEND	VARIANCE
ACTIVITY APPROPRIATIONS:				
Public Ways	\$581	\$62,446	\$64,120	\$1,674
TOTAL ACTIVITY APPROPRIATIONS	\$581	\$62,446	\$64,120	\$1,674
APPROPRIATIONS:				
Other Charges	\$581	\$105	\$1,884	\$1,779
Service And Supplies	\$-	\$62,341	\$62,236	\$(105)
TOTAL APPROPRIATIONS:	\$581	\$62,446	\$64,120	\$1,674
REVENUES:				
Charges For Current Serv	\$3,872	\$3,859	\$3,525	\$(334)
Rev. from Use of Money & Prop	\$1,106	\$792	\$-	\$(792)
TOTAL REVENUES:	\$4,978	\$4,651	\$3,525	\$(1,126)
NET COUNTY COST	\$(4,397)	\$57,795	\$60,595	\$2,800
Fund: L86				
Agency: L86				
SUMMARY OF APPROPRIATIONS AND REVENUES	2018/19 ACTUALS	2019/20 FINAL BUDGET	2020/21 CAO RECOMMEND	VARIANCE
ACTIVITY APPROPRIATIONS:				
Public Ways	\$569	\$111,780	\$122,869	\$11,089
TOTAL ACTIVITY APPROPRIATIONS	\$569	\$111,780	\$122,869	\$11,089
APPROPRIATIONS:				
Other Charges	\$569	\$105	\$1,872	\$1,767
Service And Supplies	\$-	\$111,675	\$120,997	\$9,322
TOTAL APPROPRIATIONS:	\$569	\$111,780	\$122,869	\$11,089
REVENUES:				
Charges For Current Serv	\$10,638	\$10,118	\$10,151	\$33
Intergovernmental Revenue	\$-	\$-	\$1	\$1
Rev. from Use of Money & Prop	\$1,901	\$1,349	\$872	\$(477)
Taxes	\$-	\$-	\$8	\$8
TOTAL REVENUES:	\$12,539	\$11,467	\$11,032	\$(435)
NET COUNTY COST	\$(11,970)	\$100,313	\$111,837	\$11,524
Fund: L87				
Agency: L87				
SUMMARY OF APPROPRIATIONS AND REVENUES	2018/19 ACTUALS	2019/20 FINAL BUDGET	2020/21 CAO RECOMMEND	VARIANCE
ACTIVITY APPROPRIATIONS:				
Public Ways	\$455	\$41,840	\$45,739	\$3,899
TOTAL ACTIVITY APPROPRIATIONS	\$455	\$41,840	\$45,739	\$3,899
APPROPRIATIONS:				
Other Charges	\$455	\$105	\$1,721	\$1,616
Service And Supplies	\$-	\$41,735	\$44,018	\$2,283
TOTAL APPROPRIATIONS:	\$455	\$41,840	\$45,739	\$3,899
REVENUES:				
Charges For Current Serv	\$4,972	\$-	\$4,750	\$4,750
Intergovernmental Revenue	\$-	\$4,972	\$1	\$(4,971)
Rev. from Use of Money & Prop	\$705	\$497	\$210	\$(287)
Taxes	\$-	\$-	\$7	\$7
TOTAL REVENUES:	\$5,677	\$5,469	\$4,968	\$(501)
NET COUNTY COST	\$(5,222)	\$36,371	\$40,771	\$4,400

Fund: L88				
Agency: L88				
SUMMARY OF APPROPRIATIONS AND REVENUES	2018/19 ACTUALS	2019/20 FINAL BUDGET	2020/21 CAO RECOMMEND	VARIANCE
ACTIVITY APPROPRIATIONS:				
Public Ways	\$365	\$47,562	\$56,679	\$9,117
TOTAL ACTIVITY APPROPRIATIONS	\$365	\$47,562	\$56,679	\$9,117
APPROPRIATIONS:				
Other Charges	\$365	\$40	\$1,862	\$1,822
Service And Supplies	\$-	\$47,522	\$54,817	\$7,295
TOTAL APPROPRIATIONS:	\$365	\$47,562	\$56,679	\$9,117
REVENUES:				
Charges For Current Serv	\$8,756	\$8,756	\$8,487	\$(269)
Rev. from Use of Money & Prop	\$662	\$455	\$174	\$(281)
Taxes	\$-	\$-	\$8	\$8
TOTAL REVENUES:	\$9,418	\$9,211	\$8,669	\$(542)
NET COUNTY COST	\$(9,053)	\$38,351	\$48,010	\$9,659
Fund: L89				
Agency: L89				
SUMMARY OF APPROPRIATIONS AND REVENUES	2018/19 ACTUALS	2019/20 FINAL BUDGET	2020/21 CAO RECOMMEND	VARIANCE
ACTIVITY APPROPRIATIONS:				
Public Ways	\$320	\$11,904	\$14,969	\$3,065
TOTAL ACTIVITY APPROPRIATIONS	\$320	\$11,904	\$14,969	\$3,065
APPROPRIATIONS:				
Other Charges	\$320	\$40	\$1,457	\$1,417
Service And Supplies	\$-	\$11,864	\$13,512	\$1,648
TOTAL APPROPRIATIONS:	\$320	\$11,904	\$14,969	\$3,065
REVENUES:				
Charges For Current Serv	\$5,997	\$2,893	\$2,893	\$-
Rev. from Use of Money & Prop	\$144	\$50	\$5	\$(45)
TOTAL REVENUES:	\$6,141	\$2,943	\$2,898	\$(45)
NET COUNTY COST	\$(5,821)	\$8,961	\$12,071	\$3,110
Fund: L90				
Agency: L90				
SUMMARY OF APPROPRIATIONS AND REVENUES	2018/19 ACTUALS	2019/20 FINAL BUDGET	2020/21 CAO RECOMMEND	VARIANCE
ACTIVITY APPROPRIATIONS:				
Public Ways	\$394	\$35,021	\$45,650	\$10,629
TOTAL ACTIVITY APPROPRIATIONS	\$394	\$35,021	\$45,650	\$10,629
APPROPRIATIONS:				
Other Charges	\$394	\$40	\$1,988	\$1,948
Service And Supplies	\$-	\$34,981	\$43,662	\$8,681
TOTAL APPROPRIATIONS:	\$394	\$35,021	\$45,650	\$10,629
REVENUES:				
Charges For Current Serv	\$11,194	\$10,648	\$10,434	\$(214)
Lic.,Permits & Franchise	\$-	\$-	\$1	\$1
Rev. from Use of Money & Prop	\$348	\$222	\$39	\$(183)
Taxes	\$-	\$-	\$8	\$8
TOTAL REVENUES:	\$11,542	\$10,870	\$10,482	\$(388)
NET COUNTY COST	\$(11,148)	\$24,151	\$35,168	\$11,017
Fund: L91				
Agency: L91				
SUMMARY OF APPROPRIATIONS AND REVENUES	2018/19 ACTUALS	2019/20 FINAL BUDGET	2020/21 CAO RECOMMEND	VARIANCE

ACTIVITY APPROPRIATIONS:				
Public Ways	\$201	\$11,797	\$18,713	\$6,916
TOTAL ACTIVITY APPROPRIATIONS	\$201	\$11,797	\$18,713	\$6,916
APPROPRIATIONS:				
Other Charges	\$201	\$-	\$127	\$127
Service And Supplies	\$-	\$11,797	\$18,586	\$6,789
TOTAL APPROPRIATIONS:	\$201	\$11,797	\$18,713	\$6,916
REVENUES:				
Charges For Current Serv	\$6,257	\$3,606	\$3,606	\$-
Other Financing Sources	\$2,090	\$-	\$-	\$-
Rev. from Use of Money & Prop	\$24	\$20	\$-	\$(20)
TOTAL REVENUES:	\$8,371	\$3,626	\$3,606	\$(20)
NET COUNTY COST	\$(8,170)	\$8,171	\$15,107	\$6,936
Fund: L92				
Agency: L92				
SUMMARY OF APPROPRIATIONS AND REVENUES	2018/19 ACTUALS	2019/20 FINAL BUDGET	2020/21 CAO RECOMMEND	VARIANCE
ACTIVITY APPROPRIATIONS:				
Public Ways	\$-	\$2,090	\$3,606	\$1,516
TOTAL ACTIVITY APPROPRIATIONS	\$-	\$2,090	\$3,606	\$1,516
APPROPRIATIONS:				
Other Charges	\$-	\$-	\$527	\$527
Service And Supplies	\$-	\$2,090	\$3,079	\$989
TOTAL APPROPRIATIONS:	\$-	\$2,090	\$3,606	\$1,516
REVENUES:				
Charges For Current Serv	\$-	\$2,090	\$3,606	\$1,516
TOTAL REVENUES:	\$-	\$2,090	\$3,606	\$1,516
NET COUNTY COST	\$0	\$0	\$0	\$0
Fund: L93				
Agency: L93				
SUMMARY OF APPROPRIATIONS AND REVENUES	2018/19 ACTUALS	2019/20 FINAL BUDGET	2020/21 CAO RECOMMEND	VARIANCE
ACTIVITY APPROPRIATIONS:				
Public Ways	\$-	\$-	\$2,090	\$2,090
TOTAL ACTIVITY APPROPRIATIONS	\$-	\$-	\$2,090	\$2,090
APPROPRIATIONS:				
Other Charges	\$-	\$-	\$-	\$-
Service And Supplies	\$-	\$-	\$2,090	\$2,090
TOTAL APPROPRIATIONS:	\$-	\$-	\$2,090	\$2,090
REVENUES:				
Charges For Current Serv	\$-	\$-	\$2,090	\$2,090
TOTAL REVENUES:	\$-	\$-	\$2,090	\$2,090
NET COUNTY COST	\$0	\$0	\$0	\$0
Fund: M03				
Agency: M03				
SUMMARY OF APPROPRIATIONS AND REVENUES	2018/19 ACTUALS	2019/20 FINAL BUDGET	2020/21 CAO RECOMMEND	VARIANCE
ACTIVITY APPROPRIATIONS:				
Public Ways	\$-	\$-	\$2,123	\$2,123
TOTAL ACTIVITY APPROPRIATIONS	\$-	\$-	\$2,123	\$2,123
APPROPRIATIONS:				
Service And Supplies	\$-	\$-	\$2,123	\$2,123
TOTAL APPROPRIATIONS:	\$-	\$-	\$2,123	\$2,123
REVENUES:				
Intergovernmental Revenue	\$-	\$-	\$1	\$1

Rev. from Use of Money & Prop	\$40	\$-	\$23	\$23
Taxes	\$-	\$-	\$7	\$7
TOTAL REVENUES:	\$40	\$-	\$31	\$31

NET COUNTY COST	\$(40)	\$0	\$2,092	\$2,092
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Fund: M04

Agency: M04

SUMMARY OF APPROPRIATIONS AND REVENUES	2018/19 ACTUALS	2019/20 FINAL BUDGET	2020/21 CAO RECOMMEND	VARIANCE
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ACTIVITY APPROPRIATIONS:

Public Ways	\$-	\$-	\$-	\$-
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TOTAL ACTIVITY APPROPRIATIONS	\$-	\$-	\$-	\$-
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APPROPRIATIONS:

Service And Supplies	\$-	\$-	\$-	\$-
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TOTAL APPROPRIATIONS:	\$-	\$-	\$-	\$-
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REVENUES:

Rev. from Use of Money & Prop	\$759	\$-	\$-	\$-
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TOTAL REVENUES:	\$759	\$-	\$-	\$-
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NET COUNTY COST	\$(759)	\$0	\$0	\$0
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Fund: M06

Agency: M06

SUMMARY OF APPROPRIATIONS AND REVENUES	2018/19 ACTUALS	2019/20 FINAL BUDGET	2020/21 CAO RECOMMEND	VARIANCE
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ACTIVITY APPROPRIATIONS:

Public Ways	\$580	\$70,800	\$77,603	\$6,803
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TOTAL ACTIVITY APPROPRIATIONS	\$580	\$70,800	\$77,603	\$6,803
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APPROPRIATIONS:

Other Charges	\$580	\$195	\$1,094	\$899
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Service And Supplies	\$-	\$70,605	\$76,509	\$5,904
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TOTAL APPROPRIATIONS:	\$580	\$70,800	\$77,603	\$6,803
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REVENUES:

Charges For Current Serv	\$6,778	\$6,778	\$6,790	\$12
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Intergovernmental Revenue	\$-	\$-	\$1	\$1
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Rev. from Use of Money & Prop	\$1,177	\$834	\$518	\$(316)
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Taxes	\$-	\$-	\$8	\$8
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TOTAL REVENUES:	\$7,955	\$7,612	\$7,317	\$(295)
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NET COUNTY COST	\$(7,375)	\$63,188	\$70,286	\$7,098
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Fund: M86

Agency: M86

SUMMARY OF APPROPRIATIONS AND REVENUES	2018/19 ACTUALS	2019/20 FINAL BUDGET	2020/21 CAO RECOMMEND	VARIANCE
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ACTIVITY APPROPRIATIONS:

Public Ways	\$736	\$144,895	\$160,756	\$15,861
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TOTAL ACTIVITY APPROPRIATIONS	\$736	\$144,895	\$160,756	\$15,861
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APPROPRIATIONS:

Other Charges	\$736	\$237	\$1,664	\$1,427
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Service And Supplies	\$-	\$144,658	\$159,092	\$14,434
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TOTAL APPROPRIATIONS:	\$736	\$144,895	\$160,756	\$15,861
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REVENUES:

Charges For Current Serv	\$14,715	\$13,973	\$14,503	\$530
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Intergovernmental Revenue	\$-	\$-	\$1	\$1
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Rev. from Use of Money & Prop	\$2,425	\$1,718	\$1,076	\$(642)
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Taxes	\$-	\$-	\$7	\$7
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TOTAL REVENUES:	\$17,140	\$15,691	\$15,587	\$(104)
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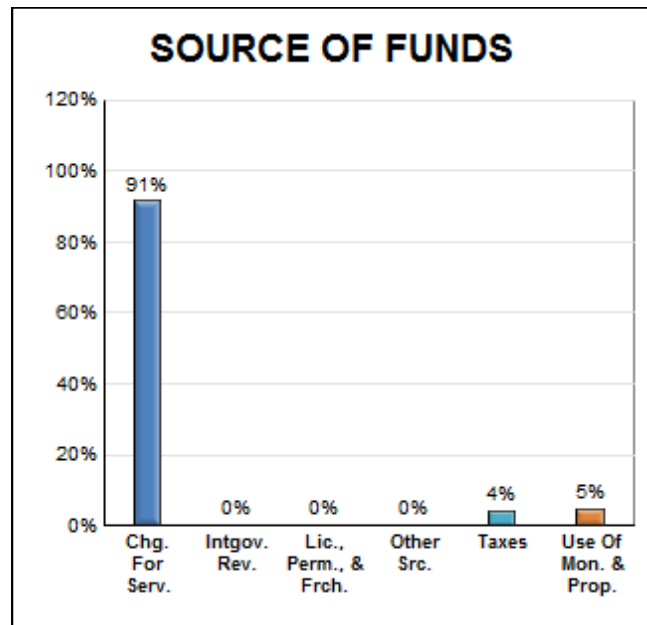
NET COUNTY COST	\$(16,404)	\$129,204	\$145,169	\$15,965
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Fund: M87				
Agency: M87				
SUMMARY OF APPROPRIATIONS AND REVENUES	2018/19 ACTUALS	2019/20 FINAL BUDGET	2020/21 CAO RECOMMEND	VARIANCE
ACTIVITY APPROPRIATIONS:				
Public Ways	\$558	\$23,471	\$26,006	\$2,535
TOTAL ACTIVITY APPROPRIATIONS	\$558	\$23,471	\$26,006	\$2,535
APPROPRIATIONS:				
Other Charges	\$558	\$171	\$986	\$815
Service And Supplies	\$-	\$23,300	\$25,020	\$1,720
TOTAL APPROPRIATIONS:	\$558	\$23,471	\$26,006	\$2,535
REVENUES:				
Charges For Current Serv	\$3,003	\$3,003	\$2,879	\$(124)
Intergovernmental Revenue	\$-	\$-	\$1	\$1
Rev. from Use of Money & Prop	\$407	\$287	\$127	\$(160)
Taxes	\$-	\$-	\$7	\$7
TOTAL REVENUES:	\$3,410	\$3,290	\$3,014	\$(276)
NET COUNTY COST	\$(2,852)	\$20,181	\$22,992	\$2,811
Fund: M88				
Agency: M88				
SUMMARY OF APPROPRIATIONS AND REVENUES	2018/19 ACTUALS	2019/20 FINAL BUDGET	2020/21 CAO RECOMMEND	VARIANCE
ACTIVITY APPROPRIATIONS:				
Public Ways	\$814	\$25,270	\$28,337	\$3,067
TOTAL ACTIVITY APPROPRIATIONS	\$814	\$25,270	\$28,337	\$3,067
APPROPRIATIONS:				
Other Charges	\$814	\$172	\$1,062	\$890
Service And Supplies	\$-	\$25,098	\$27,275	\$2,177
TOTAL APPROPRIATIONS:	\$814	\$25,270	\$28,337	\$3,067
REVENUES:				
Charges For Current Serv	\$3,761	\$3,761	\$3,644	\$(117)
Intergovernmental Revenue	\$-	\$-	\$1	\$1
Rev. from Use of Money & Prop	\$385	\$270	\$155	\$(115)
Taxes	\$-	\$-	\$6	\$6
TOTAL REVENUES:	\$4,146	\$4,031	\$3,806	\$(225)
NET COUNTY COST	\$(3,332)	\$21,239	\$24,531	\$3,292
Fund: M89				
Agency: M89				
SUMMARY OF APPROPRIATIONS AND REVENUES	2018/19 ACTUALS	2019/20 FINAL BUDGET	2020/21 CAO RECOMMEND	VARIANCE
ACTIVITY APPROPRIATIONS:				
Public Ways	\$336	\$11,169	\$12,590	\$1,421
TOTAL ACTIVITY APPROPRIATIONS	\$336	\$11,169	\$12,590	\$1,421
APPROPRIATIONS:				
Other Charges	\$336	\$173	\$995	\$822
Service And Supplies	\$-	\$10,996	\$11,595	\$599
TOTAL APPROPRIATIONS:	\$336	\$11,169	\$12,590	\$1,421
REVENUES:				
Charges For Current Serv	\$2,026	\$2,026	\$1,790	\$(236)
Intergovernmental Revenue	\$-	\$-	\$1	\$1
Rev. from Use of Money & Prop	\$158	\$109	\$56	\$(53)
Taxes	\$-	\$-	\$6	\$6
TOTAL REVENUES:	\$2,184	\$2,135	\$1,853	\$(282)
NET COUNTY COST	\$(1,848)	\$9,034	\$10,737	\$1,703

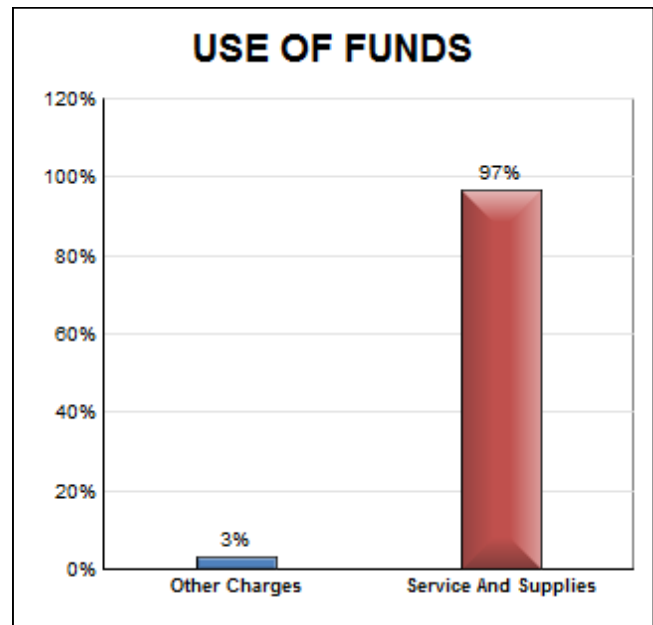
Fund: M90				
Agency: M90				
SUMMARY OF APPROPRIATIONS AND REVENUES	2018/19 ACTUALS	2019/20 FINAL BUDGET	2020/21 CAO RECOMMEND	VARIANCE
ACTIVITY APPROPRIATIONS:				
Public Ways	\$610	\$111,631	\$132,602	\$20,971
TOTAL ACTIVITY APPROPRIATIONS	\$610	\$111,631	\$132,602	\$20,971
APPROPRIATIONS:				
Other Charges	\$610	\$208	\$1,605	\$1,397
Service And Supplies	\$-	\$111,423	\$130,997	\$19,574
TOTAL APPROPRIATIONS:	\$610	\$111,631	\$132,602	\$20,971
REVENUES:				
Charges For Current Serv	\$20,072	\$20,072	\$19,803	\$(269)
Intergovernmental Revenue	\$-	\$-	\$1	\$1
Rev. from Use of Money & Prop	\$1,565	\$1,077	\$411	\$(666)
Taxes	\$-	\$-	\$7	\$7
TOTAL REVENUES:	\$21,637	\$21,149	\$20,222	\$(927)
NET COUNTY COST	\$(21,027)	\$90,482	\$112,380	\$21,898
Fund: M91				
Agency: M91				
SUMMARY OF APPROPRIATIONS AND REVENUES	2018/19 ACTUALS	2019/20 FINAL BUDGET	2020/21 CAO RECOMMEND	VARIANCE
ACTIVITY APPROPRIATIONS:				
Public Ways	\$668	\$49,675	\$70,999	\$21,324
TOTAL ACTIVITY APPROPRIATIONS	\$668	\$49,675	\$70,999	\$21,324
APPROPRIATIONS:				
Other Charges	\$668	\$192	\$1,770	\$1,578
Service And Supplies	\$-	\$49,483	\$69,229	\$19,746
TOTAL APPROPRIATIONS:	\$668	\$49,675	\$70,999	\$21,324
REVENUES:				
Charges For Current Serv	\$21,648	\$21,648	\$21,534	\$(114)
Intergovernmental Revenue	\$-	\$-	\$1	\$1
Rev. from Use of Money & Prop	\$307	\$161	\$81	\$(80)
Taxes	\$-	\$-	\$7	\$7
TOTAL REVENUES:	\$21,955	\$21,809	\$21,623	\$(186)
NET COUNTY COST	\$(21,287)	\$27,866	\$49,376	\$21,510
Fund: M92				
Agency: M92				
SUMMARY OF APPROPRIATIONS AND REVENUES	2018/19 ACTUALS	2019/20 FINAL BUDGET	2020/21 CAO RECOMMEND	VARIANCE
ACTIVITY APPROPRIATIONS:				
Public Ways	\$201	\$12,153	\$16,066	\$3,913
TOTAL ACTIVITY APPROPRIATIONS	\$201	\$12,153	\$16,066	\$3,913
APPROPRIATIONS:				
Other Charges	\$201	\$-	\$878	\$878
Service And Supplies	\$-	\$12,153	\$15,188	\$3,035
TOTAL APPROPRIATIONS:	\$201	\$12,153	\$16,066	\$3,913
REVENUES:				
Charges For Current Serv	\$3,695	\$6,447	\$6,447	\$-
Other Financing Sources	\$2,090	\$-	\$-	\$-
Rev. from Use of Money & Prop	\$22	\$100	\$100	\$-
TOTAL REVENUES:	\$5,807	\$6,547	\$6,547	\$-
NET COUNTY COST	\$(5,606)	\$5,606	\$9,519	\$3,913

Fund: M93				
Agency: M93				
SUMMARY OF APPROPRIATIONS AND REVENUES	2018/19 ACTUALS	2019/20 FINAL BUDGET	2020/21 CAO RECOMMEND	VARIANCE
ACTIVITY APPROPRIATIONS:				
Public Ways	\$-	\$2,090	\$2,090	\$-
TOTAL ACTIVITY APPROPRIATIONS	\$-	\$2,090	\$2,090	\$-
APPROPRIATIONS:				
Service And Supplies	\$-	\$2,090	\$2,090	\$-
TOTAL APPROPRIATIONS:	\$-	\$2,090	\$2,090	\$-
REVENUES:				
Charges For Current Serv	\$-	\$2,090	\$2,090	\$-
TOTAL REVENUES:	\$-	\$2,090	\$2,090	\$-
NET COUNTY COST	\$0	\$0	\$0	\$0

Fund: M94				
Agency: M94				
SUMMARY OF APPROPRIATIONS AND REVENUES	2018/19 ACTUALS	2019/20 FINAL BUDGET	2020/21 CAO RECOMMEND	VARIANCE
ACTIVITY APPROPRIATIONS:				
Public Ways	\$-	\$-	\$2,090	\$2,090
TOTAL ACTIVITY APPROPRIATIONS	\$-	\$-	\$2,090	\$2,090
APPROPRIATIONS:				
Other Charges	\$-	\$-	\$-	\$-
Service And Supplies	\$-	\$-	\$2,090	\$2,090
TOTAL APPROPRIATIONS:	\$-	\$-	\$2,090	\$2,090
REVENUES:				
Charges For Current Serv	\$-	\$-	\$2,090	\$2,090
TOTAL REVENUES:	\$-	\$-	\$2,090	\$2,090
NET COUNTY COST	\$0	\$0	\$0	\$0



Source of Funds: Illustrates the major revenue accounts
Graph totals may be + / - 1 % of actual total due to rounding



Use of Funds: Illustrates the major expenditure accounts
Graph totals may be + / - 1 % of actual total due to rounding

Purpose

The L & M Funds are used to budget for assessment districts and established to provide for the long-term maintenance of roads, storm drainage systems, and landscape belts within residential subdivisions of unincorporated areas. The Resource Management Agency's, Public Works Branch, Management Group 3 - Special Programs, provides district administration. Revenue for the districts is derived through annual fees assessed on specified parcels receiving the benefit. Fees are adjusted annually to reflect any cost variations in maintaining the district. Funding is collected and held in reserve for scheduled work and periodic maintenance.

L and M Fund budgets include:

- L01 Orosi Lighting/Landscape Assessment District 92-01
- L05 Orosi Storm Drain Assessment District 95-720
- L10 Orosi Storm Drain Assessment District 98-722
- L16 Earlimart Lighting/Landscape Assessment District 02-01 (Incorporates L15)
- L60 Tipton Storm Drain Assessment District 02-748 (Incorporates L40)
- L65 Earlimart Storm Drain Assessment District 02-746 (Incorporates L20, L35, and L50)
- L70 Cutler Storm Drain Assessment District 05-764
- L75 Teviston Storm Drain Assessment District 04-752
- L80 Earlimart Storm Drain Assessment District 04-744 (Incorporates L25 and L45)
- L85 Orosi Storm Drain Assessment District 04-754 (Incorporates L30 and L55)
- L86 Visalia Storm Drain Assessment District 07-792
- L87 Visalia Storm Drain Assessment District 07-767
- L88 Visalia District 13-792
- L89 Traver Storm Drain Assessment District 14-830
- L90 Visalia Storm Drain Assessment District 14-792
- L91 Visalia Storm Drain Assessment District 16-767
- L92 Goshen District 18-789
- L93 Orosi District 19-17-003
- M03 Strathmore Road Assessment District 05-773 (was initiated but not yet formed)
- M04 Porterville Road Assessment District 06-781
- M06 Visalia (Acacia) Road Assessment District 06-772
- M86 Visalia Road Maintenance District 07-792R
- M87 Visalia Road Maintenance District 07-767R
- M88 Goshen Road Maintenance District 09-804R
- M89 Goshen District 12-804R
- M90 Visalia District 13-792R
- M91 Visalia District 14-792R
- M92 Visalia Road Maintenance District 16-767R
- M93 Goshen District 18-789R
- M94 Orosi District 19-17-003R

Core Function

- Maintain county roadway, landscape, lighting, or drainage areas within the appropriately assigned assessment districts.

Key Goals and Objectives Results in FY 2019/20

Safety and Security

Goal 1: Provide cost-effective operations and maintenance for the storm drainage systems, roadways, and landscape belts within the assessment districts.

- **Objective 1** – Perform an inspection of the basins at least twice in FY 2019/20, preferably once in the fall and once in the spring. Repair and maintain basins as necessary based on inspections. **Results:** This objective was completed. Basins were inspected twice, once in the fall and once in the spring of FY 2019/20. Repairs and maintenance continued to take place in FY 2019/20 to ensure basins were operational as necessary.
- **Objective 2** – Perform an inspection of the drainage inlets and gutters in FY 2019/20. Repair and maintain as necessary based on inspections. **Results:** This objective was completed. Inlets were inspected twice, once in fall and once in the spring of FY 2019/20. Repairs and maintenance continued to take place in FY 2019/20 to ensure basins were operational as necessary.
- **Objective 3** – Provide tree trimming/pruning to prevent safety hazards and power outages. **Results:** This objective was completed. Tree trimming occurred during January and February of FY 2019/20.
- **Objective 4** – Complete replacement of all fences along L01 & L16 right-of-way by September 2019. **Results:** This objective was not completed. Estimates were obtained in February 2020 for fence replacement. Work to be completed in FY 2020/21 after outreach is conducted.

Economic Well-Being

Goal 1: Ensure adequate funding for the management and maintenance of the assessment districts storm drainage systems, roadways and landscape districts.

- **Objective 1** – Evaluate each assessment district for an assessment fee adjustment based on the CPI. **Results:** This objective was completed. Each district was analyzed for a potential assessment increase based on the CPI. No increases were recommended by management.

Organizational Performance

Goal 1: Ensure adequate funding for the management and maintenance of the assessment districts storm drainage systems, roadways and landscape districts.

- **Objective 1** – Ensure annual assessment district fees are provided to the Assessor's Office for placement on the tax roll within one month of establishment of new districts. **Results:** This objective was completed. All new Assessment District fees were added to the Assessor's tax roll timely.

Goal 2: Maintain district facilities for functional and aesthetic purposes.

- **Objective 1** – Formalize policies and procedures to improve organizational communication and oversight. **Results:** This objective was completed. Exhibits for drainage inlets, storm drains, and basins have been prepared to assist road crews with ongoing maintenance and repairs.

Key Goals and Objectives for FY 2020/21

Organizational Performance

Goal 1: Ensure adequate funding for the management and maintenance of the assessment districts, storm drainage systems, roadways, and landscape districts.

- **Objective 1** – Ensure annual assessment district fees are provided to the Assessor's Office for placement on the tax roll within one month of establishment of new districts.
- **Objective 2** – Evaluate each assessment district for an assessment fee adjustment based on the Consumer Price Index (CPI) prior to end of FY 2020/21.

Goal 2: Maintain district facilities for functional and aesthetic purposes.

- **Objective 1** – Partner with a community service organization for basin maintenance by June 2021.

Safety and Security

Goal 1: Provide cost-effective operations and maintenance for the storm drainage systems, roadways, and landscape belts within the assessment districts.

- **Objective 1** – Perform an inspection of the basins at least twice in FY 2020/21, preferably once in the fall and once in the spring. Repair and maintain basins as necessary, based on inspections.

- **Objective 2** – Perform an inspection of the drainage inlets and gutters in FY 2020/21. Repair and maintain as necessary based on inspections.
- **Objective 3** – Monitor the necessity of tree trimming/pruning in FY 2020/21. Perform as required.
- **Objective 4** – Complete replacement of all fences along L01 & L16 right-of-way by June 2021.

Budget Request

The requested Budget represents an overall increase of \$139,659 or 11% in expenditures and an increase of \$4,163 or 2% in revenues when compared with the FY 2019/20 Final Budget. The \$1,208,438 difference between expenditures and revenues is the use of Unrestricted Net Position.

County Administrator's Recommendations

This budget is recommended as submitted.

Pending Issues and Policy Considerations

There are no pending issues or policy considerations.

Department Head Concurrence or Appeal

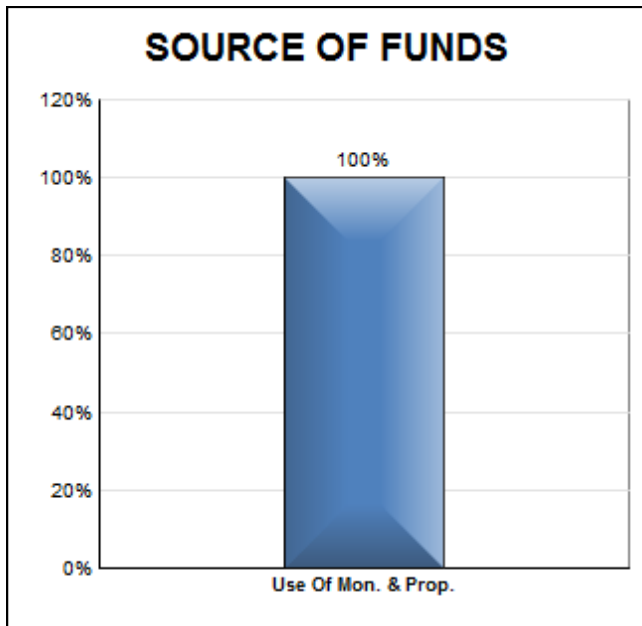
The Department Head concurs with the Recommended Budget.

Lemon Cove Water

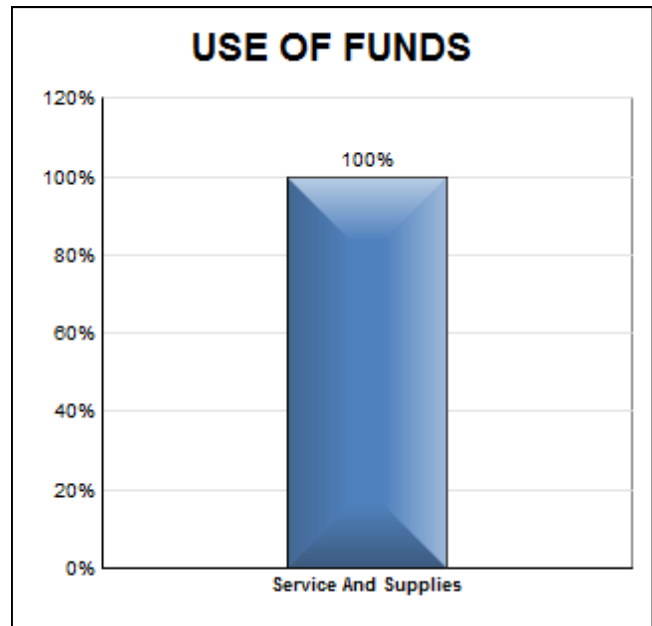
Reed Schenke

Resource Management Agency Director

Fund: C15				
Agency: C15				
SUMMARY OF APPROPRIATIONS AND REVENUES	2018/19 ACTUALS	2019/20 FINAL BUDGET	2020/21 CAO RECOMMEND	VARIANCE
ACTIVITY APPROPRIATIONS:				
Plant Acquisition	\$-	\$50,844	\$52,581	\$1,737
TOTAL ACTIVITY APPROPRIATIONS	\$-	\$50,844	\$52,581	\$1,737
APPROPRIATIONS:				
Service And Supplies	\$-	\$50,844	\$52,581	\$1,737
TOTAL APPROPRIATIONS:	\$-	\$50,844	\$52,581	\$1,737
REVENUES:				
Rev. from Use of Money & Prop	\$996	\$500	\$966	\$466
TOTAL REVENUES:	\$996	\$500	\$966	\$466
NET COUNTY COST	\$(996)	\$50,344	\$51,615	\$1,271



Source of Funds: Illustrates the major revenue accounts
Graph totals may be + / - 1 % of actual total due to rounding



Use of Funds: Illustrates the major expenditure accounts
Graph totals may be + / - 1 % of actual total due to rounding

Purpose

The purpose of the C Funds is to locate, develop, provide, and maintain potable water for residents of the unincorporated areas of Tulare County. The Resource Management Agency administers the C Funds for sewer and water projects.

The only active C Fund is C15 – Lemon Cove Water. This fund has no appropriations and is only compounding interest earnings.

Core Function

- To provide safe drinking water to residents of Lemon Cove.

Key Goals and Objectives Results in FY 2019/20

Safety and Security

Goal 1: Provide an adequate and safe water supply.

- **Objective 1** – Provide assistance with maintenance and repair of the water distribution system. **Results:** This objective was completed. Assistance was provided as needed.

Key Goals and Objectives for FY 2020/21

Safety and Security

Goal 1: Provide an adequate and safe water supply.

- **Objective 1** – Provide assistance with maintenance and repair of the water distribution system throughout FY 2020/21.

Budget Request

The Requested Budget represents an overall increase of \$1,737 or 3% in expenditures and an increase of \$446 or 93% in revenues when compared with the FY 2019/20 Final Budget. The \$51,615 difference between expenditures and revenues represents the use of Fund Balance.

County Administrator's Recommendations

This budget is recommended as submitted.

Pending Issues and Policy Considerations

There are no pending issues or policy considerations.

Department Head Concurrence or Appeal

The Department Head concurs with the Recommended Budget.

Z Funds

Reed Schenke

Resource Management Agency Director

Fund: Z01				
Agency: Z01				
SUMMARY OF APPROPRIATIONS AND REVENUES	2018/19 ACTUALS	2019/20 FINAL BUDGET	2020/21 CAO RECOMMEND	VARIANCE
ACTIVITY APPROPRIATIONS:				
Plant Acquisition	\$40,171	\$51,721	\$55,283	\$3,562
TOTAL ACTIVITY APPROPRIATIONS	\$40,171	\$51,721	\$55,283	\$3,562
APPROPRIATIONS:				
Other Charges	\$22,708	\$22,412	\$25,441	\$3,029
Service And Supplies	\$17,463	\$29,309	\$29,842	\$533
TOTAL APPROPRIATIONS:	\$40,171	\$51,721	\$55,283	\$3,562
REVENUES:				
Charges For Current Serv	\$20,904	\$20,905	\$20,905	\$-
Fines,Forfeit.,Penalties	\$226	\$226	\$226	\$-
Intergovernmental Revenue	\$-	\$-	\$-	\$-
Miscellaneous Revenue	\$6,796	\$1	\$1	\$-
Rev. from Use of Money & Prop	\$99	\$100	\$200	\$100
Taxes	\$-	\$-	\$-	\$-
TOTAL REVENUES:	\$28,025	\$21,232	\$21,332	\$100
NET COUNTY COST	\$12,146	\$30,489	\$33,951	\$3,462
Fund: Z10				
Agency: Z10				
SUMMARY OF APPROPRIATIONS AND REVENUES	2018/19 ACTUALS	2019/20 FINAL BUDGET	2020/21 CAO RECOMMEND	VARIANCE
ACTIVITY APPROPRIATIONS:				
Plant Acquisition	\$84,940	\$124,989	\$125,294	\$305
TOTAL ACTIVITY APPROPRIATIONS	\$84,940	\$124,989	\$125,294	\$305
APPROPRIATIONS:				
Other Charges	\$46,740	\$46,622	\$47,327	\$705
Service And Supplies	\$38,200	\$78,367	\$77,967	\$(400)
TOTAL APPROPRIATIONS:	\$84,940	\$124,989	\$125,294	\$305
REVENUES:				
Charges For Current Serv	\$61,975	\$61,642	\$61,642	\$-
Fines,Forfeit.,Penalties	\$887	\$887	\$600	\$(287)
Intergovernmental Revenue	\$-	\$-	\$-	\$-
Miscellaneous Revenue	\$9,737	\$2	\$2	\$-
Rev. from Use of Money & Prop	\$3,784	\$3,812	\$3,812	\$-
Taxes	\$-	\$-	\$-	\$-
TOTAL REVENUES:	\$76,383	\$66,343	\$66,056	\$(287)
NET COUNTY COST	\$8,557	\$58,646	\$59,238	\$592
Fund: Z11				
Agency: Z11				
SUMMARY OF APPROPRIATIONS AND REVENUES	2018/19 ACTUALS	2019/20 FINAL BUDGET	2020/21 CAO RECOMMEND	VARIANCE
ACTIVITY APPROPRIATIONS:				
Plant Acquisition	\$60,491	\$158,073	\$163,914	\$5,841
TOTAL ACTIVITY APPROPRIATIONS	\$60,491	\$158,073	\$163,914	\$5,841
APPROPRIATIONS:				
Other Charges	\$26,582	\$29,063	\$27,289	\$(1,774)
Service And Supplies	\$33,909	\$129,010	\$136,625	\$7,615
TOTAL APPROPRIATIONS:	\$60,491	\$158,073	\$163,914	\$5,841

REVENUES:				
Charges For Current Serv	\$55,835	\$55,108	\$55,108	\$-
Fines,Forfeit.,Penalties	\$822	\$822	\$600	\$(222)
Miscellaneous Revenue	\$3,634	\$2	\$2	\$-
Rev. from Use of Money & Prop	\$1,623	\$1,200	\$1,600	\$400
Taxes	\$-	\$-	\$-	\$-
TOTAL REVENUES:	\$61,914	\$57,132	\$57,310	\$178
NET COUNTY COST	\$(1,423)	\$100,941	\$106,604	\$5,663
Fund: Z50				
Agency: Z50				
SUMMARY OF APPROPRIATIONS AND REVENUES	2018/19 ACTUALS	2019/20 FINAL BUDGET	2020/21 CAO RECOMMEND	VARIANCE
ACTIVITY APPROPRIATIONS:				
Plant Acquisition	\$112,712	\$138,400	\$134,589	\$(3,811)
TOTAL ACTIVITY APPROPRIATIONS	\$112,712	\$138,400	\$134,589	\$(3,811)
APPROPRIATIONS:				
Other Charges	\$46,412	\$45,758	\$46,771	\$1,013
Service And Supplies	\$66,300	\$92,642	\$87,818	\$(4,824)
TOTAL APPROPRIATIONS:	\$112,712	\$138,400	\$134,589	\$(3,811)
REVENUES:				
Charges For Current Serv	\$73,073	\$70,501	\$73,276	\$2,775
Fines,Forfeit.,Penalties	\$1,228	\$1,228	\$1,300	\$72
Intergovernmental Revenue	\$-	\$-	\$-	\$-
Miscellaneous Revenue	\$1,515	\$2	\$2	\$-
Rev. from Use of Money & Prop	\$187	\$250	\$500	\$250
Taxes	\$-	\$-	\$-	\$-
TOTAL REVENUES:	\$76,003	\$71,981	\$75,078	\$3,097
NET COUNTY COST	\$36,709	\$66,419	\$59,511	\$(6,908)
Fund: Z60				
Agency: Z60				
SUMMARY OF APPROPRIATIONS AND REVENUES	2018/19 ACTUALS	2019/20 FINAL BUDGET	2020/21 CAO RECOMMEND	VARIANCE
ACTIVITY APPROPRIATIONS:				
Plant Acquisition	\$83,391	\$91,517	\$93,387	\$1,870
TOTAL ACTIVITY APPROPRIATIONS	\$83,391	\$91,517	\$93,387	\$1,870
APPROPRIATIONS:				
Other Charges	\$39,384	\$37,462	\$39,479	\$2,017
Service And Supplies	\$44,007	\$54,055	\$53,908	\$(147)
TOTAL APPROPRIATIONS:	\$83,391	\$91,517	\$93,387	\$1,870
REVENUES:				
Charges For Current Serv	\$44,550	\$44,551	\$44,551	\$-
Fines,Forfeit.,Penalties	\$687	\$687	\$700	\$13
Miscellaneous Revenue	\$10	\$2	\$2	\$-
Rev. from Use of Money & Prop	\$262	\$300	\$600	\$300
Taxes	\$-	\$-	\$-	\$-
TOTAL REVENUES:	\$45,509	\$45,540	\$45,853	\$313
NET COUNTY COST	\$37,882	\$45,977	\$47,534	\$1,557
Fund: Z70				
Agency: Z70				
SUMMARY OF APPROPRIATIONS AND REVENUES	2018/19 ACTUALS	2019/20 FINAL BUDGET	2020/21 CAO RECOMMEND	VARIANCE
ACTIVITY APPROPRIATIONS:				
Plant Acquisition	\$91,613	\$136,735	\$139,904	\$3,169
TOTAL ACTIVITY APPROPRIATIONS	\$91,613	\$136,735	\$139,904	\$3,169
APPROPRIATIONS:				

Other Charges	\$47,728	\$49,869	\$52,908	\$3,039
Service And Supplies	\$43,885	\$86,866	\$86,996	\$130
TOTAL APPROPRIATIONS:	\$91,613	\$136,735	\$139,904	\$3,169

REVENUES:

Charges For Current Serv	\$48,366	\$47,926	\$47,329	\$(597)
Fines,Forfeit.,Penalties	\$787	\$787	\$600	\$(187)
Intergovernmental Revenue	\$-	\$-	\$-	\$-
Miscellaneous Revenue	\$2,179	\$2	\$2	\$-
Rev. from Use of Money & Prop	\$303	\$300	\$300	\$-
Taxes	\$-	\$-	\$-	\$-
TOTAL REVENUES:	\$51,635	\$49,015	\$48,231	\$(784)

NET COUNTY COST	\$39,978	\$87,720	\$91,673	\$3,953
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Fund: Z80
Agency: Z80

SUMMARY OF APPROPRIATIONS AND REVENUES	2018/19 ACTUALS	2019/20 FINAL BUDGET	2020/21 CAO RECOMMEND	VARIANCE
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ACTIVITY APPROPRIATIONS:

Plant Acquisition	\$134,640	\$194,784	\$195,926	\$1,142
TOTAL ACTIVITY APPROPRIATIONS	\$221,145	\$284,795	\$195,926	\$(88,869)

APPROPRIATIONS:

Other Charges	\$91,927	\$96,890	\$74,120	\$(22,770)
Service And Supplies	\$129,218	\$187,905	\$121,806	\$(66,099)
TOTAL APPROPRIATIONS:	\$221,145	\$284,795	\$195,926	\$(88,869)

REVENUES:

Charges For Current Serv	\$88,634	\$90,508	\$90,508	\$-
Fines,Forfeit.,Penalties	\$705	\$705	\$900	\$195
Intergovernmental Revenue	\$-	\$-	\$-	\$-
Miscellaneous Revenue	\$17,000	\$2	\$2	\$-
Other Financing Sources	\$86,504	\$90,011	\$-	\$(90,011)
Rev. from Use of Money & Prop	\$1,205	\$800	\$1,000	\$200
Taxes	\$-	\$-	\$-	\$-
TOTAL REVENUES:	\$194,048	\$182,026	\$92,410	\$(89,616)

NET COUNTY COST	\$27,097	\$102,769	\$103,516	\$747
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Fund: Z90
Agency: Z90

SUMMARY OF APPROPRIATIONS AND REVENUES	2018/19 ACTUALS	2019/20 FINAL BUDGET	2020/21 CAO RECOMMEND	VARIANCE
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ACTIVITY APPROPRIATIONS:

Plant Acquisition	\$96,331	\$128,273	\$129,698	\$1,425
TOTAL ACTIVITY APPROPRIATIONS	\$96,331	\$128,273	\$129,698	\$1,425

APPROPRIATIONS:

Other Charges	\$39,095	\$38,212	\$40,244	\$2,032
Service And Supplies	\$57,236	\$90,061	\$89,454	\$(607)
TOTAL APPROPRIATIONS:	\$96,331	\$128,273	\$129,698	\$1,425

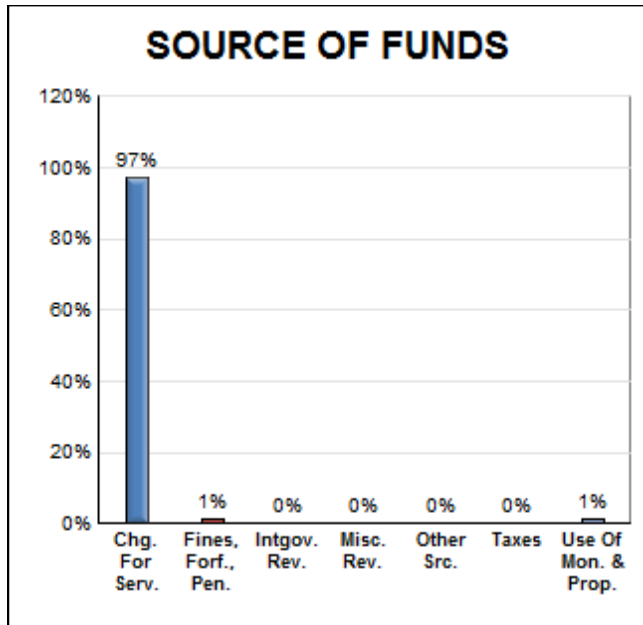
REVENUES:

Charges For Current Serv	\$77,112	\$77,113	\$77,113	\$-
Fines,Forfeit.,Penalties	\$788	\$788	\$800	\$12
Intergovernmental Revenue	\$-	\$-	\$-	\$-
Miscellaneous Revenue	\$8,160	\$2	\$2	\$-
Rev. from Use of Money & Prop	\$435	\$300	\$200	\$(100)
Taxes	\$-	\$-	\$-	\$-
TOTAL REVENUES:	\$86,495	\$78,203	\$78,115	\$(88)

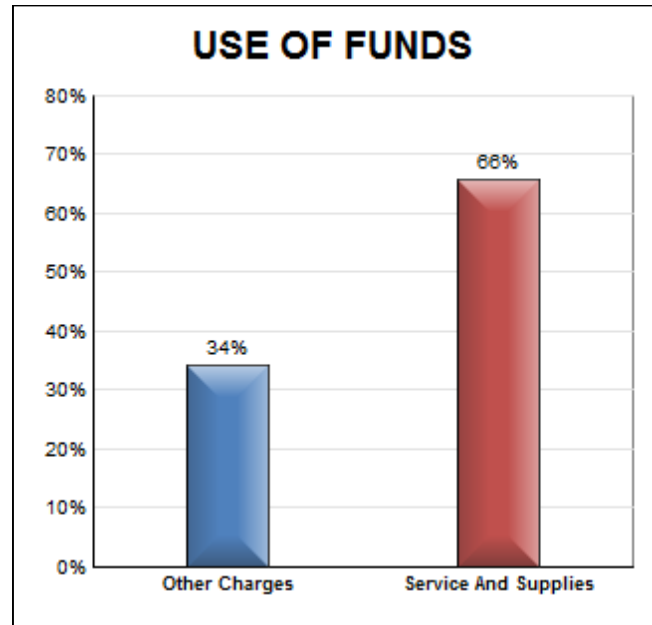
NET COUNTY COST	\$9,836	\$50,070	\$51,583	\$1,513
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Fund: Z91				
Agency: Z91				
SUMMARY OF APPROPRIATIONS AND REVENUES	2018/19 ACTUALS	2019/20 FINAL BUDGET	2020/21 CAO RECOMMEND	VARIANCE
ACTIVITY APPROPRIATIONS:				
Plant Acquisition	\$64,608	\$91,925	\$96,692	\$4,767
TOTAL ACTIVITY APPROPRIATIONS	\$64,608	\$91,925	\$96,692	\$4,767
APPROPRIATIONS:				
Other Charges	\$31,476	\$32,693	\$34,632	\$1,939
Service And Supplies	\$33,132	\$59,232	\$62,060	\$2,828
TOTAL APPROPRIATIONS:	\$64,608	\$91,925	\$96,692	\$4,767
REVENUES:				
Charges For Current Serv	\$44,268	\$44,269	\$59,080	\$14,811
Fines,Forfeit.,Penalties	\$540	\$540	\$600	\$60
Intergovernmental Revenue	\$-	\$-	\$-	\$-
Miscellaneous Revenue	\$3,971	\$2	\$2	\$-
Other Financing Sources	\$-	\$-	\$-	\$-
Rev. from Use of Money & Prop	\$365	\$300	\$300	\$-
Taxes	\$-	\$-	\$-	\$-
TOTAL REVENUES:	\$49,144	\$45,111	\$59,982	\$14,871
NET COUNTY COST	\$15,464	\$46,814	\$36,710	\$(10,104)
Fund: Z95				
Agency: Z95				
SUMMARY OF APPROPRIATIONS AND REVENUES	2018/19 ACTUALS	2019/20 FINAL BUDGET	2020/21 CAO RECOMMEND	VARIANCE
ACTIVITY APPROPRIATIONS:				
Plant Acquisition	\$53,176	\$62,540	\$64,206	\$1,666
TOTAL ACTIVITY APPROPRIATIONS	\$53,176	\$62,540	\$64,206	\$1,666
APPROPRIATIONS:				
Other Charges	\$23,844	\$24,924	\$27,406	\$2,482
Service And Supplies	\$29,332	\$37,616	\$36,800	\$(816)
TOTAL APPROPRIATIONS:	\$53,176	\$62,540	\$64,206	\$1,666
REVENUES:				
Charges For Current Serv	\$22,651	\$24,578	\$24,659	\$81
Fines,Forfeit.,Penalties	\$302	\$302	\$300	\$(2)
Intergovernmental Revenue	\$-	\$-	\$-	\$-
Miscellaneous Revenue	\$625	\$2	\$2	\$-
Rev. from Use of Money & Prop	\$646	\$840	\$200	\$(640)
Taxes	\$-	\$-	\$-	\$-
TOTAL REVENUES:	\$24,224	\$25,722	\$25,161	\$(561)
NET COUNTY COST	\$28,952	\$36,818	\$39,045	\$2,227
Fund: Z96				
Agency: Z96				
SUMMARY OF APPROPRIATIONS AND REVENUES	2018/19 ACTUALS	2019/20 FINAL BUDGET	2020/21 CAO RECOMMEND	VARIANCE
ACTIVITY APPROPRIATIONS:				
Plant Acquisition	\$106,307	\$131,675	\$131,971	\$296
TOTAL ACTIVITY APPROPRIATIONS	\$106,307	\$131,675	\$131,971	\$296
APPROPRIATIONS:				
Other Charges	\$39,195	\$36,260	\$39,515	\$3,255
Service And Supplies	\$67,112	\$95,415	\$92,456	\$(2,959)
TOTAL APPROPRIATIONS:	\$106,307	\$131,675	\$131,971	\$296
REVENUES:				
Charges For Current Serv	\$46,103	\$47,608	\$46,036	\$(1,572)
Fines,Forfeit.,Penalties	\$426	\$426	\$500	\$74

Intergovernmental Revenue	\$-	\$-	\$-	\$-
Miscellaneous Revenue	\$4,740	\$2	\$2	\$-
Rev. from Use of Money & Prop	\$236	\$200	\$300	\$100
Taxes	\$-	\$-	\$-	\$-
TOTAL REVENUES:	\$51,505	\$48,236	\$46,838	\$(1,398)
NET COUNTY COST	\$54,802	\$83,439	\$85,133	\$1,694



Source of Funds: Illustrates the major revenue accounts
 Graph totals may be + / - 1 % of actual total due to rounding



Use of Funds: Illustrates the major expenditure accounts
 Graph totals may be + / - 1 % of actual total due to rounding

Purpose

The purpose of the Z Funds are to provide sewer and water systems constructed and operated as Zones of Benefit under two County Service Areas. Administered under the Resource Management Agency's Public Works Branch, Management Group 3, Special Programs, the systems serve small, unincorporated, disadvantaged communities around the County. Revenues are generated from fees collected from ratepayers in each Zone and loans from Tulare County's Revolving Fund.

Core Function

- Responsible for the safe and cost-effective management of sewer and water systems within County Service Areas Number 1 and Number 2.

Some of the Z Fund project areas have inadequate revenue to be financially self-sufficient. To support operations, these service areas require loans from the County's Revolving Fund, as established by the Board of Supervisors.

Z Fund projects have their own budgets and include:

- Z01 El Rancho Sewer Lift Station
- Z10 Delft Colony Sewer Treatment Facility
- Z11 Delft Colony Water Distribution System
- Z50 Seville Sewer Lift Station
- Z60 Tonyville Sewer Lift Station
- Z70 Tooleville Sewer Treatment Facility
- Z80 Traver Sewer Treatment Facility
- Z90 Yettem Sewer Lift Station
- Z91 Yettem Water Distribution System
- Z95 Wells Tract Water Distribution System
- Z96 Wells Tract Sewer Lift Station

Key Goals and Objectives for FY 2019/20

Safety and Security

Goal 1: Provide an adequate and safe water supply.

- **Objective 1** – Monitor and test water system for quality and adequacy of supply and report findings as required to regulators and users of the system throughout FY 2019/20. **Results:** This objective was completed. Ongoing testing and reporting were done regularly as required by the State Water Resources Control Board.
- **Objective 2** – Maintain water distribution systems, inspect aging infrastructure, and perform repairs quickly with minimal impact to users throughout FY 2019/20. **Results:** This objective was completed. Ongoing service allowed for minimal downtime and leaks in systems.
- **Objective 3** – Complete construction of Phase I of the Yettem and Seville water system consolidation project by December 2019. **Results:** This objective was completed. Substantial completion of Phase I was reached in May 2020. Project acceptance by the Board of Supervisors is expected July 2020.
- **Objective 4** – Submit application for Phase II of the Yettem and Seville water system consolidation project by June 2020. **Results:** This objective was not completed. A funding application for Phase II was started in November 2019. Staff are working with the Water Board, Yettem-Seville Community Services District (CSD) and other stakeholders to complete the application by October 2020.
- **Objective 5** – Promote water conservation efforts in County water system communities throughout FY 2019/20. **Results:** This objective was completed. RMA staff has promoted water conservation at community meetings held in FY 2019/20. Water outages due to excessive water use have dropped significantly in Seville.

Goal 2: Ensure safe, clean, and reliable sewage treatment facilities for communities within County Service Areas Numbers 1 and 2.

- **Objective 1** – Monitor and test sewage treatment facilities according to Water Quality Control Board waste discharge requirements throughout of FY 2019/20. **Results:** This objective was completed. Sewer systems have been tested and reported monthly to the State Water Board.

- **Objective 2** – Maintain sewer collection systems, inspect aging infrastructure, and perform repairs quickly with minimal impact to users by June 2020. **Results:** This objective was completed. Ongoing management prevented significant spills and blockages.

Economic Well-Being

Goal 1: Attain independent financial sustainability of water and sewer systems.

- **Objective 1** – Place delinquent accounts on the County Assessors' Tax Roll by August 2019. **Results:** This objective was completed. A public hearing was held and all delinquent payments were placed on the Assessor's tax roll in August 2019.
- **Objective 2** – Develop and implement opportunities identified in the Zones of Benefit (ZOB) action plan to shift management of ZOB by consolidating with or transferring control to special districts or municipalities. **Results:** This objective was completed. An agreement for the transfer was prepared and approved by the Yettem-Seville CSD in April 2020, and approved by the County in June 2020, with the actual transfer expected in July 2020.
- **Objective 3** – Explore alternative sources of revenue generation and/or cost reduction identified in the ZOB Strategic Financing Plan. **Results:** This objective was completed. RMA continues to actively explore alternative revenue sources and/or cost reductions. RMA implemented bulk sales of water for construction in Yettem.
- **Objective 4** – Increase rates to appropriately increase revenue to suggested rates as identified in the ZOB Strategic Financing Plan. **Results:** This objective was not completed. New rates for the Yettem Water System and Seville Water System were approved in August 2019. Staff and County Counsel are working to develop an ordinance to conduct Proposition 218 hearings for water and wastewater systems. Additional rate increases to be implemented after passage of the ordinance.
- **Objective 5** – Complete transfer of Yettem water system into the Yettem-Seville CSD by February 2020. **Results:** This objective was not completed. An agreement for the transfer was prepared and approved by the Yettem-Seville CSD in April 2020 and approved by the County in June 2020, with the actual transfer expected in July 2020.

Quality of Life

Goal 1: Reduce administrative burden for water and sewer system customers.

- **Objective 1** – Implement alternative payment method services such as online or recurring automated billing to provide modern payment options for customers. **Results:** This objective was not completed. Staff acquired a new software to integrate with current systems to allow customers to pay online, over the phone or setup recurring payments which will be implemented in FY 2020/21.

Organizational Performance

Goal 1: Prepare system infrastructure and finances to reduce impediments to future development within the Zones of Benefit.

- **Objective 1** – Coordinate system improvements and prepare Capital Improvement Plans for County Service Areas Numbers 1 and 2 as resources allow. **Results:** This objective was not completed. A system evaluation for the Yettem Wastewater and Seville Wastewater systems was conducted in July 2019 including a closed-circuit TV (CCTV) review of the systems.

Goal 2: Improve reliability and sustainability of water sources for water systems.

- **Objective 1** – Coordinate and provide technical assistance with the North Tulare County Water Alliance (NTCWA) project and Governance group. **Results:** This objective was completed. Staff have provided assistance and coordination with this project as requested.

Key Goals and Objectives for FY 2020/21

Organizational Performance

Goal 1: Prepare system infrastructure and finances to reduce impediments to future development within the Zones of Benefit.

- **Objective 1** – Coordinate system improvements and prepare Capital Improvement Plans for County Service Areas Numbers 1 and 2 as resources allow throughout FY 2020/21.

Goal 2: Improve reliability and sustainability of water sources for water systems.

- **Objective 1** – Coordinate and provide technical assistance with the North Tulare County Water Alliance (NTCWA) project and Governance group throughout FY 2020/21.

Safety and Security

Goal 1: Provide an adequate and safe water supply.

- **Objective 1** – Monitor and test water systems for quality and adequacy of supply and report findings as required to regulators and users of the system throughout FY 2020/21.
- **Objective 2** – Maintain water distribution systems, inspect aging infrastructure, and perform repairs quickly with minimal impact to users throughout FY 2020/21.
- **Objective 3** – Submit application for Phase II of the Yettem and Seville water system consolidation project by June 2021.
- **Objective 4** – Promote water conservation efforts in water system communities throughout FY 2020/21.

Goal 2: Ensure safe, clean, and reliable sewage treatment facilities for communities within County Service Areas Numbers 1 and 2.

- **Objective 1** – Monitor and test sewage treatment facilities according to Water Quality Control Board waste discharge requirements throughout of FY 2020/21.
- **Objective 2** – Maintain sewer collection systems, inspect aging infrastructure, and perform repairs quickly with minimal impact to users by June 2021.

Quality of Life

Goal 1: Reduce administrative burden for water and sewer system customers.

- **Objective 1** – Fully implement alternative payment method service Point & Pay to allow for customers online, over the phone, or recurring payment options by June 2021.

Economic Well-Being

Goal 1: Attain independent financial sustainability of water and sewer systems.

- **Objective 1** – Place delinquent accounts on the County Assessors' Tax Roll by August 2020.
- **Objective 2** – Develop and implement opportunities identified in the ZOB action plan to shift management of ZOB by consolidating with or transferring control to special districts or municipalities by June 2021.
- **Objective 3** – Explore alternative sources of revenue generation and/or cost reduction identified in the ZOB Strategic Financing Plan throughout FY 2020/21.
- **Objective 4** – Increase rates to the rates as identified in the ZOB Strategic Financing Plan by June 2021.
- **Objective 5** – Complete transfer of Yettem water system into the Yettem-Seville CSD by September 2020.

Budget Request

The requested Budget represents an overall decrease of \$69,779 or 5% in expenditures and a decrease of \$74,175 or 11% in revenues when compared with the FY 2019/20 Final Budget. The \$714,789 difference between expenditures and revenues represents an increase of deficit Net Assets and the use of the county's Revolving Fund.

County Administrator's Recommendations

This budget is recommended as submitted.

Pending Issues and Policy Considerations

There are no pending issues or policy considerations.

Department Head Concurrence or Appeal

The Department Head concurs with the Recommended Budget.

Flood Control District

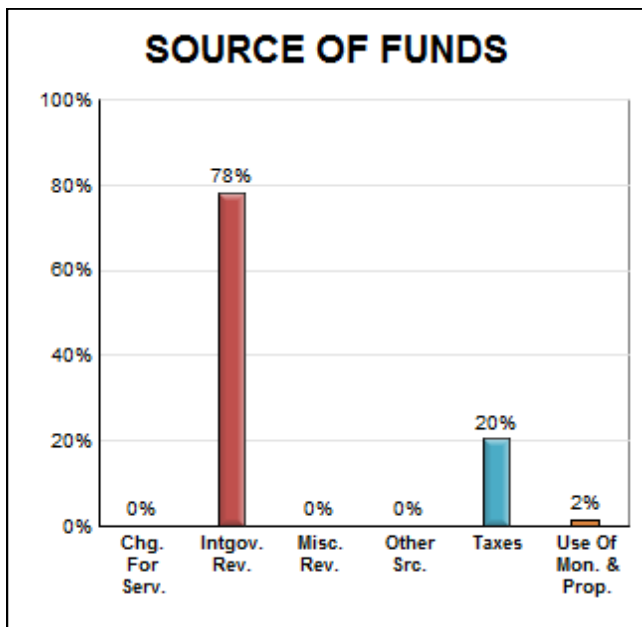
Reed Schenke

Resource Management Agency Director

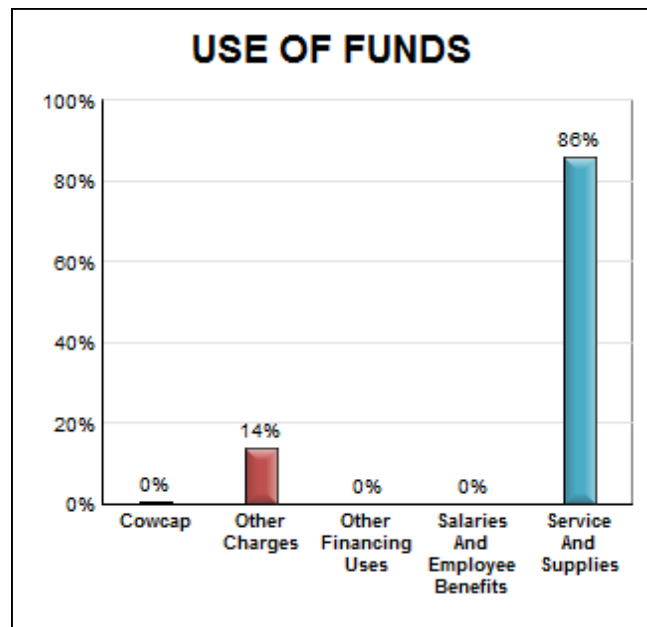
Fund: 771

Agency: 771

SUMMARY OF APPROPRIATIONS AND REVENUES	2018/19 ACTUALS	2019/20 FINAL BUDGET	2020/21 CAO RECOMMEND	VARIANCE
ACTIVITY APPROPRIATIONS:				
TOTAL ACTIVITY APPROPRIATIONS	\$806,717	\$7,932,314	\$7,149,796	\$(782,518)
APPROPRIATIONS:				
Cowcap	\$27,528	\$20,796	\$24,101	\$3,305
Other Charges	\$637,696	\$986,837	\$986,387	\$(450)
Other Financing Uses	\$14,966	\$-	\$-	\$-
Salaries And Employee Benefits	\$-	\$3,000	\$3,000	\$-
Service And Supplies	\$126,527	\$6,921,681	\$6,136,308	\$(785,373)
TOTAL APPROPRIATIONS:	\$806,717	\$7,932,314	\$7,149,796	\$(782,518)
REVENUES:				
Charges For Current Serv	\$-	\$-	\$-	\$-
Intergovernmental Revenue	\$5,175	\$2,273,000	\$2,273,000	\$-
Miscellaneous Revenue	\$76,668	\$-	\$-	\$-
Other Financing Sources	\$-	\$-	\$-	\$-
Rev. from Use of Money & Prop	\$100,140	\$48,000	\$48,000	\$-
Taxes	\$762,257	\$594,125	\$594,125	\$-
TOTAL REVENUES:	\$944,240	\$2,915,125	\$2,915,125	\$-
NET COUNTY COST	\$(137,523)	\$5,017,189	\$4,234,671	\$(782,518)



Source of Funds: Illustrates the major revenue accounts
Graph totals may be + / - 1 % of actual total due to rounding



Use of Funds: Illustrates the major expenditure accounts
Graph totals may be + / - 1 % of actual total due to rounding

Purpose

The Tulare County Flood Control District (District) is an independent Special District. The Board of Supervisors (BOS) serves as the governing board of the District with the delegated authority given to a seven-person Flood Control Commission (FCC) appointed by the BOS. The FCC provides direction and maintains oversight of District activities and reports to the BOS. Oversight includes a review of revenues, expenditures, and projects. The District budget is approved by the BOS. The Resource Management Agency's Public Works Branch, Management Group 3 - Special Programs is responsible for the operations and management of the District.

Core Functions

- Plan, investigate, design, construct, and maintain flood control projects within the county with the ultimate goal of reducing the risk to life and property from flood damage.
- Coordinate with federal, state, and local water resource agencies and special districts to reduce the impact of flood damage caused by, and utilize the inherent value of storm water.
- Administer the Federal Emergency Management Agency's National Flood Insurance Program in Tulare County areas, by providing current and accurate flood zone information, and performing flood control investigations.

Key Goals and Objectives Results in FY 2019/20

Safety and Security

Goal 1: Reduce or eliminate flood hazards in Tulare County.

- **Objective 1** – Complete construction of creek realignment as part of Phase II improvements of the Cottonwood Creek Drainage Project by June 2020. **Results:** This objective was not completed. The grant funding application was rejected by the Water Resources Control Board. Upon the recommendation of the Flood Commission, the design is being finalized and staff are working with stakeholders on a partnership for the basin portion of the project.
- **Objective 2** – Construct improvements in Strathmore for flooding east of the Friant Kern Canal near Avenue 196 by June 2020. **Results:** This objective was not completed. An application for a license to install improvements on Bureau of Reclamation land was rejected in April 2020. Staff are working to rescope the project to prevent unintentional flooding of the community and reapply to the Bureau of Reclamation.
- **Objective 3** – Expand use of water level sensing technologies as an emergency flood warning system in coordination with other departments by June 2020. **Results:** This objective was completed. Additional sensors have been deployed throughout the county as necessary to monitor flooding hot spots.

Economic Well-Being

Goal 1: Identify opportunities to leverage Flood Control District revenue for increased project allocations.

- **Objective 1** – Research and identify potential funding sources (Grants) for future flood control projects by June 2020. **Results:** This objective was completed. Staff monitored grant funding opportunities from state and federal sources, including FEMA Hazard Mitigation Grants, FEMA Flood Mitigation Assistance Grants, and other potential funding.
- **Objective 2** – Coordinate with local water resources agencies and irrigation districts for force multiplying projects such as channel clearing by June 2020. **Results:** This objective was completed. Staff met with the Kings River Water Alliance staff in May 2020 to begin a project to clear the Kings River channel of sand and restore to its previous capacity.

Goal 2: Increase utilization of inherent value of stormwater.

- **Objective 1** – Continue discussion with Groundwater Sustainability Agency's (GSA's), Irrigation Districts, and other stakeholder groups to develop a list of potential groundwater recharge projects by June 2020. **Results:** This objective was completed. Staff met with stakeholders from irrigation districts, GSAs, and cities about partnerships for groundwater recharge projects, including the Cottonwood Creek Drainage Project throughout FY 2019/20.

- **Objective 2** – Begin Countywide Stormwater Resources Plan to update County Flood Control Master Plan by March 2020. **Results:** This objective was completed. Staff are working to update the Countywide Flood Control Master Plan as time and resources permit.

Quality of Life

Goal 1: Prepare for and respond to nuisance flooding during rain events.

- **Objective 1** – Hold preseason and postseason coordination meetings with stormwater resource stakeholders groups for improved efficiencies during storm response by June 2020. **Results:** This objective was completed. Preseason meetings were held in October 2019. Staff conducted postseason meetings with irrigation districts, municipal staff, and other stakeholders in May 2020.

Organizational Performance

Goal 1: Establish improved monitoring and reporting methodologies for flood-prone locations.

- **Objective 1** – Utilize Graphic Information System (GIS) to accurately record information regarding flood-prone areas during storm events for improved future analysis throughout FY 2019/20. **Results:** This objective was completed. Staff annually updates a map of flood hot spots throughout the county as dictated by storm events. Staff are also working with other agencies, including the Fire Department, Flood Commission, and Sheriff's Department to identify additional areas of concern.
- **Objective 2** – Integrate flood control management into design considerations for all projects prepared by RMA Public Works Management Groups 1, 2, and 3 during design and implementation phases. **Results:** This objective was completed. Flood control management is being considered on all public works projects. Cross function opportunities are being explored with other projects, including road and roundabout projects. Flood Control is also looking at partnering with the bridge team, which is conducting a scour study at various bridges throughout the county to determine the deterioration of the sides of the bridges. Flood Control continues to work with Caltrans for a storm drain project in Poplar along State Route 190.

Key Goals and Objectives for FY 2020/21

Organizational Performance

Goal 1: Establish improved monitoring and reporting methodologies for flood-prone locations.

- **Objective 1** – Utilize Graphic Information System (GIS) to accurately record information regarding flood-prone areas during storm events for improved future analysis throughout FY 2020/21.
- **Objective 2** – Integrate flood control management into design considerations for all projects prepared by RMA Public Works Management Groups 1, 2, and 3 during design and implementation phases throughout FY 2020/21.

Goal 2: Maintain district facilities for functional and aesthetic purposes.

- **Objective 1** – Partner with a community services organization for weed abatement and basin maintenance by June 2021.

Safety and Security

Goal 1: Reduce or eliminate flood hazards in Tulare County.

- **Objective 1** – Complete construction of creek realignment as part of Phase II improvements of the Cottonwood Creek Drainage Project by June 2021.
- **Objective 2** – Construct improvements in Strathmore for flooding east of the Friant Kern Canal near Avenue 196 by June 2021.
- **Objective 3** – Expand use of water level sensing technologies as an emergency flood warning system in coordination with other departments by June 2021.

Goal 1: Prepare for and respond to nuisance flooding during rain events.

- **Objective 1** – Hold preseason and postseason coordination meetings with stormwater resource stakeholders groups for improved efficiencies during storm response by June 2021.

Economic Well-Being

Goal 1: Identify opportunities to leverage Flood Control District revenue for increased project allocations.

- **Objective 1** – Research and identify potential funding sources for future flood control projects by June 2021.
- **Objective 2** – Coordinate with local water resources agencies and irrigation districts for force multiplying projects such as channel clearing by June 2021.

Goal 2: Increase utilization of inherent value of stormwater.

- **Objective 1** – Continue discussion with GSA's, Irrigation Districts and other stakeholder groups to develop a list of potential groundwater recharge projects by June 2021.
- **Objective 2** – Begin Countywide Stormwater Resources Plan to update County Flood Control Master Plan by March 2021.

Budget Request

The requested Budget represents an overall decrease of \$782,518 or 10% in expenditures and no change in revenues when compared with the FY 2019/20 Final Budget. The \$4,234,671 difference between expenditures and revenues represents the use of Fund Balance.

Significant areas with major changes between the FY 2019/20 Final Budget and the FY 2020/21 Requested Budget are as follows:

- Services and Supplies decrease \$785,373 primarily based on reduction in budgeted fund balance and Flood Control project contract costs.
- Countywide Cost Allocation Plan (COWCAP) increase \$3,305 based on changes to the Plan.

County Administrator's Recommendations

This budget is recommended as submitted.

Pending Issues and Policy Considerations

There are no pending issues or policy considerations.

Department Head Concurrence or Appeal

The Department Head concurs with the Recommended Budget.

Position Summary and Status

Fund-Dept	Department	FY 2018/19 Final Budget	FY 2019/20 Final Budget	Modified Adopted As Of 6/30/2020			FY 2020/21 Requested Budget	FY 2020/21 Recommended Budget	From Final to Recommended	From 6/30/20 to Recommended
				Filled FTE	Vacant FTE	Position FTE				
001-010	Board Of Supervisors	11.00	11.00	7.00	4.00	11.00	10.00	10.00	(1.00)	(1.00)
001-012	Miscellaneous Administration	1.00	1.00	1.00	0.00	1.00	1.00	1.00	0.00	0.00
001-015	Ag Commissioner/Sealer of Weights & Measures	64.00	66.00	66.00	2.00	68.00	68.00	68.00	2.00	0.00
001-025	Assessor/Clerk Recorder	98.00	98.00	88.00	11.00	99.00	96.00	96.00	(2.00)	(3.00)
001-030	Auditor-Controller/Treasurer-Tax Collector	55.00	55.00	47.00	8.00	55.00	53.00	53.00	(2.00)	(2.00)
001-032	Purchasing	11.00	10.00	9.00	1.00	10.00	10.00	10.00	0.00	0.00
001-055	Cooperative Extension	8.00	8.00	7.00	1.00	8.00	8.00	8.00	0.00	0.00
001-080	County Counsel	63.65	62.65	57.65	5.00	62.65	60.65	60.65	(2.00)	(2.00)
001-085	County Administration	13.00	14.00	14.00	0.00	14.00	14.00	14.00	0.00	0.00
001-087	General Services	46.00	49.00	44.00	5.00	49.00	49.00	49.00	0.00	0.00
001-088	Registrar of Voters	11.00	11.00	11.00	0.00	11.00	11.00	11.00	0.00	0.00
001-100	District Attorney	202.00	205.00	184.00	24.00	208.00	208.00	208.00	3.00	0.00
001-142	Health & Human Services Agency	2,069.50	2,124.50	1,785.00	352.50	2,137.50	2,074.50	2,074.50	(50.00)	(63.00)
001-200	Human Resources and Development	27.00	28.00	26.00	2.00	28.00	28.00	28.00	0.00	0.00
001-205	Probation	397.00	406.00	260.00	142.00	402.00	392.00	392.00	(14.00)	(10.00)
001-210	Public Defender	89.00	89.00	84.00	6.00	90.00	90.00	90.00	1.00	0.00
001-230	Resource Management Agency	72.00	75.00	62.00	13.00	75.00	72.00	72.00	(3.00)	(3.00)
001-240	Sheriff	869.00	869.00	730.00	139.00	869.00	847.00	847.00	(22.00)	(22.00)
001-260	Citizens' Option for Public Safety (COPS)	6.00	7.00	7.00	0.00	7.00	7.00	7.00	0.00	0.00
001-265	Rural Crime Prevention	6.00	6.00	6.00	0.00	6.00	6.00	6.00	0.00	0.00
001-280	Juvenile Justice Crime Prevention Act	14.00	9.00	3.00	5.00	8.00	8.00	8.00	(1.00)	0.00
001-810	Miscellaneous Criminal Justice	2.48	2.48	2.49	(0.01)	2.48	2.48	2.48	0.00	0.00
General Fund		4,135.63	4,206.63	3,501.14	720.49	4,221.63	4,115.63	4,115.63	(91.00)	(106.00)
010-145	Library	41.00	41.00	41.00	0.00	41.00	41.00	41.00	0.00	0.00
013-245	Fire	(1) 121.00	(1) 121.00	116.00	9.00	125.00	(1) 125.00	(1) 125.00	4.00	0.00
014-225	Roads	172.00	175.00	154.75	22.25	177.00	175.00	175.00	0.00	(2.00)
015-120	Workforce Investment Board	23.00	23.00	20.00	3.00	23.00	23.00	23.00	0.00	0.00
016-101	Child Support Services	202.00	202.00	158.00	44.00	202.00	193.00	193.00	(9.00)	(9.00)
030-086	Capital Projects	4.00	4.00	3.00	1.00	4.00	4.00	4.00	0.00	0.00
035-090	ICT Special Projects	2.00	2.00	2.00	0.00	2.00	2.00	2.00	0.00	0.00
040-220	Transit	3.00	3.00	2.00	1.00	3.00	3.00	3.00	0.00	0.00
045-235	Solid Waste	45.00	45.00	43.00	2.00	45.00	47.00	47.00	2.00	2.00
066-066	Grounds Services	7.00	5.00	5.00	0.00	5.00	5.00	5.00	0.00	0.00
067-067	Facilities	53.00	53.00	44.00	10.00	54.00	52.00	52.00	(1.00)	(2.00)
068-068	Custodial Services	39.00	39.00	36.00	3.00	39.00	39.00	39.00	0.00	0.00
070-070	Fleet Services	12.00	12.00	11.00	1.00	12.00	11.00	11.00	(1.00)	(1.00)
071-090	Information & Communications Technology	154.00	154.00	142.00	11.00	153.00	151.00	151.00	(3.00)	(2.00)
074-074	Communications	6.00	6.00	5.00	1.00	6.00	6.00	6.00	0.00	0.00
076-076	Mail Services	2.00	2.00	2.00	0.00	2.00	2.00	2.00	0.00	0.00
079-079	Print Services	12.00	12.00	10.00	2.00	12.00	11.00	11.00	(1.00)	(1.00)
Other Funds		898.00	899.00	794.75	110.25	905.00	890.00	890.00	(9.00)	(15.00)
Total County Allocations		5,033.63	5,105.63	4,295.89	830.74	5,126.63	5,005.63	5,005.63	(100.00)	(121.00)

For detailed Personnel Actions such as Adds, Deletes, and Reclassifications, please refer to budget narratives.

(1) - Fire allocations represent position counts versus FTE counts due to 56 hour work week.

Totals are as of 7/31/20 and may not reflect current allocations.

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Position Allocation

JOB CODE	CLASSIFICATION TITLE	FY 2019/20 Adopted	Modified Adopted As Of 6/30/2020	FY 2020/21 Requested	FY 2020/21 Recommended
001-010 Board of Supervisors					
000303	Administrative Aide - K	1.00	1.00	1.00	1.00
* 092832	Board Representative III	4.00	4.00	3.00	3.00
004702	Chief of Staff Board of Supvs	1.00	1.00	1.00	1.00
044802	Supervisor, BOS-District #1	1.00	1.00	1.00	1.00
044902	Supervisor, BOS-District #2	1.00	1.00	1.00	1.00
045002	Supervisor, BOS-District #3	1.00	1.00	1.00	1.00
045102	Supervisor, BOS-District #4	1.00	1.00	1.00	1.00
045202	Supervisor, BOS-District #5	1.00	1.00	1.00	1.00
Board of Supervisors Total		11.00	11.00	10.00	10.00
001-012 Miscellaneous Administration					
012602	County Librarian	1.00	1.00	1.00	1.00
Miscellaneous Administration Total		1.00	1.00	1.00	1.00
001-015 Agricultural Commissioner/Sealer of Weights and Measures					
* 000230	Accountant III	1.00	1.00	1.00	1.00
000300	Administrative Aide	2.00	3.00	4.00	4.00
* 000830	Ag & Stds Inspector III	47.00	47.00	47.00	47.00
000940	Ag & Stds Inspector IV	4.00	4.00	4.00	4.00
001002	Agricultural Comm/Sealer	1.00	1.00	1.00	1.00
014600	Agricultural Enforcement Offcr	1.00	1.00	1.00	1.00
001100	Agricultural Pest Mgt Spec	1.00	1.00	1.00	1.00
002600	Assist Agriculture Com/Sealer	1.00	1.00	1.00	1.00
000650	Department Secretary	1.00	1.00	1.00	1.00
014500	Deputy Ag Commissioner/Sealer	3.00	4.00	4.00	4.00
* 033330	Office Assistant III	3.00	3.00	3.00	3.00
* 033340	Office Assistant IV	1.00	1.00	0.00	0.00
Agricultural Commissioner/Sealer of Weights and Measures Total		66.00	68.00	68.00	68.00
001-025 Assessor/Clerk-Recorder					
094000	Analyst-Assessor's System	1.00	1.00	1.00	1.00
* 001820	Analyst-Staff Services II	1.00	1.00	1.00	1.00
** 002110	Appraiser I	1.00	1.00	1.00	1.00
* 002120	Appraiser II	12.00	12.00	12.00	12.00
002230	Appraiser III	11.00	11.00	11.00	11.00
002340	Appraiser IV	4.00	4.00	4.00	4.00
003202	Assist County Assessor	1.00	1.00	1.00	1.00
* 005210	Auditor-Appraiser I	1.00	1.00	1.00	1.00
* 005330	Auditor-Appraiser III	5.00	5.00	4.00	4.00
005340	Auditor-Appraiser IV	2.00	2.00	2.00	2.00
* 083620	Cadastral Mapping Tech II	1.00	1.00	1.00	1.00
* 083630	Cadastral Mapping Tech III	5.00	5.00	5.00	5.00
006500	Cadastral Supervisor	1.00	1.00	1.00	1.00
006800	Chief Appraiser	1.00	1.00	1.00	1.00
006900	Chief Assessment Clerk	1.00	1.00	1.00	1.00
007000	Chief Auditor-Appraiser	1.00	1.00	1.00	1.00
007300	Chief Deputy Clk-Recorder	1.00	1.00	1.00	1.00
042800	Chief Records Clerk	1.00	1.00	1.00	1.00
012302	County Assessor/Clerk-Recorder	1.00	1.00	1.00	1.00
096302	Director of Staff Services	1.00	1.00	1.00	1.00
047220	Systems & Procedures Ana II	2.00	2.00	1.00	1.00
* 027710	Title & Admin Technician I	29.00	29.00	28.00	28.00
* 027720	Title & Admin Technician II	10.00	10.00	10.00	10.00
046400	Title & Admin Technician Supv	4.00	5.00	5.00	5.00
Assessor/Clerk-Recorder Total		98.00	99.00	96.00	96.00
001-030 Auditor-Controller/Treasurer-Tax Collector					
* 026230	Accountant Auditor III	6.00	6.00	5.00	5.00
* 000220	Accountant II	2.00	2.00	2.00	2.00
* 000230	Accountant III	5.00	5.00	6.00	6.00
000233	Accountant III-K	1.00	1.00	1.00	1.00
005100	Analyst-Property Tax System	2.00	2.00	2.00	2.00
001820	Analyst-Staff Services II	0.00	0.00	1.00	1.00
* 001830	Analyst-Staff Services III	1.00	1.00	1.00	1.00
003302	Assist County Auditor-Contrler	1.00	1.00	1.00	1.00
080300	Assist Payroll Manager	1.00	1.00	1.00	1.00
089402	Assistant Treas/TaxColl	1.00	1.00	1.00	1.00
012402	Auditor-ContrlTreas-Tax Coll	1.00	1.00	1.00	1.00
006700	Chief Accountant-Prperty Taxes	1.00	1.00	1.00	1.00
089500	Chief Accountant-Treasury	1.00	1.00	1.00	1.00

* Flexibly Allocated Classification

** Flexibly Allocated Classification and Up and Out

Position Allocation

JOBCODE	CLASSIFICATION TITLE	FY 2019/20 Adopted	Modified Adopted As Of 6/30/2020	FY 2020/21 Requested	FY 2020/21 Recommended
026202	Chief Financial Rprtrng&Audit	1.00	1.00	1.00	1.00
008000	Chief Revenue Officer	1.00	1.00	1.00	1.00
097400	Chief of Accounting Systems	1.00	1.00	1.00	1.00
* 047330	Collector-Tax Programs III	3.00	3.00	3.00	3.00
047350	Collector-Tax Programs Supv	1.00	1.00	1.00	1.00
* 074825	County Financial Tc II-Payroll	1.00	1.00	0.00	0.00
* 074820	County Financial Technich II	5.00	5.00	5.00	5.00
* 074830	County Financial Technich III	11.00	11.00	9.00	9.00
070700	Investment Officer	1.00	1.00	1.00	1.00
080200	Payroll Manager	1.00	1.00	1.00	1.00
034200	Payroll Technician	2.00	2.00	2.00	2.00
026200	Principal Accountant Auditor	1.00	1.00	2.00	2.00
* 000620	Secretary II	1.00	1.00	1.00	1.00
047300	Tax Collections Supervisor	1.00	1.00	0.00	0.00
009700	Tax Collector Division Manager	1.00	1.00	1.00	1.00
Auditor-Controller/Treasurer-Tax Collector Total		55.00	55.00	53.00	53.00
001-032 Purchasing					
081620	Procurement Specialist II	2.00	2.00	2.00	2.00
081630	Procurement Specialist III	1.00	1.00	1.00	1.00
081600	Procurement Specialist, Supv	1.00	1.00	1.00	1.00
000920	Procurement Technician II	3.00	3.00	3.00	3.00
051000	Purchasing Manager	1.00	1.00	1.00	1.00
028500	Surplus Store Clerk	1.00	1.00	1.00	1.00
044610	Stock Clerk I	1.00	1.00	1.00	1.00
Purchasing Total		10.00	10.00	10.00	10.00
001-055 Cooperative Extension					
098000	4H Community Coordinator	1.00	1.00	1.00	1.00
* 000720	Administrative Svs Officer II	1.00	1.00	1.00	1.00
* 001220	Agricultural Technician II	1.00	1.00	1.00	1.00
095700	Community Program Specialist	1.00	1.00	1.00	1.00
* 033330	Office Assistant III	1.00	1.00	1.00	1.00
* 033340	Office Assistant IV	2.00	2.00	2.00	2.00
* 000630	Secretary III	1.00	1.00	1.00	1.00
Cooperative Extension Total		8.00	8.00	8.00	8.00
001-080 County Counsel					
* 041503	Account Clerk II - K	1.00	1.00	1.00	1.00
* 041532	Account Clerk III K	1.00	1.00	1.00	1.00
000233	Accountant III-K	1.00	1.00	1.00	1.00
* 000720	Administrative Svs Officer II	1.00	1.00	0.00	0.00
004930	Analyst-Risk Management III	6.00	6.00	6.00	6.00
004940	Analyst-Risk Management, Supv	2.00	2.00	2.00	2.00
* 004852	Attorney, Civil V-N	17.65	17.65	17.65	17.65
007422	Chief Deputy Co Cnsl-CPS	1.00	1.00	1.00	1.00
007432	Chief Deputy Co Cnsl-Land/Jus	1.00	1.00	1.00	1.00
007462	Chief Deputy Co Cnsl-Litigate	1.00	1.00	1.00	1.00
007442	Chief Deputy Co Cnsl-Pers	1.00	1.00	1.00	1.00
* 058530	Civil Office Assistant III	5.00	5.00	5.00	5.00
058531	Civil Office Assistant III-B	3.00	3.00	3.00	3.00
058400	Civil Office Assistent-Supv	2.00	2.00	2.00	2.00
012502	County Counsel	1.00	1.00	1.00	1.00
026100	Fiscal Manager	1.00	1.00	1.00	1.00
027901	Legal Office Manager -Civil -B	1.00	1.00	1.00	1.00
074900	Legal Support Srvs Specialist	3.00	3.00	3.00	3.00
* 074933	Paralegal III K	7.00	7.00	6.00	6.00
074934	Paralegal III K B	1.00	1.00	1.00	1.00
* 084420	Risk Management Technician II	4.00	4.00	4.00	4.00
040602	Risk Manager	1.00	1.00	1.00	1.00
County Counsel Total		62.65	62.65	60.65	60.65
001-085 County Administration					
* 085102	Administrative Analyst, Prncpl	1.00	1.00	1.00	1.00
* 085100	Administrative Analyst, Senior	4.00	4.00	4.00	4.00
080502	Assist County Admin Officer	1.00	1.00	1.00	1.00
* 080600	Budget Technician	1.00	1.00	1.00	1.00
007102	Chief Clerk, Brd of Supvs	1.00	1.00	1.00	1.00
012202	County Administrative Officer	1.00	1.00	1.00	1.00
* 014820	Deputy Clerk II-Brd of Supvs	2.00	2.00	2.00	2.00
* 014830	Deputy Clerk III - Brd of Supv	1.00	1.00	1.00	1.00

* Flexibly Allocated Classification

** Flexibly Allocated Classification and Up and Out

Position Allocation

JOB CODE	CLASSIFICATION TITLE	FY 2019/20 Adopted	Modified Adopted As Of 6/30/2020	FY 2020/21 Requested	FY 2020/21 Recommended
029400	Executive Assitant to CAO	1.00	1.00	1.00	1.00
070902	Water ResourcesProgrm Director	1.00	1.00	1.00	1.00
County Administration Total		14.00	14.00	14.00	14.00
001-087 General Services					
* 000100	Account Clerk I	1.00	1.00	1.00	1.00
* 041500	Account Clerk II	4.00	4.00	4.00	4.00
* 041530	Account Clerk III	1.00	1.00	1.00	1.00
035500	Account Clerk-Principal	2.00	2.00	2.00	2.00
* 000220	Accountant II	1.00	1.00	1.00	1.00
* 000230	Accountant III	1.00	1.00	1.00	1.00
000300	Administrative Aide	1.00	1.00	1.00	1.00
* 000720	Administrative Svs Officer II	1.00	1.00	1.00	1.00
* 001830	Analyst-Staff Services III	4.00	4.00	4.00	4.00
001834	Analyst-Staff Services, Supv	1.00	1.00	1.00	1.00
088102	Asst General Svs Director	1.00	1.00	1.00	1.00
009300	Clerk-Dispatcher	1.00	1.00	1.00	1.00
023310	Community Outreach Specialist	1.00	1.00	1.00	1.00
058100	County Museum Curator	1.00	1.00	1.00	1.00
000651	Department Secretary B	1.00	1.00	1.00	1.00
026100	Fiscal Manager	1.00	1.00	1.00	1.00
088122	General Svs Agency Director	1.00	1.00	1.00	1.00
027000	GeneralServicesManager	1.00	1.00	1.00	1.00
029930	Maintenance Worker III	1.00	1.00	1.00	1.00
058900	Museum Assistant	1.00	1.00	1.00	1.00
033330	Office Assistant III	1.00	1.00	1.00	1.00
033700	Parks & Grounds Operations Sup	1.00	1.00	1.00	1.00
033800	Parks & Grounds Worker	6.00	6.00	6.00	6.00
042700	Parks & Grounds Worker-Senior	6.00	6.00	6.00	6.00
070502	Parks & Recreation Div Mgr	1.00	1.00	1.00	1.00
087020	Payroll Clerk	1.00	1.00	1.00	1.00
076502	Property Manager	1.00	1.00	1.00	1.00
* 076520	Property Specialist II	1.00	1.00	1.00	1.00
076530	Property Specialist III	2.00	2.00	2.00	2.00
000610	Secretary I	1.00	1.00	1.00	1.00
048300	Tree Maintenance Specialist	1.00	1.00	1.00	1.00
General Services Total		49.00	49.00	49.00	49.00
001-088 Registrar of Voters					
* 000220	Accountant II	1.00	1.00	1.00	1.00
000650	Department Secretary	1.00	1.00	1.00	1.00
* 019330	Election Clerk III	4.00	4.00	4.00	4.00
085200	Elections Program Coordinator	2.00	2.00	2.00	2.00
019400	Elections Technical Analyst	1.00	1.00	1.00	1.00
047220	Systems & Procedures Ana II	1.00	1.00	1.00	1.00
059202	Registrar of Voters	1.00	1.00	1.00	1.00
Registrar of Voters Total		11.00	11.00	11.00	11.00
001-100 District Attorney					
* 041530	Account Clerk III	1.00	1.00	1.00	1.00
* 000220	Accountant II	1.00	1.00	1.00	1.00
* 000230	Accountant III	1.00	1.00	1.00	1.00
000300	Administrative Aide	2.00	2.00	2.00	2.00
000640	Administrative Secretary	1.00	1.00	1.00	1.00
* 001820	Analyst-Staff Services II	1.00	1.00	1.00	1.00
003000	Assist Chief Investigator-DA	2.00	2.00	2.00	2.00
003402	Assist District Attorney	2.00	2.00	2.00	2.00
* 004922	Attorney, DA/PD II-N	2.00	2.00	2.00	2.00
* 005052	Attorney-Senior, DA/ PD	50.00	50.00	50.00	50.00
045500	Attorney-Supv	1.00	1.00	1.00	1.00
045502	Attorney-Supv-N	9.00	9.00	9.00	9.00
033402	Chief Deputy District Attorney	1.00	1.00	1.00	1.00
007800	Chief Investigator-Dist Atty	1.00	1.00	1.00	1.00
008200	Child Interview Specialist	2.00	2.00	2.00	2.00
077800	DA Grants & Program Coordinato	1.00	1.00	1.00	1.00
016402	District Attorney	1.00	1.00	1.00	1.00
026100	Fiscal Manager	1.00	1.00	1.00	1.00
087720	Graphics Specialist	1.00	1.00	1.00	1.00
087730	Graphics Specialist,Senior- DA	1.00	1.00	1.00	1.00
097920	IT Desktop Technician II	0.00	1.00	1.00	1.00
015102	IT Project Manager - DA	1.00	1.00	1.00	1.00

* Flexibly Allocated Classification

** Flexibly Allocated Classification and Up and Out

Position Allocation

JOB CODE	CLASSIFICATION TITLE	FY 2019/20 Adopted	Modified Adopted As Of 6/30/2020	FY 2020/21 Requested	FY 2020/21 Recommended
093920	Investigative Auditor II	1.00	1.00	1.00	1.00
* 086010	Investigative Technician I	6.00	6.00	6.00	6.00
* 086020	Investigative Technician II	6.00	7.00	7.00	7.00
025400	Investigator Aide	7.00	7.00	7.00	7.00
025700	Investigator-Child Support	1.00	1.00	1.00	1.00
025600	Investigator-District Attorney	15.00	15.00	15.00	15.00
025000	Investigator-District Atty, Supv	3.00	3.00	3.00	3.00
025601	Investigator-District Atty-B	6.00	6.00	6.00	6.00
049800	Investigator-Welfare	7.00	7.00	7.00	7.00
047000	Investigator-Welfare, Supv	1.00	1.00	1.00	1.00
049801	Investigator-Welfare-B	1.00	1.00	1.00	1.00
004900	Law Clerk	1.00	1.00	1.00	1.00
* 027820	Legal Office Assistant II	4.00	4.00	4.00	4.00
* 027830	Legal Office Assistant III	24.00	24.00	24.00	24.00
027840	Legal Office Assistant IV	3.00	3.00	3.00	3.00
046500	Legal Office Assistant-Supv	5.00	4.00	4.00	4.00
* 028300	Legal Secretary III	1.00	1.00	1.00	1.00
071800	Media Specialist I	1.00	1.00	1.00	1.00
071820	Media Specialist II	0.00	1.00	1.00	1.00
* 074920	Paralegal II	2.00	2.00	2.00	2.00
087020	Payroll Clerk	1.00	1.00	1.00	1.00
049300	Program Mgr, District Attorney	1.00	1.00	1.00	1.00
095800	Prosecution Assistant	5.00	6.00	6.00	6.00
085400	Subpoena Services Supervisor	2.00	2.00	2.00	2.00
047110	Systems & Procedures Ana I	1.00	1.00	1.00	1.00
049430	Victim Witness Worker III	15.00	15.00	15.00	15.00
091400	Victim Witness Worker-Supv	2.00	2.00	2.00	2.00
District Attorney Total		205.00	208.00	208.00	208.00
001-142 Health and Human Services Agency					
* 000100	Account Clerk I	7.00	7.00	1.00	1.00
* 041500	Account Clerk II	15.00	15.00	11.00	11.00
* 041530	Account Clerk III	14.00	14.00	16.00	16.00
035500	Account Clerk-Principal	6.00	6.00	6.00	6.00
045400	Account Clerk-Supv	1.00	1.00	0.00	0.00
* 000220	Accountant II	8.00	8.00	9.00	9.00
* 000230	Accountant III	8.00	8.00	8.00	8.00
000300	Administrative Aide	22.00	22.00	19.00	19.00
000303	Administrative Aide - K	4.00	4.00	4.00	4.00
000640	Administrative Secretary	1.00	1.00	1.00	1.00
* 071002	Administrative Specialist I	0.00	1.00	1.00	1.00
* 071020	Administrative Specialist II	32.00	34.00	33.00	33.00
* 000720	Administrative Svs Officer II	2.00	2.00	2.00	2.00
000730	Administrative Svs Officer III	4.00	4.00	4.00	4.00
099400	Aging Services Manager	1.00	1.00	1.00	1.00
* 001520	Alcohol & Drug Specialist II	20.00	20.00	19.00	19.00
* 001820	Analyst-Staff Services II	5.00	5.00	5.00	5.00
* 001830	Analyst-Staff Services III	29.00	30.00	30.00	30.00
001833	Analyst-Staff Services III K	2.00	2.00	2.00	2.00
* 021710	Animal Care Specialist I	2.00	2.00	2.00	2.00
* 021720	Animal Care Specialist II	2.00	2.00	2.00	2.00
021780	Animal Care Specialist, Supv	1.00	1.00	1.00	1.00
021740	Animal Care Technician	1.00	1.00	1.00	1.00
077010	Animal Control Officer I	1.00	1.00	1.00	1.00
* 077020	Animal Control Officer II	3.00	3.00	3.00	3.00
* 077030	Animal Control Officer III	1.00	1.00	1.00	1.00
077000	Animal Control Officer, Supv	2.00	2.00	2.00	2.00
078900	Animal Services Coordinator	1.00	1.00	1.00	1.00
097000	Animal Services Manager	1.00	1.00	1.00	1.00
078910	Animal Services Technician	2.00	2.00	2.00	2.00
004602	Assoc HHS Agency Director	1.00	1.00	1.00	1.00
078100	Budget Officer	4.00	4.00	4.00	4.00
092100	CalWIN Aid Claim Supv	1.00	1.00	1.00	1.00
091030	Chief Deputy Public Guardian	1.00	1.00	1.00	1.00
007500	Child Wel Svs Pol & Prog Spec	8.00	8.00	8.00	8.00
001500	Child Wel Svs Stat Resrch Anl	1.00	1.00	1.00	1.00
081900	Child Welf Svs Family Advocate	1.00	1.00	1.00	1.00
099300	Child Welfare Service Mgr	5.00	6.00	6.00	6.00
080100	Child Welfare Service Supv	19.00	19.00	19.00	19.00
008700	Children Services Worker	10.00	10.00	10.00	10.00
084600	Children's Services Supervisor	1.00	1.00	1.00	1.00

* Flexibly Allocated Classification

** Flexibly Allocated Classification and Up and Out

Position Allocation

JOBCODE	CLASSIFICATION TITLE	FY 2019/20 Adopted	Modified Adopted As Of 6/30/2020	FY 2020/21 Requested	FY 2020/21 Recommended
071100	Client Advocate	2.00	2.00	2.00	2.00
071101	Client Advocate-B	1.00	1.00	1.00	1.00
011400	Clinic Coordinator	1.00	1.00	1.00	1.00
009420	Clinic Manager II	1.00	1.00	1.00	1.00
099302	Clinic Operations Manager	2.00	2.00	2.00	2.00
099310	Clinic Service Manager	3.00	3.00	3.00	3.00
005700	Coding Specialist	1.00	1.00	1.00	1.00
010100	Communicable Disease Investgr	1.00	1.00	1.00	1.00
010900	Community Educ Specialist	2.00	2.00	2.00	2.00
011000	Community Health Technician	12.00	12.00	11.00	11.00
023400	Community Outreach Manager	1.00	1.00	1.00	1.00
016200	Compliance Specialist	1.00	2.00	2.00	2.00
* 012020	Cook II	1.00	1.00	1.00	1.00
071200	Crisis Service Worker	16.00	16.00	16.00	16.00
040700	Cultural Competency Manager	1.00	1.00	0.00	0.00
* 013820	Custodial Worker	2.00	2.00	2.00	2.00
* 014120	Dairy Inspector II	4.00	4.00	4.00	4.00
014230	Dairy Inspector III	2.00	2.00	2.00	2.00
072232	Dep Dir HHS MH Integrated Svs	1.00	1.00	0.00	0.00
072222	Dep HHS Dir- Public Health Ops	1.00	1.00	1.00	1.00
081800	Dep HHS Dir-PH Nursing&PrevSrv	1.00	1.00	1.00	1.00
000650	Department Secretary	5.00	5.00	4.00	4.00
048902	Deputy HHS Dir - FiscAdmProg	1.00	1.00	0.00	0.00
048902	Deputy HHS Dir-AdminPrograms	0.00	0.00	1.00	1.00
062902	Deputy HHS Dir Adult Srvs/PG	1.00	1.00	1.00	1.00
077102	Deputy HHS Dir Clinic Svs/MH	1.00	1.00	0.00	0.00
077102	Deputy HHS Dir MH Clinic Svs	0.00	0.00	2.00	2.00
060802	Deputy HHS Dir Human Resources	1.00	1.00	1.00	1.00
072302	Deputy HHS Dir-Child Welf Svc	1.00	1.00	1.00	1.00
087602	Deputy HHS Dir-TulareWorks	1.00	1.00	1.00	1.00
021102	Deputy HHS Director Env Health	1.00	1.00	1.00	1.00
015710	Dietitian I	6.00	5.00	3.00	3.00
015820	Dietitian II	7.00	7.00	6.00	6.00
023802	Dir of Fiscal Operations-HHSA	1.00	1.00	1.00	1.00
003902	Dir of Human Services-HHSA	1.00	1.00	1.00	1.00
072102	Dir of Mental Health-HHSA	1.00	1.00	1.00	1.00
072002	Dir of Public Health	1.00	1.00	1.00	1.00
062302	Div Mgr HHS Child Welfare Svs	2.00	2.00	2.00	2.00
061002	Div Mgr HHS Fiscal Operations	2.00	2.00	2.00	2.00
004302	Div Mgr HHS Integrated Service	1.00	1.00	0.00	0.00
023200	Div Mgr HHS Ment Hlth MgdCare	1.00	1.00	0.00	0.00
023200	Div Mgr HHS Mental Health	0.00	0.00	2.00	2.00
094602	Div Mgr HHS TulareWorks	1.00	1.00	0.00	0.00
016802	Div Mgr HHS-Self Sufficiency	2.00	2.00	2.00	2.00
069600	Electronic Health Rec Spc,Supv	2.00	2.00	2.00	2.00
069400	Electronic Health Records Mgr	1.00	1.00	1.00	1.00
069500	Electronic Health Records Spec	3.00	6.00	6.00	6.00
* 020620	Environmental Health Aide II	3.00	3.00	3.00	3.00
* 020720	Environmental Health Spec II	15.00	15.00	14.00	14.00
* 020830	Environmental Health Spec III	10.00	10.00	10.00	10.00
020940	Environmental Health Supervisor	4.00	4.00	4.00	4.00
021000	Environmental Quality Coordntr	1.00	1.00	1.00	1.00
091700	Environmental Quality Spec	1.00	1.00	1.00	1.00
099800	Epidemiologist	1.00	1.00	1.00	1.00
097700	Epidemiologist, Senior	1.00	1.00	1.00	1.00
099320	Family Advocate Mgr	1.00	1.00	1.00	1.00
071300	Family Services Coordinator	1.00	0.00	0.00	0.00
026100	Fiscal Manager	1.00	1.00	1.00	1.00
087720	Graphics Specialist	1.00	1.00	1.00	1.00
073202	HHS County Health Officer	1.00	1.00	1.00	1.00
023702	HHS Director	1.00	1.00	1.00	1.00
001600	HHS Human Resources Manager	0.00	0.00	1.00	1.00
073222	HHS Medical Director-MH	1.00	1.00	1.00	1.00
073212	HHS Medical Director-Prim Care	1.00	1.00	1.00	1.00
071510	HHS Unit Manager I	8.00	8.00	8.00	8.00
* 071540	HHS Unit Manager I-CalWorks	13.00	13.00	12.00	12.00
* 031220	HHSA Collector Investigator II	11.00	11.00	5.00	5.00
005800	HHSA Facility&Proprty Spec	2.00	2.00	2.00	2.00
082200	HHSA Logistics Manager	1.00	1.00	1.00	1.00
086700	HHSA Storage Facility Supv	1.00	1.00	1.00	1.00
024000	Health Aide	6.00	6.00	4.00	4.00

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** Flexibly Allocated Classification and Up and Out

Position Allocation

JOBCODE	CLASSIFICATION TITLE	FY 2019/20 Adopted	Modified Adopted As Of 6/30/2020	FY 2020/21 Requested	FY 2020/21 Recommended
024100	Health Education Assistant	10.00	10.00	12.00	12.00
024200	Health Education Specialist	11.00	13.00	15.00	15.00
024300	Health Program Assistant	9.00	9.00	8.00	8.00
099700	Health Services Manager	1.00	1.00	1.00	1.00
026302	HomelessInitiativesProgCoordin	1.00	1.00	1.00	1.00
087820	IHSS Program Specialist II	1.00	1.00	1.00	1.00
078202	Inpatient Clinical Supervisor	1.00	1.00	1.00	1.00
* 027210	Laboratory Assistant I	1.00	1.00	1.00	1.00
* 027220	Laboratory Assistant II	2.00	2.00	2.00	2.00
027202	Laboratory Support Supervisor	1.00	1.00	1.00	1.00
002407	MH Clinic Administrator	2.00	2.00	2.00	2.00
029300	Mail Processor	3.00	3.00	3.00	3.00
085210	Medical Assistant	25.00	25.00	25.00	25.00
085220	Medical Assistant II	0.00	0.00	2.00	2.00
013500	Medical Billing Manager	1.00	1.00	1.00	1.00
* 042410	Medical Office Assistant I	10.00	10.00	9.00	9.00
* 042420	Medical Office Assistant II	7.00	8.00	8.00	8.00
042430	Medical Office Assistant III	3.00	2.00	2.00	2.00
042400	Medical Office Assitant, Supv	2.00	2.00	2.00	2.00
094302	Medical Section Chief-OB/GYN	1.00	1.00	1.00	1.00
094402	Medical Section Chief-Pedtrc	1.00	1.00	1.00	1.00
* 082520	Mental Health Case Mgr II	26.00	26.00	25.00	25.00
* 082530	Mental Health Case Mgr III	28.00	28.00	28.00	28.00
002400	Mental Health Clinic Manager	1.00	1.00	1.00	1.00
001900	Mental Health Specialist	1.00	1.00	1.00	1.00
* 031820	Mental Health Technician II	5.00	6.00	6.00	6.00
097300	Mental Hlth Svs Act Manager	1.00	1.00	1.00	1.00
* 032220	Milk Technician II	2.00	2.00	1.00	1.00
032230	Milk Technician III	1.00	1.00	1.00	1.00
050410	Nurse I-Supv	6.00	6.00	6.00	6.00
032710	Nurse Practitioner	0.00	0.00	1.00	1.00
032715	Nurse Practitioner - OB	2.00	2.00	2.00	2.00
032600	Nurse-Licensed Vocational	13.00	13.00	12.00	12.00
* 032620	Nurse-Public Health II	31.00	31.00	33.00	33.00
032660	Nurse-Public Health Lead	2.00	2.00	3.00	3.00
032662	Nurse-Public Health Manager	1.00	1.00	1.00	1.00
004100	Nurse-Quality Assurance	2.00	2.00	2.00	2.00
032630	Nurse-Registered	11.00	11.00	11.00	11.00
032635	Nurse-Registered CWS	6.00	6.00	6.00	6.00
032650	Nurse-Registered-Lead	4.00	4.00	4.00	4.00
* 032920	Nutrition Assistant II	35.00	35.00	34.00	34.00
032930	Nutritian Assistant III	0.00	0.00	2.00	2.00
046800	Nutritionist, Supv Pub Hlth	1.00	1.00	1.00	1.00
047720	Occupational Therapist	2.00	2.00	2.00	2.00
* 033320	Office Assistant II	28.00	28.00	20.00	20.00
* 033330	Office Assistant III	42.00	42.00	42.00	42.00
* 033340	Office Assistant IV	60.00	60.00	58.00	58.00
* 033343	Office Assistant IV-K	2.00	2.00	2.00	2.00
082300	Office Assistant,Supv	7.00	7.00	7.00	7.00
095502	Office of Emergency Svs Mgr	1.00	1.00	1.00	1.00
095900	Office of Emergency Svs Spec	1.00	1.00	1.00	1.00
095920	Office of Emergency Svs Spec 2	1.00	1.00	1.00	1.00
* 074920	Paralegal II	2.00	2.00	1.00	1.00
* 074923	Paralegal II-K	1.00	1.00	1.00	1.00
* 074933	Paralegal III K	1.00	1.00	1.00	1.00
* 034120	Patient Accounts Rep II	11.00	11.00	7.00	7.00
* 034130	Patient Accounts Rep III	3.00	3.00	2.00	2.00
034000	Patient Accounts Rep, Supv	2.00	2.00	2.00	2.00
087020	Payroll Clerk	4.00	4.00	4.00	4.00
034200	Payroll Technician	1.00	1.00	1.00	1.00
* 007630	Peer Support Specialist III	8.00	8.00	8.00	8.00
050320	Personnel Services Officer II	9.00	10.00	10.00	10.00
047730	Physical Therapist	3.00	3.00	3.00	3.00
090100	Physical Therapist Asst	1.00	1.00	1.00	1.00
032720	Physician Assistant	9.00	9.00	8.00	8.00
* 034922	Physician-OB/GYN	3.00	3.00	3.00	3.00
071600	Prevention Program Supervisor	2.00	2.00	2.00	2.00
* 035420	Prevention Svs Coordinator II	1.00	1.00	1.00	1.00
035421	Prevention Svs Coordinatr II-B	1.00	1.00	1.00	1.00
* 034822	Primary Care Practitioner	4.50	4.50	4.50	4.50
036800	Program Manager Mental Health	1.00	1.00	1.00	1.00

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Position Allocation

JOBCODE	CLASSIFICATION TITLE	FY 2019/20 Adopted	Modified Adopted As Of 6/30/2020	FY 2020/21 Requested	FY 2020/21 Recommended
083420	Program Specialist II-Calwrk	27.00	27.00	27.00	27.00
099330	Psychiatric Emergency Svcs Mgr	2.00	2.00	2.00	2.00
* 037322	Psychiatrist II	3.00	3.00	1.00	1.00
* 037422	Psychologist II	6.00	6.00	6.00	6.00
058202	Psychologist-Lead	1.00	1.00	1.00	1.00
019900	PubHealth Emergency Prep Mgr	1.00	1.00	1.00	1.00
* 091020	Public Guardian-Deputy II	6.00	6.00	6.00	6.00
001700	Public Health Lab Manager	1.00	1.00	1.00	1.00
081200	Public Health Manager	2.00	2.00	2.00	2.00
* 037920	Public Health Micro-Biol II	6.00	6.00	6.00	6.00
037930	Public Health Micro-Biol III	1.00	1.00	1.00	1.00
077600	Public Health Prog Coordinator	2.00	4.00	6.00	6.00
038703	Recruiter Assistant - K	1.00	1.00	1.00	1.00
* 086820	Self Suffcncy Support Asst II	131.00	131.00	127.00	127.00
086830	Self Suffcncy Support Asst III	10.00	10.00	10.00	10.00
* 095220	Self Sufficiency Counselor II	243.00	243.00	251.00	251.00
* 095230	Self Sufficiency Counselor III	293.00	293.00	277.00	277.00
041300	Self Sufficiency Resrce Spec	56.00	56.00	54.00	54.00
041420	Self Sufficiency Supervisor	67.00	67.00	66.00	66.00
095300	Self Sufficiency Support Supv	10.00	10.00	10.00	10.00
028400	Senior Services Supervisor	1.00	1.00	1.00	1.00
030200	Social Service Worker Asst	16.00	16.00	16.00	16.00
030300	Social Service Wrker Asst-Lead	4.00	4.00	3.00	3.00
044310	Social Svcs Supervisor I	4.00	4.00	4.00	4.00
* 044320	Social Svcs Supervisor II	2.00	2.00	1.00	1.00
* 044410	Social Svcs Worker I	1.00	1.00	1.00	1.00
* 044420	Social Svcs Worker II	29.00	29.00	24.00	24.00
043930	Social Svcs Worker III	33.00	33.00	32.00	32.00
044040	Social Svcs Worker III-CWS	123.00	123.00	123.00	123.00
044044	Social Svcs Worker III-CWS-Lead	21.00	21.00	21.00	21.00
074600	Social Worker-Adult Services	3.00	3.00	3.00	3.00
* 029200	Social Worker-Licensed	64.00	64.00	64.00	64.00
* 044610	Stock Clerk I	2.00	2.00	2.00	2.00
* 044620	Stock Clerk II	3.00	3.00	3.00	3.00
045300	Supportive Services Supv	1.00	1.00	1.00	1.00
016900	Supv Licensed Social Worker	7.00	7.00	7.00	7.00
047700	Therapist Aide	1.00	1.00	1.00	1.00
081300	Therapist,Supervising	1.00	1.00	1.00	1.00
* 048020	Training Officer II	10.00	10.00	10.00	10.00
074000	TulareWORKSsFamilyAdvocate	1.00	1.00	1.00	1.00
010400	TulareWORKsStatisticalAnalys	1.00	1.00	1.00	1.00
007600	Veteran Services Technician	1.00	1.00	1.00	1.00
049000	Veterans Services Officer	1.00	1.00	1.00	1.00
049100	Veterans Svcs Representative	2.00	2.00	2.00	2.00
095400	Veterinary Technician	1.00	1.00	1.00	1.00
087300	Vital Statistics Coordinator	1.00	1.00	1.00	1.00
099340	Wellness & recovery Mgr	1.00	1.00	1.00	1.00
Health and Human Services Agency Total		2124.50	2137.50	2074.50	2074.50
001-200 Human Resources and Development					
* 041503	Account Clerk II - K	1.00	1.00	1.00	1.00
000233	Accountant III-K	1.00	1.00	1.00	1.00
019600	Administrative Coordinator	1.00	1.00	1.00	1.00
* 021220	Administrative Specialist IHHRD	1.00	1.00	1.00	1.00
* 001910	Analyst-Human Resources I	1.00	1.00	1.00	1.00
* 001920	Analyst-Human Resources II	1.00	1.00	1.00	1.00
* 001930	Analyst-Human Resources III	5.00	5.00	5.00	5.00
087920	Employee/Employer RelationsSpec2	2.00	2.00	2.00	2.00
033400	Employee/Employer Res & Devl Sup	2.00	2.00	2.00	2.00
061602	Div Mgr HHS Human Resources	1.00	1.00	1.00	1.00
060400	Human Resources Director	1.00	1.00	1.00	1.00
* 093120	Human Resources Specialist II	3.00	3.00	3.00	3.00
093130	Human Resources Specialist III	1.00	1.00	1.00	1.00
* 082810	Human Resources Technician I	1.00	1.00	1.00	1.00
* 082820	Human Resources Technician II	1.00	1.00	1.00	1.00
* 033333	Office Assistant III-K	1.00	1.00	1.00	1.00
033334	Office Assistant III-K-B	3.00	3.00	3.00	3.00
* 033343	Office Assistant IV-K	1.00	1.00	1.00	1.00
Human Resources and Development Total		28.00	28.00	28.00	28.00
001-205 Probation					

* Flexibly Allocated Classification

** Flexibly Allocated Classification and Up and Out

Position Allocation

JOBCODE	CLASSIFICATION TITLE	FY 2019/20 Adopted	Modified Adopted As Of 6/30/2020	FY 2020/21 Requested	FY 2020/21 Recommended
* 000100	Account Clerk I	2.00	2.00	1.00	1.00
* 041500	Account Clerk II	2.00	2.00	2.00	2.00
* 041530	Account Clerk III	3.00	3.00	3.00	3.00
035500	Account Clerk-Principal	1.00	1.00	1.00	1.00
* 000220	Accountant II	1.00	1.00	1.00	1.00
* 000230	Accountant III	1.00	1.00	1.00	1.00
000300	Administrative Aide	1.00	1.00	1.00	1.00
* 000710	Administrative Svs Officer I	1.00	1.00	1.00	1.00
* 001830	Analyst-Staff Services III	5.00	5.00	5.00	5.00
* 001833	Analyst-Staff Services III K	1.00	1.00	1.00	1.00
001834	Analyst-Staff Services, Supv	1.00	1.00	1.00	1.00
036002	Asst Chief Probation Officer	1.00	1.00	1.00	1.00
007902	Chief Probation Officer	1.00	1.00	1.00	1.00
035600	Clerk-Principal	2.00	2.00	2.00	2.00
* 012030	Cook III	7.00	7.00	7.00	7.00
000650	Department Secretary	1.00	1.00	1.00	1.00
003102	Deputy Chief Probation Officer	2.00	2.00	2.00	2.00
074700	Detention Svs Officer-Prob	20.00	20.00	18.00	18.00
026100	Fiscal Manager	1.00	1.00	1.00	1.00
022700	Food & Laundry Svs Manager	1.00	1.00	1.00	1.00
058600	Laundry Technician	4.00	4.00	4.00	4.00
071800	Media Specialist I	1.00	1.00	1.00	1.00
* 033330	Office Assistant III	36.00	36.00	36.00	36.00
* 033340	Office Assistant IV	1.00	1.00	1.00	1.00
* 023420	Prob Correctional Officer II	110.00	105.00	99.00	99.00
023530	Prob Correctional Officer III	6.00	6.00	6.00	6.00
009820	ProbCollectionsInvestigatorII	5.00	5.00	5.00	5.00
035700	Probation Accounts Supervisor	1.00	1.00	1.00	1.00
035800	Probation Division Manager	6.00	6.00	6.00	6.00
035900	Probation Institution Supv	19.00	19.00	18.00	18.00
* 036020	Probation Officer II	65.00	65.00	65.00	65.00
036021	Probation Officer II-B	2.00	2.00	2.00	2.00
* 036030	Probation Officer III	67.00	67.00	67.00	67.00
036040	Probation Officer IV	5.00	5.00	5.00	5.00
046700	Probation Officer-Supv	19.00	20.00	20.00	20.00
018600	Probation Statistical Analyst	1.00	1.00	1.00	1.00
036200	Probation Technician	2.00	2.00	2.00	2.00
* 044620	Stock Clerk II	1.00	1.00	1.00	1.00
Probation Total		406.00	402.00	392.00	392.00
001-210 Public Defender					
* 041530	Account Clerk III	1.00	1.00	1.00	1.00
000230	Accountant III	1.00	1.00	1.00	1.00
000730	Administrative Svs Officer III	1.00	1.00	1.00	1.00
* 001830	Analyst-Staff Services III	1.00	1.00	1.00	1.00
004202	Assist Public Defender	1.00	1.00	1.00	1.00
* 005052	Attorney-Senior, DA/ PD	37.00	37.00	37.00	37.00
045502	Attorney-Supv-N	6.00	6.00	6.00	6.00
015200	Chief Deputy Public Defender	1.00	1.00	1.00	1.00
074300	Chief Investigator-Pub Def	1.00	1.00	1.00	1.00
025810	Investigator I-Public Def	1.00	0.00	0.00	0.00
* 025820	Investigator II-Public Def	2.00	2.00	2.00	2.00
025821	Investigator II-Public Def-B	2.00	3.00	3.00	3.00
042300	Investigator-Pub Def-Senior	1.00	1.00	1.00	1.00
042301	Investigator-Pub Def-Senior-B	1.00	1.00	1.00	1.00
* 027830	Legal Office Assistant III	10.00	10.00	10.00	10.00
027840	Legal Office Assistant IV	2.00	2.00	2.00	2.00
027800	Legal Office Manager	1.00	1.00	1.00	1.00
* 028300	Legal Secretary III	1.00	1.00	1.00	1.00
* 074920	Paralegal II	5.00	5.00	5.00	5.00
080800	PubDefInvestigatorAssistant	3.00	3.00	3.00	3.00
037502	Public Defender	1.00	1.00	1.00	1.00
* 037610	Public Defender Intervwr I	5.00	5.00	5.00	5.00
* 037720	Public Defender Intervwr II	1.00	1.00	1.00	1.00
029200	Social Worker-Licensed	0.00	1.00	1.00	1.00
001880	Social Worker-Public Defender	2.00	2.00	2.00	2.00
004950	Supervising Law Clerk	1.00	1.00	1.00	1.00
Public Defender Total		89.00	90.00	90.00	90.00
001-230 Resource Management Agency					
* 041500	Account Clerk II	2.00	2.00	2.00	2.00

* Flexibly Allocated Classification

** Flexibly Allocated Classification and Up and Out

Position Allocation

JOBCODE	CLASSIFICATION TITLE	FY 2019/20 Adopted	Modified Adopted As Of 6/30/2020	FY 2020/21 Requested	FY 2020/21 Recommended
* 041530	Account Clerk III	3.00	3.00	3.00	3.00
035500	Account Clerk-Principal	1.00	1.00	1.00	1.00
* 000220	Accountant II	2.00	2.00	2.00	2.00
* 000230	Accountant III	1.00	1.00	1.00	1.00
000300	Administrative Aide	2.00	2.00	2.00	2.00
* 000720	Administrative Svs Officer II	1.00	1.00	1.00	1.00
* 015520	Analyst-Economic Devlpment II	1.00	1.00	0.00	0.00
* 001820	Analyst-Staff Services II	3.00	3.00	3.00	3.00
001823	Analyst-Staff Services II K	1.00	1.00	1.00	1.00
* 001830	Analyst-Staff Services III	1.00	1.00	1.00	1.00
039502	Assoc RMA Director	1.00	1.00	1.00	1.00
025202	Asst RMA Dir - Fiscal Services	1.00	1.00	1.00	1.00
097500	Asst RMA Dir-Econ Devl & Plan	1.00	1.00	1.00	1.00
006440	Building & Zoning Inspector IV	3.00	3.00	3.00	3.00
076300	Building and Housing Manager	1.00	1.00	1.00	1.00
006200	Building/Zoning Inspect Aide	1.00	1.00	1.00	1.00
006430	Building/Zoning Inspector III	12.00	12.00	12.00	12.00
023300	Chief Environmental Planner	1.00	1.00	1.00	1.00
090500	Chief Planner	2.00	2.00	2.00	2.00
* 090320	Code Enforcement Ofcr II	1.00	1.00	1.00	1.00
009100	Economic Development Manager	1.00	1.00	1.00	1.00
026100	Fiscal Manager	1.00	1.00	1.00	1.00
* 087500	Grants Specialist I	1.00	1.00	1.00	1.00
* 087520	Grants Specialist II	1.00	1.00	0.00	0.00
* 087530	Grants Specialist III	1.00	1.00	1.00	1.00
* 033320	Office Assistant II	1.00	1.00	1.00	1.00
* 033330	Office Assistant III	4.00	4.00	3.00	3.00
087020	Payroll Clerk	1.00	1.00	1.00	1.00
* 035020	Planner II	4.00	4.00	4.00	4.00
* 035130	Planner III	6.00	6.00	6.00	6.00
035242	Planner IV	4.00	4.00	4.00	4.00
* 035320	Planning Technician II	1.00	1.00	1.00	1.00
035330	Planning Technician III	2.00	2.00	2.00	2.00
035002	Planning and Permit Manager	1.00	1.00	1.00	1.00
039802	Resource Mgmt Agency Director	1.00	1.00	1.00	1.00
000611	Secretary I-B	1.00	1.00	1.00	1.00
* 000630	Secretary III	1.00	1.00	1.00	1.00
047220	Systems & Procedures Ana II	1.00	1.00	1.00	1.00
Resource Management Agency Total		75.00	75.00	72.00	72.00
001-240 Sheriff					
* 000100	Account Clerk I	1.00	1.00	1.00	1.00
* 041500	Account Clerk II	2.00	2.00	2.00	2.00
* 041530	Account Clerk III	2.00	2.00	2.00	2.00
035500	Account Clerk-Principal	1.00	1.00	1.00	1.00
045400	Account Clerk-Supv	1.00	1.00	1.00	1.00
* 000220	Accountant II	3.00	3.00	3.00	3.00
* 000230	Accountant III	2.00	2.00	2.00	2.00
000300	Administrative Aide	3.00	3.00	3.00	3.00
000640	Administrative Secretary	1.00	1.00	1.00	1.00
015900	Assistant Sheriff	2.00	2.00	2.00	2.00
099120	Autopsy Assistant II	1.00	1.00	1.00	1.00
094800	Butcher	1.00	1.00	1.00	1.00
008900	Civil Clerk	4.00	4.00	4.00	4.00
009300	Clerk-Dispatcher	1.00	1.00	1.00	1.00
042000	Clerk-Dispatcher-Senior	1.00	1.00	1.00	1.00
* 012030	Cook III	12.00	12.00	11.00	11.00
012100	County 911 Coordinator	1.00	1.00	1.00	1.00
083800	Crime Systems Specialist I	1.00	1.00	1.00	1.00
* 083830	Crime Systems Specialist III	2.00	2.00	2.00	2.00
000650	Department Secretary	1.00	1.00	1.00	1.00
015400	Detention Svs Officer-Sher	73.00	73.00	65.00	65.00
031430	Digital Forensic Analyst III	1.00	1.00	1.00	1.00
* 010220	Emergency Dispatcher II	22.00	22.00	22.00	22.00
010230	Emergency Dispatcher III	4.00	4.00	4.00	4.00
010500	Emergency Dispatcher-Supv	1.00	1.00	1.00	1.00
059800	Engraving Supervisor	1.00	1.00	1.00	1.00
022200	Farm Crew Leader	6.00	6.00	6.00	6.00
022300	Farm Manager	1.00	1.00	1.00	1.00
* 096010	Field Evidence Technician I	1.00	1.00	1.00	1.00
* 096030	Field Evidence Technician III	3.00	3.00	3.00	3.00

* Flexibly Allocated Classification

** Flexibly Allocated Classification and Up and Out

Position Allocation

JOB CODE	CLASSIFICATION TITLE	FY 2019/20 Adopted	Modified Adopted As Of 6/30/2020	FY 2020/21 Requested	FY 2020/21 Recommended
022430	Fingerprint Technician III	2.00	2.00	2.00	2.00
026100	Fiscal Manager	1.00	1.00	1.00	1.00
022700	Food & Laundry Svs Manager	4.00	4.00	3.00	3.00
* 087520	Grants Specialist II	1.00	1.00	1.00	1.00
085500	IT Desktop Tech Supervisor	1.00	1.00	1.00	1.00
* 097920	IT Desktop Technician II	2.00	2.00	1.00	1.00
* 097930	IT Desktop Technician III	8.00	8.00	7.00	7.00
075702	Inmate Industries Manager	1.00	1.00	1.00	1.00
069202	Inmate Program Specialist Supv	1.00	1.00	1.00	1.00
025100	Inmate Programs Manager	1.00	1.00	1.00	1.00
069200	Inmate Programs Specialist	12.00	12.00	11.00	11.00
025400	Investigator Aide	5.00	5.00	5.00	5.00
025900	Jail Services Manager	1.00	1.00	1.00	1.00
058600	Laundry Technician	3.00	3.00	3.00	3.00
* 028300	Legal Secretary III	1.00	1.00	1.00	1.00
071800	Media Specialist I	2.00	1.00	1.00	1.00
071830	Media Specialist III	0.00	1.00	1.00	1.00
* 033330	Office Assistant III	26.00	26.00	26.00	26.00
* 033340	Office Assistant IV	2.00	2.00	2.00	2.00
082300	Office Assistant, Supv	1.00	1.00	1.00	1.00
* 074913	Paralegal I-K	1.00	1.00	1.00	1.00
* 000630	Secretary III	1.00	1.00	1.00	1.00
042900	Sheriff's Captain	6.00	6.00	6.00	6.00
077400	Sheriff's Community Liaison Sp	1.00	1.00	1.00	1.00
088800	Sheriff's Correctional Deputy	261.00	261.00	254.00	254.00
* 015310	Sheriff's Deputy I	2.00	2.00	2.00	2.00
* 015320	Sheriff's Deputy II	229.00	229.00	228.00	228.00
043100	Sheriff's Lieutenant	14.00	14.00	14.00	14.00
089000	Sheriff's Lieutenant-Correcn	7.00	7.00	7.00	7.00
014700	Sheriff's Pilot	2.00	2.00	2.00	2.00
043200	Sheriff's Records Clerk	17.00	17.00	17.00	17.00
046900	Sheriff's Records Clerk-Supv	1.00	1.00	1.00	1.00
075100	Sheriff's Security Officer	12.00	12.00	12.00	12.00
043300	Sheriff's Sergeant	43.00	43.00	43.00	43.00
088900	Sheriff's Sergeant, Correction	33.00	33.00	33.00	33.00
043305	Sheriff's Sergeant-Crime Lab	1.00	1.00	1.00	1.00
078000	Sheriff's Support Services Mgr	1.00	1.00	1.00	1.00
043402	Sheriff-Coroner	1.00	1.00	1.00	1.00
* 044620	Stock Clerk II	1.00	1.00	1.00	1.00
044700	Supervising Civil Clerk	1.00	1.00	1.00	1.00
048402	Undersheriff	1.00	1.00	1.00	1.00
095500	Voc Grounds Maint Supv	1.00	1.00	0.00	0.00
099220	Vocation Bldg Cont Instructor	1.00	1.00	1.00	1.00
Sheriff Total		869.00	869.00	847.00	847.00
001-260 Citizens' Option for Public Safety (COPS)					
025601	Investigator-District Atty-B	1.00	1.00	1.00	1.00
* 015320	Sheriff's Deputy II	4.00	4.00	4.00	4.00
088900	Sheriff's Sergeant, Correction	2.00	2.00	2.00	2.00
Citizens' Option for Public Safety (COPS) Total		7.00	7.00	7.00	7.00
001-265 Rural Crime Prevention					
* 005052	Attorney-Senior, DA/ PD	1.00	1.00	1.00	1.00
025600	Investigator-District Attorney	1.00	1.00	1.00	1.00
* 027830	Legal Office Assistant III	1.00	1.00	1.00	1.00
* 015320	Sheriff's Deputy II	3.00	3.00	3.00	3.00
Rural Crime Prevention Total		6.00	6.00	6.00	6.00
001-280 Juvenile Justice Crime Prevention Act					
* 036020	Probation Officer II	4.00	4.00	4.00	4.00
* 036030	Probation Officer III	4.00	4.00	4.00	4.00
046700	Probation Officer-Supv	1.00	0.00	0.00	0.00
Juvenile Justice Crime Prevention Act Total		9.00	8.00	8.00	8.00
001-810 Miscellaneous Criminal Justice					
075405	Clerk to the Grand Jury	0.48	0.48	0.48	0.48
027402	Law Library Director	1.00	1.00	1.00	1.00
040000	Research Assistant-Law Library	1.00	1.00	1.00	1.00
Miscellaneous Criminal Justice Total		2.48	2.48	2.48	2.48
General Fund Total		4206.63	4221.63	4115.63	4115.63

* Flexibly Allocated Classification

** Flexibly Allocated Classification and Up and Out

Position Allocation

JOBCODE	CLASSIFICATION TITLE	FY 2019/20 Adopted	Modified Adopted As Of 6/30/2020	FY 2020/21 Requested	FY 2020/21 Recommended
010-145 Library					
* 001810	Analyst-Staff Services I	0.00	0.00	0.00	0.00
001820	Analyst-Staff Services II	1.00	1.00	1.00	1.00
001823	Analyst-Staff Services II K	1.00	1.00	1.00	1.00
070602	Deputy County Librarian	1.00	1.00	1.00	1.00
* 097920	IT Desktop Technician II	1.00	1.00	1.00	1.00
* 028610	Librarian I	1.00	1.00	1.00	1.00
* 028620	Librarian II	3.00	3.00	3.00	3.00
028730	Librarian III	3.00	3.00	3.00	3.00
028740	Librarian IV	2.00	2.00	2.00	2.00
028750	Librarian V	1.00	1.00	1.00	1.00
* 028920	Library Assistant II	11.00	11.00	11.00	11.00
* 029030	Library Assistant III	9.00	9.00	9.00	9.00
* 029140	Library Assistant IV	1.00	1.00	1.00	1.00
082700	Library Prog & Literacy Spec	2.00	2.00	2.00	2.00
* 091510	Library Svs Specialist I	1.00	1.00	1.00	1.00
* 091520	Library Svs Specialist II	2.00	2.00	2.00	2.00
* 091530	Library Svs Specialist III	1.00	1.00	1.00	1.00
Library Total		41.00	41.00	41.00	41.00
013-245 Fire					
035500	Account Clerk-Principal	1.00	1.00	1.00	1.00
* 000720	Administrative Svs Officer II	1.00	1.00	1.00	1.00
000650	Department Secretary	1.00	1.00	1.00	1.00
* 010210	Emergency Dispatcher I	1.00	1.00	1.00	1.00
* 010220	Emergency Dispatcher II	6.00	6.00	6.00	6.00
010230	Emergency Dispatcher III	2.00	2.00	2.00	2.00
010500	Emergency Dispatcher-Supv	1.00	1.00	1.00	1.00
(2) 041700	Fire Apparatus Engineer	9.00	12.00	12.00	12.00
(2) 093200	Fire Battalion Chief	9.00	9.00	9.00	9.00
024900	Fire Battalion Chief-Admin	1.00	1.00	1.00	1.00
(2) 093300	Fire Captain	24.00	25.00	25.00	25.00
093303	Fire Captain-Admin	4.00	4.00	4.00	4.00
089702	Fire Chief	1.00	1.00	1.00	1.00
090402	Fire Division Chief	3.00	3.00	3.00	3.00
022500	Fire Inspector	4.00	4.00	4.00	4.00
(2) 093400	Fire Lieutenant	49.00	49.00	49.00	49.00
029930	Maintenance Worker III	1.00	1.00	1.00	1.00
* 033330	Office Assistant III	2.00	2.00	2.00	2.00
087020	Payroll Clerk	1.00	1.00	1.00	1.00
(2) Fire Total		121.00	125.00	125.00	125.00
<i>(2) Fire allocations represent position counts versus FTE counts due to 56 hour work week.</i>					
014-225 Roads					
041530	Account Clerk III	0.00	1.00	1.00	1.00
* 000220	Accountant II	2.00	2.00	2.00	2.00
* 000230	Accountant III	1.00	1.00	1.00	1.00
000300	Administrative Aide	1.00	1.00	1.00	1.00
* 001830	Analyst-Staff Services III	3.00	3.00	3.00	3.00
004400	Assist Road Superintendent	4.00	4.00	4.00	4.00
099900	Asst RMA Dir- Public Works	1.00	1.00	0.00	0.00
039800	Asst Traf Cntrl Super	1.00	1.00	1.00	1.00
081000	Chief Engineer	3.00	3.00	3.00	3.00
012330	Concrete Finisher & Maintenance Worker III	0.00	0.00	2.00	2.00
012340	Concrete Finisher & Maintenance Worker IV	0.00	0.00	1.00	1.00
* 011720	Construction & Maint Wkr II	16.00	16.00	16.00	16.00
011830	Construction & Maint Wkr III	47.00	48.00	46.00	46.00
011940	Construction & Maint Wkr IV	5.00	5.00	4.00	4.00
006162	County Surveyor	1.00	1.00	1.00	1.00
* 013820	Custodial Worker	1.00	1.00	1.00	1.00
* 020220	Engineer II	1.00	1.00	1.00	1.00
* 020230	Engineer III	13.00	13.00	13.00	13.00
020340	Engineer IV	6.00	6.00	6.00	6.00
020410	Engineering Aide I	1.00	1.00	1.00	1.00
* 050720	Engineering Technician II	8.00	8.00	8.00	8.00
* 050830	Engineering Technician III	7.00	7.00	7.00	7.00
050840	Engineering Technician IV	1.00	1.00	1.00	1.00
* 087520	Grants Specialist II	1.00	1.00	1.00	1.00
* 024510	Heavy Equipment Mechanic I	1.00	1.00	1.00	1.00
* 024520	Heavy Equipment Mechanic II	11.00	11.00	11.00	11.00

* Flexibly Allocated Classification

** Flexibly Allocated Classification and Up and Out

Position Allocation

JOBCODE	CLASSIFICATION TITLE	FY 2019/20 Adopted	Modified Adopted As Of 6/30/2020	FY 2020/21 Requested	FY 2020/21 Recommended
024630	Heavy Equipment Mechanic III	2.00	2.00	2.00	2.00
090600	Heavy Equipment Superintendent	1.00	1.00	1.00	1.00
090700	Heavy Equipment Supervisor	1.00	1.00	1.00	1.00
* 098020	IT Document Specialist II	1.00	1.00	1.00	1.00
* 092730	Land Surveyor III	2.00	2.00	2.00	2.00
* 033330	Office Assistant III	1.00	1.00	1.00	1.00
026500	Parts & Inventory Specialist	1.00	1.00	1.00	1.00
035242	Planner IV	1.00	1.00	0.00	0.00
* 076520	Property Specialist II	1.00	1.00	1.00	1.00
076530	Property Specialist III	1.00	1.00	1.00	1.00
040802	Road Superintendent	4.00	4.00	4.00	4.00
091200	Road Use Inspector	1.00	1.00	1.00	1.00
041000	Road Yard Assistant	5.00	5.00	5.00	5.00
008500	Safety & Personnel Specialist	1.00	1.00	1.00	1.00
* 044620	Stock Clerk II	1.00	1.00	1.00	1.00
047800	Tire Repairer	1.00	1.00	1.00	1.00
039900	Traffic Cntrl Superintendent	1.00	1.00	1.00	1.00
* 043620	Traffic Control Worker II	4.00	4.00	4.00	4.00
043700	Traffic Control Worker III	3.00	3.00	3.00	3.00
090800	Transportation Svs Coordinator	1.00	1.00	1.00	1.00
049700	Welder-Mechanic	5.00	5.00	5.00	5.00
Roads Total		175.00	177.00	175.00	175.00
015-120 Workforce Investment Board					
* 000210	Accountant I	1.00	1.00	1.00	1.00
* 000720	Administrative Svs Officer II	1.00	1.00	1.00	1.00
* 001810	Analyst-Staff Services I	1.00	1.00	1.00	1.00
092400	Business Resource Specialist	3.00	3.00	3.00	3.00
084300	Business Services Program Mgr	1.00	1.00	1.00	1.00
099002	Dep Workforce Dev Director	1.00	1.00	1.00	1.00
078500	Employment Connection Site Crd	1.00	1.00	1.00	1.00
* 033330	Office Assistant III	3.00	3.00	3.00	3.00
079400	Workforce Dev Analyst	5.00	5.00	5.00	5.00
079302	Workforce Dev Executive Dir	1.00	1.00	1.00	1.00
092600	Workforce Dev Program Coord	4.00	4.00	4.00	4.00
086400	Workforce Services program Mgr	1.00	1.00	1.00	1.00
Workforce Investment Board Total		23.00	23.00	23.00	23.00
016-101 Child Support Services					
* 041500	Account Clerk II	8.00	8.00	4.00	4.00
* 041530	Account Clerk III	4.00	4.00	4.00	4.00
000233	Accountant III-K	1.00	1.00	1.00	1.00
000303	Administrative Aide - K	3.00	3.00	3.00	3.00
* 000720	Administrative Svs Officer II	1.00	1.00	1.00	1.00
* 001830	Analyst-Staff Services III	5.00	5.00	5.00	5.00
008102	Asst Child Supp Svs Director	1.00	1.00	1.00	1.00
081502	Attorney, Chief Child Support	1.00	1.00	1.00	1.00
* 081462	Attorney-Senior, Child Support	7.00	7.00	7.00	7.00
081452	Attorney-Supv Child Support	1.00	1.00	1.00	1.00
059700	Child Supp Community Liaison	1.00	1.00	1.00	1.00
078602	Child Support Services Directo	1.00	1.00	1.00	1.00
* 022120	Child Support Specialist III	113.00	113.00	111.00	111.00
000650	Department Secretary	1.00	1.00	1.00	1.00
* 027520	Legal Clerk II	6.00	6.00	4.00	4.00
* 027830	Legal Office Assistant III	14.00	14.00	14.00	14.00
027840	Legal Office Assistant IV	3.00	3.00	2.00	2.00
046500	Legal Office Assistant-Supv	2.00	2.00	2.00	2.00
050210	Personnel Services Officer I	1.00	1.00	1.00	1.00
050320	Personnel Services Officer II	1.00	1.00	1.00	1.00
081700	Program Manager Child Support	4.00	4.00	4.00	4.00
* 044610	Stock Clerk I	7.00	7.00	7.00	7.00
046200	Supv Child Support Specialist	13.00	13.00	13.00	13.00
* 048020	Training Officer II	3.00	3.00	3.00	3.00
Child Support Services Total		202.00	202.00	193.00	193.00
030-086 Capital Projects					
081100	CapProjectsFacilitiesMgr	1.00	1.00	1.00	1.00
* 083930	Capital Projects Coord III	1.00	1.00	1.00	1.00
* 083920	Capital Projects CoordinatorII	2.00	2.00	2.00	2.00
Capital Projects Total		4.00	4.00	4.00	4.00

* Flexibly Allocated Classification

** Flexibly Allocated Classification and Up and Out

Position Allocation

JOBCODE	CLASSIFICATION TITLE	FY 2019/20 Adopted	Modified Adopted As Of 6/30/2020	FY 2020/21 Requested	FY 2020/21 Recommended
035-090 ICT Special Projects					
* 075622	IT Programmer Analyst II	2.00	2.00	2.00	2.00
ICT Special Projects Total		2.00	2.00	2.00	2.00
040-220 Transit					
* 000100	Account Clerk I	1.00	1.00	1.00	1.00
030002	Transit Manager	1.00	1.00	1.00	1.00
011500	Transit Technician	1.00	1.00	1.00	1.00
Transit Total		3.00	3.00	3.00	3.00
045-235 Solid Waste					
* 041500	Account Clerk II	1.00	1.00	1.00	1.00
* 041530	Account Clerk III	1.00	1.00	1.00	1.00
* 000230	Accountant III	1.00	1.00	1.00	1.00
* 000720	Administrative Svs Officer II	1.00	1.00	1.00	1.00
* 001810	Analyst-Staff Services I	1.00	1.00	1.00	1.00
039500	Assist Refuse Site Supervisor	2.00	2.00	2.00	2.00
001502	Director-Solid Waste	1.00	1.00	1.00	1.00
* 050720	Engineering Technician II	2.00	2.00	0.00	0.00
* 050830	Engineering Technician III	1.00	1.00	0.00	0.00
024520	Heavy Equipment Mechanic II	0.00	0.00	1.00	1.00
024630	Heavy Equipment Mechanic III	1.00	1.00	1.00	1.00
094520	Landfill Technician II	0.00	0.00	2.00	2.00
094530	Landfill Technician III	0.00	0.00	1.00	1.00
* 038920	Refuse Equipment Operator II	18.00	18.00	18.00	18.00
039120	Refuse Site Attendant II	6.00	6.00	6.00	6.00
039200	Refuse Site Caretaker	3.00	3.00	4.00	4.00
039300	Refuse Site Coordinator	1.00	1.00	1.00	1.00
039400	Refuse Site Supervisor	2.00	2.00	2.00	2.00
044800	Solid Waste Environ Coord	1.00	1.00	1.00	1.00
071400	Solid Waste Environmental Supv	1.00	1.00	1.00	1.00
044500	Solid Waste Manager	1.00	1.00	1.00	1.00
Solid Waste Total		45.00	45.00	47.00	47.00
066-066 Grounds Services					
033800	Parks & Grounds Worker	4.00	4.00	4.00	4.00
042700	Parks & Grounds Worker-Senior	1.00	1.00	1.00	1.00
Grounds Services Total		5.00	5.00	5.00	5.00
067-067 Facilities					
001300	Air Conditioning Mechanic	2.00	2.00	2.00	2.00
093800	Building Systems Technician	2.00	2.00	2.00	2.00
005802	Facilities Mgr	1.00	1.00	1.00	1.00
029500	Maintenance Electrician	3.00	3.00	2.00	2.00
093700	Maintenance Painter	2.00	2.00	2.00	2.00
029600	Maintenance Supervisor	3.00	4.00	3.00	3.00
* 029820	Maintenance Worker II	33.00	33.00	33.00	33.00
029930	Maintenance Worker III	6.00	6.00	6.00	6.00
026000	Regulatory Compliance Spec	1.00	1.00	1.00	1.00
Facilities Total		53.00	54.00	52.00	52.00
068-068 Custodial Services					
041800	Custodial Services Manager	1.00	1.00	1.00	1.00
013700	Custodial Supervisor	1.00	1.00	1.00	1.00
* 013820	Custodial Worker	33.00	33.00	33.00	33.00
* 013930	Custodial Worker-Lead	4.00	4.00	4.00	4.00
Custodial Services Total		39.00	39.00	39.00	39.00
070-070 Fleet Services					
* 005410	Auto Mechanic I	3.00	3.00	3.00	3.00
* 005420	Auto Mechanic II	4.00	4.00	4.00	4.00
005600	Auto Service Worker	1.00	1.00	0.00	0.00
058000	Fleet Services Supervisor	1.00	1.00	1.00	1.00
022600	Fleet Svs Superintendent	1.00	1.00	1.00	1.00
005900	Fleet Svs Technician	1.00	1.00	1.00	1.00
026500	Parts & Inventory Specialist	1.00	1.00	1.00	1.00
Fleet Services Total		12.00	12.00	11.00	11.00
071-090 Information & Communications Technology					
* 041500	Account Clerk II	1.00	1.00	1.00	1.00
* 000220	Accountant II	2.00	2.00	2.00	2.00

* Flexibly Allocated Classification

** Flexibly Allocated Classification and Up and Out

Position Allocation

JOBCODE	CLASSIFICATION TITLE	FY 2019/20 Adopted	Modified Adopted As Of 6/30/2020	FY 2020/21 Requested	FY 2020/21 Recommended
* 000230	Accountant III	1.00	1.00	1.00	1.00
* 062720	Analyst-Geographic Info Sys II	2.00	2.00	2.00	2.00
* 001820	Analyst-Staff Services II	1.00	1.00	1.00	1.00
* 001830	Analyst-Staff Services III	1.00	1.00	1.00	1.00
026100	Fiscal Manager	1.00	1.00	1.00	1.00
023000	Geographic Information Sys Crd	1.00	1.00	1.00	1.00
077502	ICT Assistant Director	1.00	1.00	1.00	1.00
015907	IT Bus Intell Devlpr Supv	1.00	1.00	1.00	1.00
015930	IT Business Intell Devlpr III	5.00	4.00	3.00	3.00
* 011320	IT Client Specialist II	13.00	13.00	13.00	13.00
011330	IT Client Specialist III	2.00	2.00	2.00	2.00
098700	IT Data Center Administrator	2.00	2.00	2.00	2.00
098800	IT Deputy Director	1.00	1.00	1.00	1.00
085500	IT Desktop Tech Supervisor	1.00	1.00	1.00	1.00
* 097920	IT Desktop Technician II	17.00	17.00	17.00	17.00
* 097930	IT Desktop Technician III	4.00	4.00	4.00	4.00
096702	IT Director	1.00	1.00	1.00	1.00
096402	IT Division Manager	4.00	4.00	3.00	3.00
* 098020	IT Document Specialist II	2.00	2.00	2.00	2.00
047600	IT Documentation Technician	1.00	1.00	1.00	1.00
007520	IT Eprise Content Mgt Spc II	4.00	4.00	4.00	4.00
014000	IT Infrastructure Supervisor	1.00	1.00	1.00	1.00
097720	IT Logistics Planner II	2.00	2.00	2.00	2.00
* 097730	IT Logistics Planner III	3.00	3.00	3.00	3.00
* 097620	IT Logistics Technician II	1.00	1.00	1.00	1.00
096502	IT Manager	6.00	6.00	6.00	6.00
041602	IT Manager OrgChangeMgt	1.00	1.00	1.00	1.00
* 096920	IT Network Administrator II	7.00	7.00	7.00	7.00
* 096930	IT Network Administrator III	2.00	2.00	2.00	2.00
* 009720	IT Network Technician II	5.00	5.00	5.00	5.00
* 075622	IT Programmer Analyst II	12.00	12.00	12.00	12.00
075632	IT Programmer Analyst III	2.00	2.00	2.00	2.00
013520	IT Project Manager II	4.00	4.00	4.00	4.00
013530	IT Project Manager III	2.00	2.00	2.00	2.00
* 098420	IT Security Administrator II	3.00	3.00	3.00	3.00
098500	IT Senior Systems Programmer	1.00	1.00	1.00	1.00
* 011120	IT Specialist App Support II	9.00	9.00	9.00	9.00
011130	IT Specialist App Support III	1.00	1.00	1.00	1.00
011420	IT Sys Application Trainer II	2.00	2.00	2.00	2.00
* 040920	IT System Administrator II	9.00	9.00	9.00	9.00
* 040930	IT System Administrator III	5.00	5.00	5.00	5.00
* 032020	IT System Technician II	3.00	3.00	3.00	3.00
* 099020	IT Systems and Procedure An II	1.00	1.00	1.00	1.00
* 033320	Office Assistant II	1.00	1.00	1.00	1.00
087020	Payroll Clerk	1.00	1.00	1.00	1.00
* 000630	Secretary III	1.00	1.00	1.00	1.00
Information & Communications Technology Total		154.00	153.00	151.00	151.00
074-074 Communications					
008600	IT Communications Systems Adm	2.00	2.00	2.00	2.00
* 038520	IT Radio Installer II	3.00	3.00	3.00	3.00
* 038420	IT RadioCommunicationsTechII	1.00	1.00	1.00	1.00
Communications Total		6.00	6.00	6.00	6.00
076-076 Mail Services					
* 084210	Print and Mail Operator I	2.00	2.00	2.00	2.00
Mail Services Total		2.00	2.00	2.00	2.00
079-079 Print Services					
* 083020	Digital Equipment Operator II	5.00	5.00	5.00	5.00
* 017120	Duplications Equipment Op II	3.00	3.00	3.00	3.00
* 033330	Office Assistant III	1.00	1.00	0.00	0.00
* 084220	Print and Mail Operator II	1.00	1.00	1.00	1.00
083100	Print and Mail Svs Manager	1.00	1.00	1.00	1.00
086500	Print and Mail Svs Supervisor	1.00	1.00	1.00	1.00
Print Services Total		12.00	12.00	11.00	11.00
Other Funds Total		899.00	905.00	890.00	890.00
Grand Total of All Funds		5105.63	5126.63	5005.63	5005.63

* Flexibly Allocated Classification

** Flexibly Allocated Classification and Up and Out

Classification Listing

Job Code	Classification Title	Grade	Bargaining Unit	Annual Salary Range	
				Min Annual	Max Annual
098000	4H Community Coordinator	621	19	64,862	79,050
000100	Account Clerk I	540	01	28,614	34,873
000103	Account Clerk I K	097	21	28,616	34,875
041500	Account Clerk II	153	01	31,598	38,509
041503	Account Clerk II - K	117	21	31,600	38,512
041530	Account Clerk III	542	01	35,010	42,669
041532	Account Clerk III K	841	21	35,014	42,673
035500	Account Clerk-Principal	170	07	36,682	44,706
045400	Account Clerk-Supv	165	07	34,906	42,541
026210	Accountant Auditor I	401	20	51,655	62,953
026220	Accountant Auditor II	402	20	58,188	70,916
026230	Accountant Auditor III	403	20	64,258	78,313
000210	Accountant I	741	07	48,354	58,931
000213	Accountant I-K	672	19	49,576	60,420
000220	Accountant II	745	07	53,400	65,080
000223	Accountant II-K	771	19	54,743	66,718
000230	Accountant III	776	07	59,562	72,589
000233	Accountant III-K	682	19	61,051	74,404
000300	Administrative Aide	180	07	38,574	47,012
000303	Administrative Aide - K	122	21	38,577	47,016
085000	Administrative Analyst	248	19	73,902	90,066
085102	Administrative Analyst, Prncpl	555	19	97,116	118,359
085100	Administrative Analyst, Senior	258	19	88,287	107,599
019600	Administrative Coordinator	914	21	42,995	52,398
000640	Administrative Secretary	421	21	45,328	55,243
071002	Administrative Specialist I	728	19	65,817	80,213
071020	Administrative Specialist II	709	19	72,398	88,233
071001	Administrative Specialist-B	241	19	68,937	84,015
021210	Administrative Specialist I-HRD	728	19	65,817	80,213
021220	Administrative Specialist IIHRD	709	19	72,398	88,233
000710	Administrative Svs Officer I	249	19	57,889	70,550
000720	Administrative Svs Officer II	777	19	70,181	85,532
000730	Administrative Svs Officer III	248	19	73,902	90,066
017300	Ag & Stds Inspector Aide	812	03	27,581	33,613
000810	Ag & Stds Inspector I	605	03	41,671	50,786
000820	Ag & Stds Inspector II	606	03	46,018	56,083
000830	Ag & Stds Inspector III	608	03	52,342	63,791
000940	Ag & Stds Inspector IV	611	07	60,504	73,740
000800	Ag & Stds Inspector Trainee	604	03	37,022	45,119
099400	Aging Services Manager	775	19	77,509	94,463
001002	Agricultural Comm/Sealer	B02	10	116,822	175,235
014600	Agricultural Enforcement Offcr	611	07	60,504	73,740
001100	Agricultural Pest Mgt Spec	612	07	60,504	73,740
001210	Agricultural Technician I	162	03	32,894	40,090
001220	Agricultural Technician II	172	03	36,324	44,270
001300	Air Conditioning Mechanic	872	02	44,085	53,730
001510	Alcohol & Drug Specialist I	182	04	39,149	47,712
001520	Alcohol & Drug Specialist II	926	04	41,142	50,141
094000	Analyst-Assessor's System	124	07	75,924	92,530
089800	Analyst-District Attorney	935	19	62,313	75,942
015510	Analyst-Economic Devlpment I	426	19	50,462	61,500
015520	Analyst-Economic Devlpment II	427	19	58,226	70,961

Classification Listing

Job Code	Classification Title	Grade	Bargaining Unit	Annual Salary Range	
				Min Annual	Max Annual
015530	Analyst-Economic Devlpment III	429	19	66,649	81,227
062710	Analyst-Geographic Info Sys I	664	03	56,768	69,186
062720	Analyst-Geographic Info Sys II	660	03	62,690	76,403
001910	Analyst-Human Resources I	678	19	50,181	61,157
001920	Analyst-Human Resources II	226	19	60,540	73,782
001930	Analyst-Human Resources III	898	19	66,862	81,487
005100	Analyst-Property Tax System	124	07	75,924	92,530
001885	Analyst-Risk Management	221	19	56,520	68,883
004910	Analyst-Risk Management I	333	19	53,047	64,650
004920	Analyst-Risk Management II	337	19	58,352	71,115
004930	Analyst-Risk Management III	338	19	64,185	78,224
004940	Analyst-Risk Management, Supv	341	19	70,604	86,048
001810	Analyst-Staff Services I	705	19	47,618	58,034
001813	Analyst-Staff Services I K	705	19	47,618	58,034
001820	Analyst-Staff Services II	921	19	53,746	65,501
001823	Analyst-Staff Services II K	921	19	53,746	65,501
001830	Analyst-Staff Services III	706	19	59,230	72,186
001833	Analyst-Staff Services III K	706	19	59,230	72,186
001834	Analyst-Staff Services, Supv	318	19	80,109	97,631
021710	Animal Care Specialist I	295	03	32,564	39,686
021720	Animal Care Specialist II	176	03	37,795	46,061
021780	Animal Care Specialist, Supv	192	07	43,455	52,960
021740	Animal Care Technician	932	03	27,581	33,613
021700	Animal Care Trainee	110	03	29,564	36,032
077010	Animal Control Officer I	987	03	34,045	41,493
077020	Animal Control Officer II	351	03	41,380	50,432
077030	Animal Control Officer III	200	07	47,042	57,332
077000	Animal Control Officer, Supv	100	07	52,473	63,949
078900	Animal Services Coordinator	696	07	33,397	40,701
097000	Animal Services Manager	775	19	77,509	94,463
078910	Animal Services Technician	276	01	32,747	39,910
002110	Appraiser I	263	03	53,679	65,420
002120	Appraiser II	747	03	60,467	73,693
002230	Appraiser III	750	03	66,806	81,419
002340	Appraiser IV	616	07	73,679	89,795
002600	Assist Agriculture Com/Sealer	B06	11	83,445	125,166
003000	Assist Chief Investigator-DA	244	19	95,160	115,974
080502	Assist County Admin Officer	B02	11	116,822	175,235
003202	Assist County Assessor	B04	11	95,964	143,942
003302	Assist County Auditor-Contrler	B04	11	95,964	143,942
003402	Assist District Attorney	B02	11	116,822	175,235
080300	Assist Payroll Manager	113	19	50,964	62,111
004202	Assist Public Defender	B02	11	116,822	175,235
039702	Assist RMA Dir-Planning	B02	11	116,822	175,235
039500	Assist Refuse Site Supervisor	330	07	47,191	57,514
090002	Assist Retirement Admin	B02	11	116,822	175,235
004400	Assist Road Superintendent	330	07	47,191	57,514
074502	Assistant Risk Manager	F09	19	69,611	69,611
015900	Assistant Sheriff	B02	11	116,822	175,235
089402	Assistant Treas/TaxColl	B04	11	95,964	143,942
004602	Assoc HHS Agency Director	B02	10	116,822	175,235
039502	Assoc RMA Director	B02	10	116,822	175,235

Classification Listing

Job Code	Classification Title	Grade	Bargaining Unit	Annual Salary Range	
				Min Annual	Max Annual
059102	Associate County Counsel	B01	11	150,200	225,269
036002	Asst Chief Probation Officer	B02	11	116,822	175,235
008102	Asst Child Supp Svs Director	B04	11	95,964	143,942
088102	Asst General Svs Director	B04	11	95,964	143,942
060700	Asst Human Resources Director	B06	11	83,445	125,166
025202	Asst RMA Dir - Fiscal Services	B04	11	95,964	143,942
099900	Asst RMA Dir- Public Works	B02	11	116,822	175,235
097500	Asst RMA Dir-Econ Devl & Plan	B02	11	116,822	175,235
075802	Asst RMA Director-Admin	B04	11	95,964	143,942
039800	Asst Traf Cntrl Super	330	07	47,191	57,514
081502	Attorney, Chief Child Support	B02	11	116,822	175,235
081412	Attorney, Child Support I-N	895	08	63,523	77,417
081422	Attorney, Child Support II-N	239	08	71,568	87,222
081432	Attorney, Child Support III-N	254	08	84,301	102,741
081442	Attorney, Child Support IV-N	267	08	98,282	119,779
004812	Attorney, Civil I-N	711	20	65,539	79,875
004822	Attorney, Civil II-N	242	20	74,566	90,877
004832	Attorney, Civil III-N	570	20	87,408	106,527
004842	Attorney, Civil IV-N	268	20	99,255	120,965
004852	Attorney, Civil V-N	098	20	107,364	130,848
004912	Attorney, DA/PD I-N	895	08	63,523	77,417
004922	Attorney, DA/PD II-N	239	08	71,568	87,222
004932	Attorney, DA/PD III-N	254	08	84,301	102,741
005042	Attorney, DA/PD IV-N	267	08	98,282	119,779
081462	Attorney-Senior, Child Support	355	08	106,291	129,541
005052	Attorney-Senior, DA/ PD	355	08	106,291	129,541
045500	Attorney-Supv	277	20	113,068	137,799
081452	Attorney-Supv Child Support	277	20	113,068	137,799
045502	Attorney-Supv-N	277	20	113,068	137,799
005210	Auditor-Appraiser I	614	03	53,723	65,474
005220	Auditor-Appraiser II	615	03	60,515	73,751
005330	Auditor-Appraiser III	435	03	66,829	81,447
005340	Auditor-Appraiser IV	689	07	73,905	90,070
012402	Auditor-Control\Treas-Tax Coll	B02	40	116,822	175,235
005410	Auto Mechanic I	856	02	38,369	46,761
005420	Auto Mechanic II	910	02	42,371	51,639
005600	Auto Service Worker	844	02	34,744	42,344
099100	Autopsy Assistant I	229	03	39,438	48,065
099120	Autopsy Assistant II	649	03	43,649	53,197
092812	Board Representative I	421	19	45,328	55,243
092822	Board Representative II	633	19	49,862	60,768
092832	Board Representative III	682	19	61,051	74,404
078100	Budget Officer	775	19	77,509	94,463
080600	Budget Technician	114	21	48,002	58,502
006440	Building & Zoning Inspector IV	776	07	59,562	72,589
093800	Building Systems Technician	712	02	46,093	56,174
076300	Building and Housing Manager	609	20	87,907	107,134
006200	Building/Zoning Inspect Aide	174	03	37,050	45,155
006210	Building/Zoning Inspector I	194	03	45,187	55,071
006320	Building/Zoning Inspector II	204	03	49,902	60,819
006430	Building/Zoning Inspector III	214	07	54,057	65,881
092400	Business Resource Specialist	221	19	56,520	68,883

Classification Listing

Job Code	Classification Title	Grade	Bargaining Unit	Annual Salary Range	
				Min Annual	Max Annual
084300	Business Services Program Mgr	119	19	74,743	91,091
094800	Butcher	850	02	36,510	44,495
083610	Cadastral Mapping Tech I	194	03	45,187	55,071
083620	Cadastral Mapping Tech II	204	03	49,902	60,819
083630	Cadastral Mapping Tech III	436	03	54,842	66,839
006500	Cadastral Supervisor	227	07	61,495	74,947
092200	CalWIN Aid Claim Spec	737	01	49,295	60,076
092100	CalWIN Aid Claim Supv	745	07	53,400	65,080
081100	CapProjectsFacilitiesMgr	B05	19	87,917	131,425
083930	Capital Projects Coord III	432	19	86,050	104,872
083910	Capital Projects Coordinator I	610	19	70,848	86,345
083920	Capital Projects CoordinatorII	127	19	78,532	95,709
090200	Certified Occup Therapist Asst	741	06	48,354	58,931
006600	Chief Accountant	255	19	79,221	96,549
006700	Chief Accountant-Prperty Taxes	400	19	84,343	102,792
089500	Chief Accountant-Treasury	400	19	84,343	102,792
006800	Chief Appraiser	255	19	79,221	96,549
006900	Chief Assessment Clerk	741	07	48,354	58,931
007000	Chief Auditor-Appraiser	255	19	79,221	96,549
007102	Chief Clerk, Brd of Supvs	424	19	66,535	81,088
007200	Chief Clinical Lab Technologist	225	07	83,197	101,395
007300	Chief Deputy Clk-Recorder	898	19	66,862	81,487
007422	Chief Deputy Co Cnsl-CPS	B02	20	116,822	175,235
007432	Chief Deputy Co Cnsl-Land/Jus	B02	20	116,822	175,235
007462	Chief Deputy Co Cnsl-Litigate	B02	20	116,822	175,235
007442	Chief Deputy Co Cnsl-Pers	B02	20	116,822	175,235
007452	Chief Deputy Co Cnsl-Schools	B02	20	116,822	175,235
033402	Chief Deputy District Attorney	B02	11	116,822	175,235
015200	Chief Deputy Public Defender	B02	20	116,822	175,235
091030	Chief Deputy Public Guardian	625	07	56,513	68,876
081000	Chief Engineer	B04	19	95,964	143,942
023300	Chief Environmental Planner	530	20	87,907	107,134
026202	Chief Financial Reprting&Audit	582	19	87,572	106,728
007700	Chief Internal Auditor	768	19	83,181	101,376
007800	Chief Investigator-Dist Atty	259	19	110,445	134,603
074300	Chief Investigator-Pub Def	978	19	92,467	112,692
090500	Chief Planner	609	20	87,907	107,134
007902	Chief Probation Officer	B01	10	150,200	225,269
042800	Chief Records Clerk	103	07	45,977	56,033
008000	Chief Revenue Officer	400	19	84,343	102,792
097400	Chief of Accounting Systems	400	19	84,343	102,792
004702	Chief of Staff Board of Supvs	425	19	65,817	80,213
008200	Child Interview Specialist	182	04	39,149	47,712
059700	Child Supp Community Liaison	930	19	49,235	60,006
059701	Child Supp Community Liaison-B	181	19	51,697	63,004
078602	Child Support Services Directo	B02	10	116,822	175,235
022100	Child Support Specialist I	686	03	34,758	42,360
022110	Child Support Specialist II	298	03	39,956	48,697
022120	Child Support Specialist III	300	03	41,989	51,174
007500	Child Wel Svs Pol & Prog Spec	218	19	67,499	82,261
001500	Child Wel Svs Stat Resrch Anl	728	19	65,817	80,213
081900	Child Welf Svs Family Advocate	251	19	84,920	103,496

Classification Listing

Job Code	Classification Title	Grade	Bargaining Unit	Annual Salary Range	
				Min Annual	Max Annual
099300	Child Welfare Service Mgr	251	19	84,920	103,496
080100	Child Welfare Service Supv	495	07	62,984	76,761
008700	Children Services Worker	171	04	35,104	42,782
084600	Children's Services Supervisor	180	07	38,574	47,012
008900	Civil Clerk	147	01	29,189	35,575
058510	Civil Office Assistant I	311	21	27,581	33,623
058511	Civil Office Assistant I-B	981	21	28,463	34,689
058520	Civil Office Assistant II	661	21	29,935	36,483
058521	Civil Office Assistant II-B	982	21	31,433	38,308
058530	Civil Office Assistant III	665	21	33,050	40,280
058531	Civil Office Assistant III-B	983	21	34,703	42,294
058400	Civil Office Assistnt-Supv	485	21	39,910	48,639
075300	Claims Supervisor	790	07	56,024	68,279
075405	Clerk to the Grand Jury	658	21	27,581	33,623
009300	Clerk-Dispatcher	331	01	34,887	42,517
042000	Clerk-Dispatcher-Senior	853	01	38,522	46,949
035600	Clerk-Principal	637	07	33,908	41,324
071100	Client Advocate	710	19	51,188	62,383
071101	Client Advocate-B	921	19	53,746	65,501
011400	Clinic Coordinator	662	07	56,296	68,609
009410	Clinic Manager I	241	19	68,937	84,015
009420	Clinic Manager II	775	19	77,509	94,463
099302	Clinic Operations Manager	B05	19	87,917	131,425
099310	Clinic Service Manager	251	19	84,920	103,496
009510	Clinical Lab Technologist I	134	06	67,490	82,253
009520	Clinical Lab Technologist II	639	06	70,926	86,441
085300	Clinical Svs Training Speclst	180	07	38,574	47,012
090310	Code Enforcement Ofcr I	194	03	45,187	55,071
090320	Code Enforcement Ofcr II	204	03	49,902	60,819
090330	Code Enforcement Ofcr III	209	07	51,444	62,695
005700	Coding Specialist	269	06	53,741	65,495
009910	Collector I	167	03	34,566	42,127
047310	Collector-Tax Programs I	470	03	38,141	46,484
047320	Collector-Tax Programs II	475	03	44,219	53,892
047330	Collector-Tax Programs III	480	03	51,278	62,494
047350	Collector-Tax Programs Supv	601	07	56,163	68,447
010100	Communicable Disease Investgr	265	06	39,585	48,244
010730	Community Development Spec III	620	07	64,856	79,041
010900	Community Educ Specialist	173	06	35,986	43,857
011000	Community Health Technician	138	06	27,581	33,613
023400	Community Outreach Manager	775	19	77,509	94,463
023310	Community Outreach Specialist	417	19	45,175	55,056
095700	Community Program Specialist	189	07	42,182	51,408
016200	Compliance Specialist	921	19	53,746	65,501
011510	Computer Svs Technician I	152	03	29,796	36,313
011520	Computer Svs Technician II	162	03	32,894	40,090
011710	Construction & Maint Wkr I	325	02	31,150	37,963
011720	Construction & Maint Wkr II	327	02	35,433	43,183
011830	Construction & Maint Wkr III	852	02	38,973	47,498
011940	Construction & Maint Wkr IV	329	02	42,623	51,947
012010	Cook I	810	02	27,656	33,705
012020	Cook II	820	02	30,544	37,226

Classification Listing

Job Code	Classification Title	Grade	Bargaining Unit	Annual Salary Range	
				Min Annual	Max Annual
012030	Cook III	830	02	33,057	40,288
012100	County 911 Coordinator	188	03	42,573	51,884
012202	County Administrative Officer	B01	10	150,200	225,269
012302	County Assessor/Clerk-Recorder	B02	40	116,822	175,235
012502	County Counsel	B01	10	150,200	225,269
074815	County Financial Tc I-Payroll	906	21	30,168	36,766
074825	County Financial Tc II-Payroll	907	21	33,259	40,534
074810	County Financial Technicn I	720	01	31,534	38,433
074820	County Financial Technicn II	723	01	34,758	42,360
074830	County Financial Technicn III	643	07	40,290	49,102
012602	County Librarian	B02	10	116,822	175,235
058100	County Museum Curator	976	07	45,175	55,056
006162	County Surveyor	B04	19	95,964	143,942
083800	Crime Systems Specialist I	336	03	52,717	64,248
083820	Crime Systems Specialist II	437	03	59,448	72,451
083830	Crime Systems Specialist III	439	03	68,870	83,935
071200	Crisis Service Worker	206	04	49,679	60,545
040700	Cultural Competency Manager	775	19	77,509	94,463
041800	Custodial Services Manager	B06	19	83,445	125,166
013700	Custodial Supervisor	210	07	39,318	47,918
013820	Custodial Worker	809	02	27,581	33,613
013930	Custodial Worker-Lead	826	02	30,854	37,602
077800	DA Grants & Program Coordinato	777	19	70,181	85,532
014110	Dairy Inspector I	691	06	49,931	60,852
014120	Dairy Inspector II	690	06	54,895	66,903
014230	Dairy Inspector III	335	06	60,515	73,752
072232	Dep Dir HHS MH Integrated Svs	B03	11	108,661	162,718
072222	Dep HHS Dir- Public Health Ops	B03	11	108,661	162,718
081800	Dep HHS Dir-PH Nursing&PrevSrv	B03	11	108,661	162,718
099002	Dep Workforce Dev Director	B06	11	83,445	125,166
016102	DepAsst RMA Dir-Public Works	B03	19	108,661	162,718
000650	Department Secretary	423	21	43,170	52,613
000651	Department Secretary B	421	21	45,328	55,243
014500	Deputy Ag Commissioner/Sealer	422	19	66,425	80,954
003102	Deputy Chief Probation Officer	B05	11	87,917	131,425
014800	Deputy Clerk I-Brd of Supvs	667	21	39,000	47,531
014820	Deputy Clerk II-Brd of Supvs	423	21	43,170	52,613
014830	Deputy Clerk III - Brd of Supv	547	21	50,801	61,914
080602	Deputy County Admin Officer	B04	19	95,964	143,942
070602	Deputy County Librarian	B06	11	83,445	125,166
005102	Deputy County Surveyor	575	19	70,548	85,980
002900	Deputy Elections Supervisor	515	07	51,125	62,308
075202	Deputy Executive Director TCAG	B04	11	95,964	143,942
048902	Deputy HHS Dir - FiscAdmProg	B04	11	95,964	143,942
062902	Deputy HHS Dir Adult Svs/PG	B03	11	108,661	162,718
077102	Deputy HHS Dir Clinic Svs/MH	B04	11	95,964	143,942
060802	Deputy HHS Dir Human Rsources	B03	11	108,661	162,718
072302	Deputy HHS Dir-Child Welf Svc	B03	11	108,661	162,718
087602	Deputy HHS Dir-TulareWorks	B04	11	95,964	143,942
021102	Deputy HHS Director Env Health	B03	11	108,661	162,718
074700	Detention Svs Officer-Prob	719	12	33,460	40,779
015400	Detention Svs Officer-Sher	162	03	32,894	40,090

Classification Listing

Job Code	Classification Title	Grade	Bargaining Unit	Annual Salary Range	
				Min Annual	Max Annual
015710	Dietitian I	285	06	62,164	75,761
015820	Dietitian II	286	07	65,321	79,608
083010	Digital Equipment Operator I	146	01	28,901	35,222
083020	Digital Equipment Operator II	156	01	31,910	38,890
031410	Digital Forensic Analyst I	901	03	54,659	66,614
031420	Digital Forensic Analyst II	902	03	60,741	74,027
031430	Digital Forensic Analyst III	903	03	69,022	84,120
023802	Dir of Fiscal Operations-HHSA	B02	11	116,822	175,235
003902	Dir of Human Services-HHSA	B02	11	116,822	175,235
072102	Dir of Mental Health-HHSA	B02	11	116,822	175,235
072002	Dir of Public Health	B02	11	116,822	175,235
001602	DirCapitalProjects&Facilities	B02	10	116,822	175,235
096302	Director of Staff Services	B04	11	95,964	143,942
016300	Director,Public Health Lab	120	07	89,903	109,567
001502	Director-Solid Waste	B04	10	95,964	143,942
016402	District Attorney	B01	40	150,200	225,269
097002	Div Mgr HHS - Animal Services	B06	19	83,445	125,166
062302	Div Mgr HHS Child Welfare Svs	B05	19	87,917	131,425
083502	Div Mgr HHS Clinical Services	B04	19	95,964	143,942
061902	Div Mgr HHS Dir Environ Health	B04	19	95,964	143,942
061002	Div Mgr HHS Fiscal Operations	B05	19	87,917	131,425
061602	Div Mgr HHS Human Resources	B05	19	87,917	131,425
004302	Div Mgr HHS Integrated Service	B04	19	95,964	143,942
023200	Div Mgr HHS Ment Hlth MgdCare	B04	19	95,964	143,942
072702	Div Mgr HHS PubHlthNrs PrevSvs	B04	19	95,964	143,942
094602	Div Mgr HHS TulareWorks	B05	19	87,917	131,425
016802	Div Mgr HHS-Self Sufficiency	B05	19	87,917	131,425
017500	Donation Coordinator	817	01	29,773	36,285
017110	Duplications Equipment Op I	146	01	28,901	35,222
017120	Duplications Equipment Op II	156	01	31,910	38,890
009100	Economic Development Manager	B06	20	83,445	125,166
019310	Election Clerk I	147	01	29,189	35,575
019320	Election Clerk II	237	01	32,196	39,238
019330	Election Clerk III	284	01	35,447	43,200
080400	Elections Division Manager	255	19	79,221	96,549
085200	Elections Program Coordinator	133	19	62,191	75,794
019400	Elections Technical Analyst	525	01	42,181	51,407
069600	Electronic Health Rec Spc,Supv	414	19	74,951	91,345
069400	Electronic Health Records Mgr	105	19	89,250	108,772
069500	Electronic Health Records Spec	728	19	65,817	80,213
010210	Emergency Dispatcher I	736	03	39,228	47,808
010220	Emergency Dispatcher II	738	03	43,321	52,797
010230	Emergency Dispatcher III	994	03	47,786	58,238
010200	Emergency Dispatcher Trainee	151	03	32,524	39,638
010500	Emergency Dispatcher-Supv	744	07	53,907	65,698
091600	Employee Benefits Supervisor	577	19	65,600	79,950
078500	Employment Connection Site Crd	221	19	56,520	68,883
019500	Emplyee/Employer Benef&Well Mgr	414	19	74,951	91,345
087902	Emplyee/Employer Relations Offi	461	19	83,956	102,320
087910	Emplyee/Employer RelationsSpec1	777	19	70,181	85,532
087920	Emplyee/Employer RelationsSpec2	414	19	74,951	91,345
033400	Emplyee/Employer Res & Devl Sup	928	19	74,952	91,346

Classification Listing

Job Code	Classification Title	Grade	Bargaining Unit	Annual Salary Range	
				Min Annual	Max Annual
020210	Engineer I	638	03	63,263	77,102
020220	Engineer II	640	03	70,542	85,973
020230	Engineer III	759	07	82,484	100,525
020340	Engineer IV	642	20	97,168	118,422
020410	Engineering Aide I	163	03	33,222	40,488
020420	Engineering Aide II	178	03	38,555	46,988
050610	Engineering Technician I	740	03	44,656	54,423
050720	Engineering Technician II	201	03	50,298	61,299
050830	Engineering Technician III	753	07	56,134	68,411
050840	Engineering Technician IV	779	07	62,263	75,882
059800	Engraving Supervisor	211	02	46,083	56,162
020610	Environmental Health Aide I	253	06	29,812	36,332
020620	Environmental Health Aide II	164	06	32,917	40,117
020710	Environmental Health Spec I	691	06	49,931	60,852
020720	Environmental Health Spec II	690	06	54,895	66,903
020830	Environmental Health Spec III	335	06	60,515	73,752
020940	Environmental Health Supervisr	728	19	65,817	80,213
021000	Environmental Quality Coordntr	243	19	71,673	87,351
091700	Environmental Quality Spec	219	03	46,549	56,731
021100	Environmental Quality Technicn	742	03	44,265	53,947
099800	Epidemiologist	728	19	65,817	80,213
097700	Epidemiologist, Senior	414	19	74,951	91,345
030402	Exec Dir-SanJoaqWaterInfraAuth	B04	11	95,964	143,942
029100	Executive Assistant to BOS	778	21	62,191	75,794
029400	Executive Assitant to CAO	778	21	62,191	75,794
097102	Executive Director TCAG	B02	10	116,822	175,235
092712	Extra Help Land Surveyor I	638	00	63,263	77,102
096202	Extra Help Transit Coordinator	753	00	56,134	68,411
005820	Facilites Specialist II	610	19	70,848	86,345
005802	Facilities Mgr	B06	19	83,445	125,166
005810	Facilities Specialist I	621	19	64,862	79,050
082400	Facility Attendant	827	02	30,546	37,228
099320	Family Advocate Mgr	251	19	84,920	103,496
071300	Family Services Coordinator	915	07	49,931	60,852
022200	Farm Crew Leader	844	02	34,744	42,344
022300	Farm Manager	694	19	62,987	76,764
096000	Field Evidence Technician	418	03	44,113	53,761
096010	Field Evidence Technician I	418	03	44,113	53,761
096020	Field Evidence Technician II	797	03	48,989	59,704
096030	Field Evidence Technician III	798	03	55,582	67,740
022410	Fingerprint Technician I	799	03	41,904	51,069
022420	Fingerprint Technician II	219	03	46,549	56,731
022430	Fingerprint Technician III	336	03	52,717	64,248
041700	Fire Apparatus Engineer	626	23	48,098	58,618
041708	Fire Apparatus Engineer 40 Hr	440	23	48,097	58,618
093200	Fire Battalion Chief	697	19	80,639	98,278
024900	Fire Battalion Chief-Admin	107	19	80,638	98,276
093300	Fire Captain	700	23	69,325	84,489
093303	Fire Captain-Admin	715	23	77,138	94,009
089702	Fire Chief	B02	10	116,822	175,235
090402	Fire Division Chief	291	19	110,445	134,603
022500	Fire Inspector	188	03	42,573	51,884

Classification Listing

Job Code	Classification Title	Grade	Bargaining Unit	Annual Salary Range	
				Min Annual	Max Annual
093400	Fire Lieutenant	702	23	57,635	70,241
093408	Fire Lieutenant 40 Hr	184	23	57,635	70,241
026100	Fiscal Manager	400	19	84,343	102,792
058000	Fleet Services Supervisor	205	07	49,439	60,253
022600	Fleet Svs Superintendent	692	19	64,691	78,841
005900	Fleet Svs Technician	850	02	36,510	44,495
022700	Food & Laundry Svs Manager	192	07	43,455	52,960
088122	General Svs Agency Director	B02	10	116,822	175,235
027000	GeneralServicesManager	B05	19	87,917	131,425
023000	Geographic Information Sys Crd	238	19	66,914	81,551
087500	Grants Specialist I	935	19	62,313	75,942
087520	Grants Specialist II	679	19	66,639	81,214
087530	Grants Specialist III	786	19	73,298	89,331
087720	Graphics Specialist	283	03	57,389	69,942
087730	Graphics Specialist, Senior- DA	816	03	69,022	84,120
073000	HHS Clinical Supv Mental Hlth	766	19	80,329	97,900
073100	HHS Clinical Supv Nursing	266	19	87,145	106,206
073202	HHS County Health Officer	788	20	255,815	311,769
023702	HHS Director	B01	10	150,200	225,269
073222	HHS Medical Director-MH	788	20	255,815	311,769
073212	HHS Medical Director-Prim Care	788	20	255,815	311,769
071510	HHS Unit Manager I	728	19	65,817	80,213
071540	HHS Unit Manager I-CalWorks	728	19	65,817	80,213
031210	HHSA Collector Investigator I	167	03	34,566	42,127
031220	HHSA Collector Investigator II	111	03	42,016	51,205
005800	HHSA Facility&Property Spec	935	19	62,313	75,942
082200	HHSA Logistics Manager	400	19	84,343	102,792
086700	HHSA Storage Facility Supv	183	07	39,741	48,434
006100	HR Info Sys Supervisor	577	19	65,600	79,950
024000	Health Aide	802	06	27,581	33,614
024100	Health Education Assistant	189	06	42,182	51,408
024200	Health Education Specialist	205	07	49,439	60,253
024300	Health Program Assistant	158	06	31,013	37,797
099700	Health Services Manager	775	19	77,509	94,463
024510	Heavy Equipment Mechanic I	859	02	38,750	47,226
024520	Heavy Equipment Mechanic II	871	02	43,651	53,199
024630	Heavy Equipment Mechanic III	195	07	44,770	54,563
090600	Heavy Equipment Superintendent	692	19	64,691	78,841
090700	Heavy Equipment Supervisor	622	07	49,245	60,016
026302	HomelessInitiativesProgCoordin	B05	19	87,917	131,425
034302	Human Resources Depty Director	B05	11	87,917	131,425
060400	Human Resources Director	B02	10	116,822	175,235
002040	Human Resources Manager	B06	19	83,445	125,166
001400	Human Resources Manager-RMA	400	19	84,343	102,792
093110	Human Resources Specialist I	115	19	35,823	43,659
093120	Human Resources Specialist II	732	19	41,452	50,519
093130	Human Resources Specialist III	893	19	46,425	56,581
082810	Human Resources Technician I	115	19	35,823	43,659
082820	Human Resources Technician II	732	19	41,452	50,519
077502	ICT Assistant Director	B05	11	87,917	131,425
087800	IHSS Program Coordinator	415	07	44,782	54,577
087810	IHSS Program Specialist I	234	07	53,758	65,517

Classification Listing

Job Code	Classification Title	Grade	Bargaining Unit	Annual Salary Range	
				Min Annual	Max Annual
087820	IHSS Program Specialist II	101	19	59,230	72,186
IHS102	IHSS Public Authority Director	728	10	65,817	80,213
015907	IT Bus Intell Devlpr Supv	255	19	79,221	96,549
015920	IT Business Intell Develpr II	227	07	61,495	74,947
015910	IT Business Intell Devlpr I	307	07	47,648	58,071
015930	IT Business Intell Devlpr III	764	19	73,944	90,118
011310	IT Client Specialist I	307	07	47,648	58,071
011320	IT Client Specialist II	308	07	55,540	67,688
011330	IT Client Specialist III	310	19	61,336	74,752
008600	IT Communications Systems Adm	313	07	73,753	89,885
097810	IT Computer Operator I	302	03	39,272	47,861
097820	IT Computer Operator II	189	03	42,182	51,408
098700	IT Data Center Administrator	227	07	61,495	74,947
098800	IT Deputy Director	B05	11	87,917	131,425
085500	IT Desktop Tech Supervisor	344	19	62,573	76,259
097910	IT Desktop Technician I	303	07	39,982	48,727
097920	IT Desktop Technician II	305	07	46,442	56,600
097930	IT Desktop Technician III	306	07	53,938	65,736
096702	IT Director	B03	10	108,661	162,718
096402	IT Division Manager	B05	11	87,917	131,425
098010	IT Document Specialist I	307	07	47,648	58,071
098020	IT Document Specialist II	308	07	55,540	67,688
098030	IT Document Specialist III	309	07	64,512	78,623
047600	IT Documentation Technician	180	07	38,574	47,012
007510	IT Eprise Content Mgt Spc I	307	07	47,648	58,071
007520	IT Eprise Content Mgt Spc II	308	07	55,540	67,688
013110	IT Funding Specialist I	307	07	47,648	58,071
013120	IT Funding Specialist II	308	07	55,540	67,688
014000	IT Infrastructure Supervisor	318	19	80,109	97,631
097710	IT Logistics Planner I	301	07	50,627	61,701
097720	IT Logistics Planner II	287	07	55,688	67,869
097730	IT Logistics Planner III	238	19	66,914	81,551
097610	IT Logistics Technician I	162	03	32,894	40,090
097620	IT Logistics Technician II	179	03	38,194	46,549
096502	IT Manager	251	19	84,920	103,496
041602	IT Manager OrgChangeMgt	251	19	84,920	103,496
096910	IT Network Administrator I	312	07	63,485	77,371
096920	IT Network Administrator II	313	07	73,753	89,885
096930	IT Network Administrator III	318	19	80,109	97,631
009710	IT Network Technician I	305	07	46,442	56,600
009720	IT Network Technician II	306	07	53,938	65,736
075612	IT Programmer Analyst	764	19	73,944	90,118
075622	IT Programmer Analyst II	772	19	80,402	97,987
075632	IT Programmer Analyst III	251	19	84,920	103,496
015102	IT Project Manager - DA	251	19	84,920	103,496
013510	IT Project Manager I	310	19	61,336	74,752
013520	IT Project Manager II	777	19	70,181	85,532
013530	IT Project Manager III	251	19	84,920	103,496
038510	IT Radio Installer I	409	03	39,982	48,727
038520	IT Radio Installer II	410	03	46,443	56,601
038410	IT RadioCommunicationsTech I	412	03	53,938	65,736
038420	IT RadioCommunicationsTechII	413	03	63,485	77,371

Classification Listing

Job Code	Classification Title	Grade	Bargaining Unit	Annual Salary Range	
				Min Annual	Max Annual
098410	IT Security Administrator I	312	07	63,485	77,371
098420	IT Security Administrator II	106	19	73,761	89,895
098500	IT Senior Systems Programmer	772	19	80,402	97,987
011110	IT Specialist App Support I	307	07	47,648	58,071
011120	IT Specialist App Support II	308	07	55,540	67,688
011130	IT Specialist App Support III	310	19	61,336	74,752
011420	IT Sys Application Trainer II	996	07	53,076	64,684
011410	IT Sys Applicaton Trainer I	883	07	50,428	61,458
040910	IT System Administrator I	312	07	63,485	77,371
040920	IT System Administrator II	313	07	73,753	89,885
040930	IT System Administrator III	318	19	80,109	97,631
032010	IT System Technician I	305	07	46,442	56,600
032020	IT System Technician II	306	07	53,938	65,736
099030	IT System&Procdures Anlyst 3	764	19	73,944	90,118
099020	IT Systems and Procedure An II	227	07	61,495	74,947
099010	IT Systems and Procedures An I	287	07	55,688	67,869
075702	Inmate Industries Manager	222	07	58,521	71,321
069202	Inmate Program Specialist Supv	442	07	48,691	59,342
025100	Inmate Programs Manager	433	19	72,399	88,234
069200	Inmate Programs Specialist	603	03	35,612	43,401
078202	Inpatient Clinical Supervisor	105	20	89,250	108,772
093900	Investigative Auditor	783	03	57,044	69,519
093920	Investigative Auditor II	782	20	62,997	76,776
086010	Investigative Technician I	296	03	31,305	38,151
086020	Investigative Technician II	167	03	34,566	42,127
025400	Investigator Aide	167	03	34,566	42,127
025810	Investigator I-Public Def	627	03	58,774	71,631
025811	Investigator I-Public Def-B	908	03	61,866	75,398
025820	Investigator II-Public Def	628	03	64,961	79,169
025821	Investigator II-Public Def-B	896	03	68,054	82,940
025700	Investigator-Child Support	888	22	60,422	73,639
025701	Investigator-Child Support-B	684	22	63,447	77,324
082600	Investigator-Child Suprt Supv	619	22	67,292	82,011
025600	Investigator-District Attorney	904	22	67,255	81,967
025000	Investigator-District Atty,Sup	445	22	74,847	91,219
025601	Investigator-District Atty-B	695	22	70,620	86,067
077700	Investigator-Health & Human Sv	908	03	61,866	75,398
042300	Investigator-Pub Def-Senior	629	03	71,459	87,089
042301	Investigator-Pub Def-Senior-B	631	03	74,860	91,234
049800	Investigator-Welfare	888	22	60,422	73,639
047000	Investigator-Welfare, Supv	445	22	74,847	91,219
049801	Investigator-Welfare-B	684	22	63,447	77,324
070700	Investment Officer	199	07	46,580	56,769
025900	Jail Services Manager	434	19	71,249	86,834
097202	LAFCO Executive Director	B03	00	108,661	162,718
008302	LAFCO Executive Officer	B06	19	83,445	125,166
027210	Laboratory Assistant I	126	06	27,581	33,613
027220	Laboratory Assistant II	721	06	29,519	35,976
027202	Laboratory Support Supervisor	545	07	43,397	52,889
018210	Lake Patrol Attendant I	823	02	29,946	36,497
018220	Lake Patrol Attendant II	831	02	31,467	38,349
042500	Lake Patrol Attendant-Senior	847	02	35,794	43,623

Classification Listing

Job Code	Classification Title	Grade	Bargaining Unit	Annual Salary Range	
				Min Annual	Max Annual
092710	Land Surveyor I	638	03	63,263	77,102
092720	Land Surveyor II	640	03	70,542	85,973
092730	Land Surveyor III	759	07	82,484	100,525
092740	Land Surveyor IV	642	20	97,168	118,422
058600	Laundry Technician	832	02	31,467	38,349
004900	Law Clerk	733	03	43,321	52,797
027402	Law Library Director	F07	10	61,727	61,727
027510	Legal Clerk I	198	01	30,070	36,647
027520	Legal Clerk II	160	01	33,198	40,459
074100	Legal Clerk-Supv	180	07	38,574	47,012
027810	Legal Office Assistant I	824	01	27,581	33,613
027820	Legal Office Assistant II	822	01	29,773	36,287
027830	Legal Office Assistant III	829	01	32,868	40,057
027833	Legal Office Assistant III - K	118	21	32,872	40,062
027840	Legal Office Assistant IV	274	01	36,155	44,063
046500	Legal Office Assistant-Supv	835	07	39,345	47,952
027800	Legal Office Manager	448	21	48,359	58,937
027901	Legal Office Manager -Civil -B	685	21	52,668	64,189
028100	Legal Secretary I	667	21	39,000	47,531
028200	Legal Secretary II	668	21	41,082	50,067
028300	Legal Secretary III	423	21	43,170	52,613
074900	Legal Support Svcs Specialist	934	21	50,025	60,966
028610	Librarian I	648	03	40,513	49,374
028620	Librarian II	196	03	46,093	56,175
028730	Librarian III	208	07	50,933	62,073
028740	Librarian IV	352	19	59,715	72,777
028750	Librarian V	236	19	65,600	79,950
028910	Library Assistant I	139	01	27,581	33,613
028920	Library Assistant II	149	01	29,774	36,288
029030	Library Assistant III	159	01	32,872	40,062
029140	Library Assistant IV	774	07	36,176	44,091
009210	Library Literacy Asst I	139	01	27,581	33,613
082700	Library Prog & Literacy Spec	935	19	62,313	75,942
091510	Library Svcs Specialist I	136	03	40,513	49,374
091520	Library Svcs Specialist II	196	03	46,093	56,175
091530	Library Svcs Specialist III	232	03	51,921	63,278
002407	MH Clinic Administrator	520	19	87,413	106,533
029300	Mail Processor	137	01	27,581	33,613
029500	Maintenance Electrician	186	02	41,951	51,128
093700	Maintenance Painter	860	02	39,134	47,695
029600	Maintenance Supervisor	205	07	49,439	60,253
029810	Maintenance Worker I	842	02	34,061	41,511
029820	Maintenance Worker II	175	02	37,613	45,840
029930	Maintenance Worker III	865	02	40,718	49,625
071800	Media Specialist I	680	19	51,187	62,382
071820	Media Specialist II	446	19	57,634	70,240
071830	Media Specialist III	694	19	62,987	76,764
085210	Medical Assistant	155	06	30,108	36,693
013500	Medical Billing Manager	775	19	77,509	94,463
042410	Medical Office Assistant I	785	01	27,581	33,613
042420	Medical Office Assistant II	796	01	29,643	36,126
042430	Medical Office Assistant III	815	01	32,727	39,885

Classification Listing

Job Code	Classification Title	Grade	Bargaining Unit	Annual Salary Range	
				Min Annual	Max Annual
042400	Medical Office Assitant, Supv	878	07	39,520	48,163
094302	Medical Section Chief-OB/GYN	727	16	255,801	311,753
094402	Medical Section Chief-Pedtrc	735	16	176,729	215,384
082510	Mental Health Case Mgr I	834	04	34,634	42,209
082520	Mental Health Case Mgr II	290	04	38,230	46,592
082530	Mental Health Case Mgr III	294	04	42,260	51,504
002400	Mental Health Clinic Manager	251	19	84,920	103,496
001900	Mental Health Specialist	101	19	59,230	72,186
031810	Mental Health Technician I	839	04	35,668	43,470
031820	Mental Health Technician II	851	04	39,388	48,004
097300	Mental Hlth Svs Act Manager	775	19	77,509	94,463
032210	Milk Technician I	721	06	29,519	35,976
032220	Milk Technician II	168	06	34,247	41,737
032230	Milk Technician III	265	06	39,585	48,244
058900	Museum Assistant	147	01	29,189	35,575
050410	Nurse I-Supv	763	07	81,213	98,978
032710	Nurse Practitioner	769	06	98,469	120,007
032715	Nurse Practitioner - OB	769	06	98,469	120,007
032640	Nurse-Graduate Public Health	752	06	68,500	83,483
032600	Nurse-Licensed Vocational	265	06	39,585	48,244
032610	Nurse-Public Health I	755	06	71,980	87,724
032620	Nurse-Public Health II	760	06	75,640	92,185
032660	Nurse-Public Health Lead	770	06	78,555	95,737
032662	Nurse-Public Health Manager	141	19	91,180	111,124
004100	Nurse-Quality Assurance	756	06	71,926	87,659
032630	Nurse-Registered	752	06	68,500	83,483
032635	Nurse-Registered CWS	752	06	68,500	83,483
002800	Nurse-Registered Psychiatric	299	06	72,478	88,332
032650	Nurse-Registered-Lead	756	06	71,926	87,659
032910	Nutrition Assistant I	130	06	27,581	33,613
032920	Nutrition Assistant II	140	06	29,840	36,366
033100	Nutrition Program Coordinator	662	07	56,296	68,609
015610	Nutritionist MastDegreed	627	06	58,774	71,631
046800	Nutritionist, Supv Pub Hlth	897	07	71,428	87,051
015600	Nutritionist-Degreed	346	06	56,002	68,250
047720	Occupational Therapist	689	06	73,905	90,070
033320	Office Assistant II	824	01	27,581	33,613
033323	Office Assistant II-K	311	21	27,581	33,623
033324	Office Assistant II-K-B	659	21	28,464	34,690
033330	Office Assistant III	822	01	29,773	36,287
033333	Office Assistant III-K	661	21	29,935	36,483
033334	Office Assistant III-K-B	663	21	31,433	38,309
033340	Office Assistant IV	276	01	32,747	39,910
033343	Office Assistant IV-K	280	21	32,930	40,132
082300	Office Assistant,Supv	281	07	34,117	41,578
095502	Office of Emergency Svs Mgr	256	19	84,013	102,390
095900	Office of Emergency Svs Spec	728	19	65,817	80,213
095920	Office of Emergency Svs Spec 2	709	19	72,398	88,233
074910	Paralegal I	729	03	39,293	47,889
074913	Paralegal I-K	731	21	40,641	49,530
074914	Paralegal I-K-B	979	21	42,669	52,003
074920	Paralegal II	730	03	41,257	50,282

Classification Listing

Job Code	Classification Title	Grade	Bargaining Unit	Annual Salary Range	
				Min Annual	Max Annual
074923	Paralegal II-K	734	21	42,672	52,006
074924	Paralegal II-K-B	980	21	44,808	54,609
074933	Paralegal III K	980	21	44,808	54,609
074934	Paralegal III K B	323	21	47,046	57,337
033700	Parks & Grounds Operations Sup	863	07	43,282	52,749
033800	Parks & Grounds Worker	828	02	30,852	37,600
033801	Parks & Grounds Worker-B	836	02	32,390	39,475
042700	Parks & Grounds Worker-Senior	842	02	34,061	41,511
070502	Parks & Recreation Div Mgr	B06	19	83,445	125,166
026500	Parts & Inventory Specialist	850	02	36,510	44,495
034110	Patient Accounts Rep I	145	01	28,615	34,874
034120	Patient Accounts Rep II	264	01	31,595	38,506
034130	Patient Accounts Rep III	462	01	34,935	42,576
034000	Patient Accounts Rep, Supv	991	07	41,353	50,398
087020	Payroll Clerk	444	01	32,603	39,734
080200	Payroll Manager	905	19	64,201	78,243
034200	Payroll Technician	317	07	41,550	50,637
007610	Peer Support Specialist I	343	04	27,581	33,613
007620	Peer Support Specialist II	354	04	31,518	38,411
007630	Peer Support Specialist III	358	04	36,667	44,687
050210	Personnel Services Officer I	231	19	62,421	76,074
050320	Personnel Services Officer II	241	19	68,937	84,015
050330	Personnel Services Officer III	411	19	72,398	88,233
047730	Physical Therapist	689	06	73,905	90,070
090100	Physical Therapist Asst	741	06	48,354	58,931
032720	Physician Assistant	261	06	98,468	120,005
034812	Physician-General	304	16	125,541	153,000
034912	Physician-General Surgeon	321	16	148,652	181,167
034922	Physician-OB/GYN	366	16	256,385	312,465
034932	Physician-Ortho Surgeon	326	16	156,226	190,398
035010	Planner I	618	03	50,160	61,131
035020	Planner II	460	03	56,002	68,250
035130	Planner III	620	07	64,856	79,041
035242	Planner IV	235	20	75,316	91,790
092320	Planner-Associate Regional	419	03	67,059	81,728
092334	Planner-Principal Regional	634	20	85,569	104,286
092310	Planner-Regional	632	03	59,608	72,646
092330	Planner-Senior Regional	233	07	76,855	93,667
035310	Planning Technician I	163	03	33,222	40,488
035320	Planning Technician II	644	03	36,684	44,709
035330	Planning Technician III	648	03	40,513	49,374
035002	Planning and Permit Manager	B06	20	83,445	125,166
071600	Prevention Program Supervisor	221	19	56,520	68,883
035410	Prevention Svs Coordinator I	676	19	47,753	58,198
035420	Prevention Svs Coordinator II	683	19	53,787	65,551
035421	Prevention Svs Coordinatr II-B	919	19	56,477	68,830
034822	Primary Care Practitioner	319	16	160,665	195,807
034825	Primary Care Practitioner T	320	16	182,335	222,218
026200	Principal Accountant Auditor	580	19	69,482	84,679
084210	Print and Mail Operator I	137	01	27,581	33,613
084220	Print and Mail Operator II	146	01	28,901	35,222
083100	Print and Mail Svs Manager	B06	19	83,445	125,166

Classification Listing

Job Code	Classification Title	Grade	Bargaining Unit	Annual Salary Range	
				Min Annual	Max Annual
086500	Print and Mail Svs Supervisor	189	07	42,182	51,408
009810	Prob Collections Investigator	167	03	34,566	42,127
023410	Prob Correctional Officer I	848	12	39,080	47,628
023420	Prob Correctional Officer II	864	12	43,156	52,596
023530	Prob Correctional Officer III	187	12	46,260	56,378
009820	ProbCollectionsInvestigatorII	111	03	42,016	51,205
035700	Probation Accounts Supervisor	200	07	47,042	57,332
035800	Probation Division Manager	762	19	77,932	94,979
035900	Probation Institution Supv	674	09	53,490	65,190
036010	Probation Officer I	866	12	42,864	52,239
036011	Probation Officer I-B	870	12	45,008	54,853
036020	Probation Officer II	877	12	49,747	60,628
036021	Probation Officer II-B	880	12	52,235	63,661
036030	Probation Officer III	885	12	54,939	66,956
036040	Probation Officer IV	443	12	59,638	75,742
046700	Probation Officer-Supv	360	09	67,207	81,908
018600	Probation Statistical Analyst	728	19	65,817	80,213
036200	Probation Technician	174	03	37,050	45,155
081610	Procurement Specialist I	099	03	40,148	48,930
081620	Procurement Specialist II	093	03	44,565	54,312
081630	Procurement Specialist III	094	03	53,583	65,302
081600	Procurement Specialist, Supv	092	07	59,230	72,186
000920	Procurement Technician II	095	03	33,981	41,414
000910	Procurment Technician I	651	03	30,892	37,649
092862	Program Administrator	425	19	65,817	80,213
081700	Program Manager Child Support	728	19	65,817	80,213
036800	Program Manager Mental Health	728	19	65,817	80,213
049300	Program Mgr, District Attorney	220	19	60,240	73,417
083400	Program Specialist - CalWorks	234	07	53,758	65,517
083420	Program Specialist II-Calwrk	101	19	59,230	72,186
076502	Property Manager	B06	19	83,445	125,166
076510	Property Specialist I	650	03	46,083	56,162
076520	Property Specialist II	882	03	50,902	62,035
076530	Property Specialist III	972	07	65,214	79,477
076535	Property Specialist III-RN	231	19	62,421	76,074
076540	Property Specialist, Supv	109	19	71,741	87,433
095800	Prosecution Assistant	342	03	45,148	55,024
099330	Psychiatric Emergency Svs Mgr	251	19	84,920	103,496
037312	Psychiatrist I	332	16	181,050	220,652
037322	Psychiatrist II	714	16	189,667	231,153
037309	Psychiatrist-Per Diem	104	00	159,129	193,936
037412	Psychologist I	257	20	80,810	98,485
037422	Psychologist II	262	20	84,927	103,503
058202	Psychologist-Lead	272	20	93,799	114,317
080800	PubDefInvestigatorAssistant	535	03	39,292	47,888
019900	PubHealth Emergency Prep Mgr	256	19	84,013	102,390
037502	Public Defender	B01	10	150,200	225,269
037610	Public Defender Intervwr I	814	03	34,211	41,693
037720	Public Defender Intervwr II	176	03	37,795	46,061
037600	Public Defender Intervwr Trne	150	03	29,212	35,600
091010	Public Guardian-Deputy I	677	04	45,435	55,373
091020	Public Guardian-Deputy II	876	04	51,181	62,376

Classification Listing

Job Code	Classification Title	Grade	Bargaining Unit	Annual Salary Range	
				Min Annual	Max Annual
090902	Public Guardian/Conservator	B05	19	87,917	131,425
001700	Public Health Lab Manager	141	19	91,180	111,124
081200	Public Health Manager	266	19	87,145	106,206
037910	Public Health Micro-Biol I	681	06	63,596	77,506
037920	Public Health Micro-Biol II	639	06	70,926	86,441
037930	Public Health Micro-Biol III	806	07	78,550	95,731
037900	Public Health Micro-Biol Trne	185	06	40,536	49,404
077500	Public Health Pol & Prog Spec	218	19	67,499	82,261
077600	Public Health Prog Coordinator	662	07	56,296	68,609
051000	Purchasing Manager	B06	19	83,445	125,166
038700	Recruiter Assistant	180	07	38,574	47,012
038703	Recruiter Assistant - K	122	21	38,577	47,016
038910	Refuse Equipment Operator I	328	02	35,773	43,598
038920	Refuse Equipment Operator II	967	02	40,532	49,399
039030	Refuse Equipment Operator III	329	02	42,623	51,947
039110	Refuse Site Attendant I	825	02	29,946	36,497
039120	Refuse Site Attendant II	787	02	32,941	40,146
039101	Refuse Site Attendant-B	923	02	31,444	38,322
039200	Refuse Site Caretaker	813	02	27,581	33,613
039300	Refuse Site Coordinator	940	19	73,203	89,215
039400	Refuse Site Supervisor	867	07	64,179	78,218
059202	Registrar of Voters	B03	10	108,661	162,718
026000	Regulatory Compliance Spec	712	02	46,093	56,174
040000	Research Assistant-Law Library	349	21	38,099	46,432
039802	Resource Mgmt Agency Director	B01	10	150,200	225,269
040102	Retirement Administrator	B01	10	150,200	225,269
076610	Retirement Specialist I	975	01	45,433	55,371
076620	Retirement Specialist II	652	01	49,095	59,832
076630	Retirement Specialist III	347	01	54,047	65,869
076800	Retirement Specialist, Supv	647	19	61,131	74,502
084400	Risk Management Technician I	732	19	41,452	50,519
084420	Risk Management Technician II	676	19	47,753	58,198
040602	Risk Manager	B06	11	83,445	125,166
040802	Road Superintendent	692	19	64,691	78,841
091200	Road Use Inspector	740	03	44,656	54,423
041000	Road Yard Assistant	850	02	36,510	44,495
008500	Safety & Personnel Specialist	706	19	59,230	72,186
000610	Secretary I	666	21	37,197	45,333
000611	Secretary I-B	920	21	39,058	47,600
000620	Secretary II	667	21	39,000	47,531
000630	Secretary III	668	21	41,082	50,067
086810	Self Suffcncy Support Asst I	143	01	28,053	34,189
086820	Self Suffcncy Support Asst II	947	01	31,573	38,478
086830	Self Suffcncy Support Asst III	849	01	35,453	43,208
095210	Self Sufficiency Counselor I	746	04	30,571	37,258
095220	Self Sufficiency Counselor II	845	04	33,741	41,120
095230	Self Sufficiency Counselor III	857	04	37,258	45,407
041300	Self Sufficiency Resrce Spec	926	04	41,142	50,141
041420	Self Sufficiency Supervisor	197	07	45,662	55,650
095300	Self Sufficiency Support Supv	991	07	41,353	50,398
083950	Senior Capital Projects Coord	127	19	78,532	95,709
085900	Senior Nutrition Service Supv	655	07	48,951	59,658

Classification Listing

Job Code	Classification Title	Grade	Bargaining Unit	Annual Salary Range	
				Min Annual	Max Annual
074200	Senior Nutrition/Food Svc Mgr	169	07	36,940	45,020
028400	Senior Services Supervisor	655	07	48,951	59,658
042900	Sheriff's Captain	275	14	112,632	137,268
077400	Sheriff's Community Liaison Sp	821	01	45,328	55,243
088800	Sheriff's Correctional Deputy	874	13	56,821	69,250
015310	Sheriff's Deputy I	874	13	56,821	69,250
015320	Sheriff's Deputy II	202	13	59,658	72,708
015300	Sheriff's Deputy Trainee	929	13	51,409	62,654
043100	Sheriff's Lieutenant	250	14	97,045	118,272
089000	Sheriff's Lieutenant-Correctn	250	14	97,045	118,272
014700	Sheriff's Pilot	441	19	50,425	61,454
043200	Sheriff's Records Clerk	157	01	32,223	39,272
046900	Sheriff's Records Clerk-Supv	177	07	37,446	45,636
075100	Sheriff's Security Officer	784	03	37,952	46,253
043300	Sheriff's Sergeant	223	15	74,573	90,885
088900	Sheriff's Sergeant, Correction	223	15	74,573	90,885
043301	Sheriff's Sergeant-B	228	15	78,303	95,431
043305	Sheriff's Sergeant-Crime Lab	223	15	74,573	90,885
078000	Sheriff's Support Services Mgr	433	19	72,399	88,234
043402	Sheriff-Coroner	B01	40	150,200	225,269
030200	Social Service Worker Asst	746	04	30,571	37,258
030300	Social Service Wrker Asst-Lead	845	04	33,741	41,120
044100	Social Svs Program Manager	728	19	65,817	80,213
044310	Social Svs Supervisor I	655	07	48,951	59,658
044320	Social Svs Supervisor II	890	07	55,139	67,200
044410	Social Svs Worker I	849	04	35,453	43,208
044420	Social Svs Worker II	182	04	39,149	47,712
043930	Social Svs Worker III	873	04	43,235	52,691
044040	Social Svs Worker III-CWS	428	04	54,648	66,600
044044	Social Svs Worker III-CWS-Lead	438	04	57,389	69,942
029210	Social Worker I-Clinical	754	04	68,937	84,015
029220	Social Worker II-Clinical	773	04	72,440	88,285
074600	Social Worker-Adult Services	207	04	50,175	61,150
029200	Social Worker-Licensed	761	04	77,657	94,643
001880	Social Worker-Public Defender	505	20	50,182	61,158
044800	Solid Waste Environ Coord	243	19	71,673	87,351
071400	Solid Waste Environmental Supv	935	19	62,313	75,942
044500	Solid Waste Manager	600	19	84,345	102,794
004700	Solid Waste Sustain Prg Coord	694	19	62,987	76,764
044610	Stock Clerk I	939	01	27,776	33,852
044620	Stock Clerk II	154	01	31,284	38,128
085400	Subpoena Services Supervisor	316	07	41,046	50,025
044700	Supervising Civil Clerk	636	07	33,881	41,293
004950	Supervising Law Clerk	671	07	46,859	57,109
044802	Supervisor, BOS-District #1	F19	50	115,974	115,974
044902	Supervisor, BOS-District #2	F19	50	115,974	115,974
045002	Supervisor, BOS-District #3	F19	50	115,974	115,974
045102	Supervisor, BOS-District #4	F19	50	115,974	115,974
045202	Supervisor, BOS-District #5	F19	50	115,974	115,974
045300	Supportive Services Supv	991	07	41,353	50,398
046200	Supv Child Support Specialist	881	07	49,931	60,852
016900	Supv Licensed Social Worker	297	07	80,631	98,268

Classification Listing

Job Code	Classification Title	Grade	Bargaining Unit	Annual Salary Range	
				Min Annual	Max Annual
028500	Surplus Store Clerk	350	03	32,841	40,025
047110	Systems & Procedures Ana I	287	07	55,688	67,869
047220	Systems & Procedures Ana II	227	07	61,495	74,947
047100	Systems & Procedures Supv	124	07	75,924	92,530
081210	TCAG Accountant I	741	07	48,354	58,931
081220	TCAG Accountant II	745	07	53,400	65,080
081230	TCAG Accountant III	776	07	59,562	72,589
081500	TCAG Administrative Clerk	795	21	38,817	47,308
081510	TCAG Administrative Clerk I	795	21	38,817	47,308
081520	TCAG Administrative Clerk II	132	21	42,699	52,038
083310	TCAG Analyst I	705	19	47,618	58,034
083320	TCAG Analyst II	921	19	53,746	65,501
083330	TCAG Analyst III	706	19	59,230	72,186
083302	TCAG Finance Director	322	19	88,560	107,931
047300	Tax Collections Supervisor	601	07	56,163	68,447
009700	Tax Collector Division Manager	400	19	84,343	102,792
047700	Therapist Aide	155	06	30,108	36,693
059400	Therapist,Recreational	182	04	39,149	47,712
081300	Therapist,Supervising	127	19	78,532	95,709
047800	Tire Repairer	837	02	32,419	39,511
027710	Title & Admin Technician I	324	01	34,543	42,098
027720	Title & Admin Technician II	717	01	37,996	46,308
046400	Title & Admin Technician Supv	791	07	41,797	50,939
027700	Title & Admin Technician Trnee	154	01	31,284	38,128
096002	Tourism & Film Commission Mgr	148	19	91,037	110,951
039900	Traffic Cntrl Superintendent	692	19	64,691	78,841
043500	Traffic Control Supervisor	193	07	45,204	55,092
043610	Traffic Control Worker I	325	02	31,150	37,963
043620	Traffic Control Worker II	327	02	35,433	43,183
043700	Traffic Control Worker III	856	02	38,369	46,761
083700	Trainer-Child Welfare Svs	112	07	57,258	69,781
048000	Training Officer	883	07	50,428	61,458
048010	Training Officer I	883	07	50,428	61,458
048020	Training Officer II	996	07	53,076	64,684
096200	Transit Coordinator	753	07	56,134	68,411
030002	Transit Manager	692	19	64,691	78,841
011500	Transit Technician	430	02	48,833	59,514
048210	Transportation Planning Tch I	654	03	40,916	49,866
048220	Transportation Planning Tch II	342	03	45,148	55,024
090800	Transportation Svs Coordinator	624	19	71,071	86,616
048300	Tree Maintenance Specialist	847	02	35,794	43,623
074000	TulareWORKSsFamilyAdvocate	101	19	59,230	72,186
010400	TulareWORKSsStatisticalAnalys	728	19	65,817	80,213
048402	Undersheriff	B02	11	116,822	175,235
007600	Veteran Services Technician	293	03	33,447	40,763
049000	Veterans Services Officer	212	07	56,242	68,544
049100	Veterans Svs Representative	182	04	39,149	47,712
095400	Veterinary Technician	293	03	33,447	40,763
049210	Victim Witness Claims Spec I	819	04	34,424	41,953
049220	Victim Witness Claims Spec II	833	04	36,176	44,091
049410	Victim Witness Worker I	849	04	35,453	43,208
049420	Victim Witness Worker II	182	04	39,149	47,712

Classification Listing

Job Code	Classification Title	Grade	Bargaining Unit	Annual Salary Range	
				Min Annual	Max Annual
049430	Victim Witness Worker III	131	04	43,503	53,019
091400	Victim Witness Worker-Supv	741	07	48,354	58,931
087300	Vital Statistics Coordinator	792	01	40,724	49,631
095500	Voc Grounds Maint Supv	278	07	39,347	47,953
099220	Vocation Bldg Cont Instructor	213	02	54,057	65,881
070902	Water ResourcesProgrm Director	B04	19	95,964	143,942
049700	Welder-Mechanic	871	02	43,651	53,199
099340	Wellness & recovery Mgr	251	19	84,920	103,496
079400	Workforce Dev Analyst	221	19	56,520	68,883
079302	Workforce Dev Executive Dir	B02	10	116,822	175,235
092600	Workforce Dev Program Coord	935	19	62,313	75,942
086400	Workforce Services program Mgr	119	19	74,743	91,091

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BUDGET SCHEDULE

FISCAL YEAR 2020/21

KEY DATES

- ◆ 4/15 WBS OPEN
- ◆ 6/10 WBS CLOSE
- ◆ 9/15 BUDGET HEARING

MARCH 25	Web Budget System Training
APRIL 1	Budget Kick-Off Meeting
APRIL 10	<ul style="list-style-type: none"> ◆ All personnel Changes/Actions must be entered into Enterprise System ◆ Revenue and Expenditure Projections Due to Auditor's Office ◆ ISF and COWCAP charges entered into Web Budget System ◆ Budget Narratives sent to Departments
APRIL 15	Labor Forecast entered in Web Budget System
APRIL 15	Web Budget System open for Department's use
APRIL 24	Labor Forecast Verification Due
MAY 7	Department Target Allocations Distributed
JUNE 10	Personnel Actions Developed and Completed in Enterprise System
JUNE 10	Close the Web Budget System
JUNE 10	Department Narratives Due
AUGUST 5	Department Head Disagreement Letter Due
AUGUST 3-5	Rebalance Budgets as a result of Final Fund Balances
SEPTEMBER 15	Final Budget Hearings
SEPTEMBER 18	Adopted Budget Rolled into County Financial System
DECEMBER 1	Adopted Budget Book to State of California

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Budget Book Format

This year marks the eighteenth year the Recommended Budget process is using alternative dates in compliance with the County Budget Act. The County uses the alternative schedule to streamline the overall budgetary process and ultimately prepare a Recommended Budget incorporating budgetary changes made by the State affecting County operations, final FY 2019/20 year-end fund balances and net positions, and property tax revenue estimates based on the current assessment roll provided by the Assessor. To use this budgetary process, the Board approves the proposed schedule, including the use of a rollover budget from the prior fiscal year through the budget hearings, at the time the Mid-Year Report is received.

Consistent with state law, the State Controller directs the general organization and structure of County budgets to ensure consistency and comparability of data. For most of the departments and programs reported in this Budget, the two most recent prior fiscal years' activities are included for comparison purposes. The funds listed in the front schedules represent governmental operating funds for the County of Tulare. In addition to these funds, there are Enterprise and Assessment, Internal Service, and Special District Funds. Budget information for Special District Funds is shown in specific schedules. Funds are comprised of single or multiple sub-units called departments.

A narrative section is provided for each department. The narrative provides a statement of the: purpose and core function(s); key goals and objectives for FY 2019/20 organized by strategic initiative with year-end results; other accomplishments for FY 2019/20; key goals and objectives for FY 2020/21, aligned with strategic initiative and goals; budget request; the County Administrator's recommendation(s); pending issues and policy considerations, if applicable; and Department Head concurrence or appeal. Additionally, for each department, a series of summary charts and tables are featured. These include, as appropriate, source of funds and use of funds charts, and the budget summary table. Also provided is a list of each department's current total position count, adopted personnel changes, and total operating cost.

The budget summary table provides information by appropriation units and revenue sources. The appropriation units are the departmental expenses. The Salaries and Employee Benefits appropriation unit is a composite of all employee costs, including extra-help and overtime. The Services and Supplies appropriation represents all operational costs, such as office supplies and professional services. The Other Charges appropriation unit primarily represents charges from the Internal Service Funds for facilities, custodial, fleet, and other internal services. The Capital Assets appropriation unit is for any equipment purchases of \$5,000 or more. The Other Financing Uses appropriation unit is used for operating transfers from one fund to another. Overhead is shown in the Countywide Cost Allocation Plan (COWCAP) appropriation unit. The revenue sources are primarily categorized as follows: taxes; licenses, permits and franchise fees; aid from other government agencies (State or Federal); charges for current services; and miscellaneous revenue.

Promoting financial integrity is an essential policy in the County of Tulare. Our financial policies and guidelines establish the framework for the County's overall fiscal planning and management. The County of Tulare Financial Policies are available by contacting the County Administrator's Office at (559) 636-5005 and on the County's website under Financial Information at: <http://tularecounty.ca.gov/cao/index.cfm/financial-policies/>

Legal Requirements

This section of the Budget document sets forth the Government Code (GC) Sections requirements, the California Code of Regulations (CCR), administrative directives, and recommended practices, as issued by the Office of the State Controller, pertaining to the form and content of the Annual County Budget. It describes the format of the Tulare County Budget document and includes County ordinances.

Legal Basis - The Government Code specifies the content of the Budget, budget adoption procedures, and dates by which actions must be taken. Special Districts whose affairs and finances are under the supervision and control of the County Board of Supervisors are subject to the same rules and regulations. (GC 29000-29144, 30200, 53065, CCR 951-967)

Forms - The budget document must be on such forms as are prescribed by the State Controller and shall be presented in numerical order. (GC 29005)

Permission to Deviate - A county may add to the information required, or show it in more detail, providing the financial information and the classifications or items required to be included in the Budget are clearly and completely set forth.

Budget Construction & Legal Requirements

Any change proposed by a county in the arrangement of the information required on the forms shall be subject to review and written approval by the State Controller. (GC 29005)

Funds and Accounts - Fund and account titles to be used by counties in the preparation of the Budget are those contained in the publication, Accounting Standards and Procedures for Counties, issued by the State Controller. Special Districts required to be included in the budget document must use fund and account titles contained in the publications, Uniform System of Accounts for Special Districts.

Basis of Accounting

The general operating group of funds (governmental fund types) are budgeted and accounted for utilizing the modified accrual basis of accounting. This group of funds is summarized in Schedule 2 of the budget document.

Internal service and enterprise funds are budgeted and accounted for utilizing the accrual basis of accounting.

The basis of accounting utilized in this budget document is required by directive of the State Controller and governmental Generally Accepted Accounting Principles (GAAP) and prescribed by pronouncements of the Governmental Accounting Standards Board (GASB).

Legal Duties and Deadlines

State Controller (GC 29005)

- To promulgate budget rules, regulations, and classifications and to prescribe forms.

All County Officials (GC 29040)

- To provide an itemized request detailing estimates of required financing sources and uses for the unit(s) administered.

Board of Supervisors (GC 29063, 29064, 29065, 29080, 29081, 29088)

- To make revisions, reductions, and additions to budget requests.
- To formally approve the Recommended Budget, as revised, as the legal authority to spend until approval of the Adopted Budget for the County and dependent Special Districts not later than June 30 of each year.
- To make the Recommended Budget available to the general public.
- To publish notice that the Budget is available and to announce and conduct public hearings, as prescribed by law.
- To approve the Adopted Budget by resolution for the County and dependent Special Districts not later than October 2 of each year.

The Auditor or Administrative Officer as Designated by Board (GC 29040, 29042, 29045, 29060, 29061, 29062, 29083)

- To receive budget requests from officials.
- To prescribe procedures for submitting requests.
- To submit budget requests when the official responsible has not done so.
- To compile budget requests.
- To review budget requests, prepare the Recommended Budget, and submit the Recommended Budget to the Board of Supervisors.
- To revise the Recommended Budget to reflect changes made by the Board.

Budget Construction & Legal Requirements

Auditor (GC 29043, 29044, 29083, 29093, 29124)

- To provide estimates for bonded debt service requirements.
- To furnish financial statements, data, or recommendations for any changes to the estimated financing sources to responsible officials.
- To provide for the Auditor or his/her deputy to attend public hearings on the Recommended Budget and to furnish any financial statements and data required.
- To approve certain payments pending adoption of the Adopted Budget.
- To file a copy of the Adopted Budget in the Office of the Clerk of the Board and with the Office of the State Controller no later than December 1 of each year.

Budget Goals and Objectives

The County Budget sets forth the foundation for significant Board policy actions and provides a fiscal "road map" for the direction of County government to follow, now and in the future. As such, the County Budget represents the single most important document that is prepared, reviewed, and approved on an annual basis.

The Budget document intends to:

- Provide a document in a format that is user friendly and readable to give the public a clear understanding of County government operations and funding. The County Statistical Profile provides the reader with a comprehensive profile of the County.
- Provide specific goals and objectives, which can be used on an annual basis, to judge the progress of County Departments and operations in fulfilling their departmental goals and objectives as well as the County's overall mission. *Key Goals* are broad statements of measurable outcomes to be achieved on behalf of County customers (both external and internal) that are linked to core functions and provide "added value" above minimum requirements. *Key Objectives* are clear, realistic, measurable, and time-limited statements of actions that, when completed, move toward the achievement of key goals.
- Provide the Board and the public with a clear understanding of revenues and expenditures in areas such as Public Safety and Health and Human Services.

While several improvements have been made to this year's budget document, we have maintained the basic principles, goals, and objectives of Tulare County as the underlying foundation for the Budget. These include:

- The Budget must be balanced so estimated revenues equal appropriations.
- Wherever possible, the Budget should be balanced with ongoing and known revenue sources equaling ongoing and reasonably expected expenditures.
- To the extent possible, one-time money should not be used for ongoing operations.
- Service levels should be maintained at the highest level, within funding constraints.
- The Budget should, wherever possible, anticipate and make provisions for uncertain funding for County-operated programs.

In the stated goals and objectives above, several policy guidelines were followed and maintained in developing this Budget:

- Proposition 172 funds have been allocated to maximize public safety benefits.
- Realignment revenues have been allocated to Health and Human Services.

Budget Policy Options of the Board of Supervisors

In addition to the legally required duties, there are certain actions to implement the budget process, which the Supervisors may take.

- Changing the arrangement of information on budget forms, upon approval of the State Controller. (GC 29005)
- Designation of data, in addition to available fund balances, financing sources, and financing uses included in departmental estimates. (GC 29006)
- Selection of method of presenting supporting data for salaries and position allocations. (GC 29007)
- Designation of Auditor or Administrative Officer to receive budget estimates and prescribe budget request forms. (GC 29040, 29042)
- Designation of Auditor or Administrative Officer to submit estimates in the event of non-performance by the responsible official. (GC 29045)
- Designation of Auditor or Administrative Officer to compile budget requests and prepare the Recommended Budget. (GC 29060, 29061, 29062)
- Designation of Auditor or Administrative Officer to revise the Recommended Budget to reflect Board actions for the Adopted Budget. (GC 29083(b))
- Authorization of additional appropriation controls and designation of an official to administer controls. (GC 29092)
- Approval of new positions and capital assets before the Adopted Budget approval. (GC 29124)
- Designation of Auditor or Administrative Officer to approve transfers and revisions of appropriations within a budget unit. (GC 29125(b))
- Approval of budgetary adjustments, including cancellation of unused appropriations and emergency appropriations. (GC 29125, 29126, 29126.1, 29127, 29130)
- Providing for fees for collection of taxes and assessments of Special Districts and Improvement Districts (GC 29142)

Adopted Budget Policy

The FY 2020/21 Budget Hearings will commence Tuesday, September 15, 2020, and continue for a period not to exceed 14 calendar days.

The Board of Supervisors has designated the County Administrative Officer as the official responsible for carrying out all County budgetary responsibilities not explicitly reserved to the Board of Supervisors, Auditor, or State Controller.

Per Tulare County Ordinance Section 1-03-1015, "Budgets: Preparation and Supervision," the County Administrative Officer-Clerk of the Board of Supervisors shall:

- Develop budget instructions and policies, revenue estimates, and departmental budget targets to guide departments in budget preparation.
- Recommend to the Board of Supervisors an annual County operating budget based on revenue projections, budget targets, and proposed goals, objectives, work programs, and projects developed by the various departments.
- Recommend to the Board of Supervisors a capital budget based upon long-range plans for acquiring, constructing, or improving buildings, roads, and other County facilities; make recommendations to the Board on the acquisition and disposition of real property.

Budget Construction & Legal Requirements

- Establish and oversee a control system or systems to assure that the various County departments and other agencies under the jurisdiction of the Board of Supervisors are operating within their respective budgets.
- Make recommendations to the Board regarding requests for unforeseen and unbudgeted expenditures.
- Approve fund transfers and budget revisions within appropriations, and make recommendations to the Board for fund transfer requests which require Board action under State law.
- Establish policies for acquiring additional or replacement capital assets.
- Keep the Board informed of the financial status of the County and of other matters of major significance which affect the County.
- Work closely with the County Auditor-Controller in the preparation and execution of the Budget.

Summary of Designated Responsibilities for Actions

As previously discussed, State laws and County ordinances prescribe the manner and form in which the Budget is presented. Additional responsibilities and the delegation for preparation, review, and approval are also established by statute and ordinance and by policies coordinated through the Board of Supervisors, the County Administrative Officer, and the Auditor-Controller's Office.

Listed below are additional actions, which require a **four-fifths** vote of the Board of Supervisors:

- Appropriation increases offset by an excess of anticipated amounts or by an actual or anticipated increase in financing sources.
- Appropriations from contingencies.
- Reduction of appropriations and revenues for unrealized funding.
- Transfer appropriations between funds.
- Make appropriations available from designations or reserves, excluding general reserves, balance sheet reserves, and reserves for encumbrances.
- Transfers from equipment replacement reserves.
- Transfers from general reserves (only during the budget process).

Listed below are additional actions requiring a **majority vote** of the Board of Supervisors:

- Approval of acquisition of a capital asset over \$5,000 that does not increase the overall department budget.
- Approval of contracts and amendments when the aggregate amount of the contract and amendment(s) exceeds \$200,000 per fiscal year.
- Transfers appropriations to or from any fund-department, object account, or sub-object account within a fund if overall appropriations are not increased.
- Transfers between Capital Projects.

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2 CFR Part 200 (formerly “A-87”)

A guideline that sets forth principles and standards for the determination of costs applicable to County programs funded by the Federal and State government. Under the circular for local governments, the County has to observe uniformity in its allocation of costs; that is, the County cannot be selective in the allocation process whereby externally (State and Federal) funded programs are not charged equitably. Also referred to as the Countywide Cost Allocation Plan, the County uses the 2 CFR Part 200 guidelines to obtain reimbursement from federal, state, and non-General Fund programs for departments that do not charge directly for services rendered.

Accounts Payable

A short-term liability reflecting amounts owed private persons or organizations for goods or services received.

Accounts Receivable

An asset account reflecting amounts due from private persons or organizations for goods and services provided (excluding amounts due from other funds or other governments).

Accrual Accounting

The basis of accounting in which transactions are recognized when they occur, regardless of the timing of related cash flows.

Accrued Expenses

Expenses incurred but not paid.

Accrued Revenue

Revenues earned but not received.

ACO

Accumulated Capital Outlay.

Activity

A specific line of work performed to accomplish a function for which a governmental unit is responsible. Example: “Protective Inspection” is an activity performed in the “Public Protection” function.

Ad Valorem Tax

A tax based on the assessed value of real estate or personal property (i.e., a property tax).

Additions

Extensions of existing units like a new wing on a building.

Adopted Budget

Approved legal spending plan for a fiscal year, adopted by resolution of the Board of Supervisors after a public hearing on the Recommended Budget and making any changes to that budget deemed advisable. By statute, the Board of Supervisors must adopt a budget by October 2 each year.

Agency

An organizational device used by County management to group formerly stand-alone departments under central management.

Agency Funds

A type of fund used to hold monies separate and apart from County revenues on a temporary basis. Usually mandated by law and requiring no budget.

Allocated

The authorization by the Board of Supervisors of a position in a specific classification in a department, agency, or other County entity. The position may be allocated as full or part time as expressed in whole or percentage Full Time Equivalents (FTE's). “Allocation of Positions” – The Human Resources Director will recommend the allocation of positions to one of the classes established in the classification plan for approval by the Board of Supervisors.

Appropriation

A legal authorization granted by the Board of Supervisors to make expenditures and to incur obligations for specific purposes. An appropriation expires at the end of the Fiscal Year.

Assessed Valuation

A valuation set upon real estate or other property by the County or State Board of Equalization as a basis for levying taxes.

Authorized Positions

Positions included in the County's salary resolution and for which funding may or may not be provided in the budget.

Balance Sheet

The financial statement disclosing the assets, liabilities and fund equity or net assets of an entity at a specified date in conformity with Generally Accepted Accounting Principles (GAAP).

Basis of Accounting

A term used to refer to when revenues, expenditures, expenses, and transfers - and the related assets and liabilities - are recognized in the accounts and reported in the financial statements. Specifically, it relates to the timing of the measurements made, regardless of the nature of the measurement, on either the modified accrual or the full accrual basis.

Betterments

Items which materially add to the value of property or appreciably extend its life. Betterment is the replacement of an existing component with one of higher quality such as the replacement of an asphalt roof with a tile roof, or the replacement of an old swamp cooler with a modern climate control system. Betterments should be recorded if the costs are \$5,000 or more.

Budget

A plan of financial operation embodying an estimate of proposed expenditures for a given period and the proposed means of financing them. A budget usually is a financial plan for a single fiscal year.

Budget Unit

The classification of the budget expenditure requirements into appropriate, identified or organizational units deemed necessary or desirable for control and information related to a particular financial operation or program.

Buildings

Structures of a somewhat permanent nature.

Building Improvements

Fixtures attached to and forming a permanent part of the building. Examples include boilers, lighting fixtures, plumbing, attached shelving, and air conditioners. Building improvements included during construction or purchased as part of an existing structure are included in the cost of the building, as discussed above. Building improvements added after occupancy of the building are recorded as building improvements if the costs are \$100,000 or more, and if the item is not a replacement (see Maintenance).

CAL-OSHA

California Occupational Safety and Health Administration.

Capital Asset

A tangible item of a long-term character such as land, buildings, furniture, and other equipment with a unit cost in excess of \$5,000. In addition, intangible items such as easements, rights-of-way, water rights, or computer software valued at \$100,000 or more, that lack a physical substance, are nonfinancial in nature, are not a prepayment for goods and services, and have an initial useful life extending beyond one year.

Capital Expenditures

Expenditures resulting in the acquisition of, or addition to, the government's general capital assets.

Capital Project Fund

A governmental fund to account for financial resources to be used for the acquisition or construction of major capital facilities (other than those financed by proprietary funds and other fiduciary funds).

Cash Basis

A basis of accounting in which transactions are recognized when cash is received or disbursed.

Cash Flow

Cash available from net collections available for expenditure payments at any given point.

CDBG

Community Development Block Grant.

Certificates of Participation (COPs)

Certificates issued for the financing of capital assets. COPs represent undivided interests in the rental payments under a tax-exempt lease.

CFP

Court Facility Payment is essentially like an MOE to be paid to the State of California in perpetuity for court facility maintenance.

Contingency

An amount of specified appropriations of a fund, appropriated for unforeseen expenditure requirements.

Contracted Services

Expenditures for services rendered under contract by personnel who are not on the payroll of the jurisdiction, including all related expenses covered by the contract.

Cost Accounting

The method of accounting that provides for the assembly and recording of all the elements of cost incurred to accomplish a purpose, to carry on an activity or operation, or to complete a unit of work or a specific job.

County-wide Cost Allocation Plan (COWCAP)

The Plan (approved by the California State Controller's Office) is designed to allocate central administrative and overhead costs of departments within the General Fund servicing the entire County (such as Human Resources and Development, Treasurer, Auditor, County Counsel, and the County Administration Office) to departments benefiting from those services.

CPS

Child Protective Services.

Current Liabilities

Liabilities which are payable within one year.

Debt Service Fund

A fund established to account for the accumulation of resources for the payment of interest and principal for general long-term debt.

Defeasance

The legal release of a debtor from being the primary obligor under the debt, either by the courts or by the creditor. Also referred to as a legal defeasance.

Deferred Revenue

Resource inflows that do not yet meet the criteria for revenue recognition. Unearned amounts are always reported as deferred revenue. In governmental funds, earned amounts also are reported as deferred revenue until they are available to liquidate liabilities of the current period.

Delinquent Taxes

Taxes remaining unpaid on or after the due date in which a penalty for nonpayment is attached.

Department

An organizational device used by County management to group programs of like nature.

Designation

For governmental fund types, a segregation of a portion of the unreserved fund balance to indicate tentative plans for financial resource utilization in a future period, such as for general contingencies, equipment replacement, financing receivables, etc.

Discretionary Revenue

Services that are not required by local, state or federal mandates; services that are mandated, but without specified service levels; and services that are provided at levels higher than mandated or excess of maintenance-of-effort (MOE) requirements.

Due to Other Agencies

A short-term liability account reflecting amounts owed by the County to an outside government agency for goods or services provided.

Earmarked Funds

Revenues designated by statute or Constitution for a specific purpose.

EIR/S

Environmental Impact Report/Statement.

Employee Benefits

Amounts paid on behalf of employees not included in the gross salary. Examples are group health or life insurance payments, contributions to employee retirement, Social Security taxes, workers' compensation payments, and dental, vision and unemployment insurance payments.

Encumbrance

An obligation in the form of a purchase order, contract, or other commitment related to unperformed contracts for goods and services.

Enterprise Fund

A fund established to account for operations that are financed and operated in a manner similar to private business enterprises, where the intent of the government body is that the costs of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges.

Equipment and Vehicles

Tangible personal property which are movable and have a useful life of more than one year. Equipment and vehicles are recorded if the cost is \$5,000 or more per item. The purchase of a group of like items that individually are less than \$5,000 is not recorded even if the cost of the group is \$5,000 or more. For example, the purchase of three copy machines at \$4,000 each would not be recorded because each copy machine is less than \$5,000.

On the other hand, the purchase of components of a piece of equipment should be added together to form one capital asset if that combined total is \$5,000 or more, even if each component is less than \$5,000. For example, the purchase of a copy machine and an extra capacity feed tray would be combined into one asset because the sum of the components is \$5,000 or more, even though the copy machine was \$4,000 and the extra capacity feed tray was \$1,500. If components are designed to be used together, like a new phone system, then the cost of the components should be combined to determine if the item is a capital asset.

ERAF

Refers to the Education Revenue Augmentation Fund established by the State of California in FY 1992/93. This Fund was established to require distribution of property tax funds that were shifted from cities, special districts, and the County to offset cuts in State revenues to schools.

Expenditure

Decrease in net financial resources under the current financial resources measurement focus not properly classified as other financing uses.

Expenses

Outflows or other depletion of assets or incurrence of liabilities (or a combination of both) from delivering or producing goods, rendering services, or carrying out other activities that constitute the entity's ongoing major or central operations.

Extra-Help Position (EH)

A non-regular, temporary position created to meet a peak workload or other unusual work situations; can include seasonal or recurrent intermittent employment.

FEMA

Federal Emergency Management Agency.

Fiduciary Fund

A fund used to account for assets held by a government unit in a trustee capacity, or as an agent for others, and therefore cannot be used to support the government's own programs. The fiduciary fund category includes pension (and other employee benefit) trust funds, investment trust funds, and agency funds. A trustee acquires legal title to the assets entrusted, but, in the agency relationship, title rests with the agency (i.e., principal).

Fixed Asset

See Capital Asset.

Flexibly Allocated (FLEX)

When positions are allocated at a higher (or highest) level, they may underfill the position within that classifications series. However, there may be limitations placed on the number of positions that can be filled at any particular level.

Fiscal Year (FY)

A 12-month period to which the annual operating budget applies and at the end of which a government determines its financial position and the results of its operations. The County's fiscal year is from July 1 to June 30 of the subsequent year.

Full-Time Equivalent Position (FTE)

A full or part-time position converted to a decimal equivalent of a full-time position based on 2,080 hours per year (a 40-hour week). For example, an extra-help laborer working for four months, or 690 hours, would be equivalent to 0.33 of a full-time position (FTE).

Frozen

Authorized allocated positions that have been designated "Frozen" (not allowed to fill) by the Board of Supervisors (usually for a financial reason such a cost saving measure or the result of a hiring freeze).

Function

A group of related activities aimed at accomplishing a major service that a governmental unit is responsible. The State Controller specifies these designations. Example: "Public Protection" is a function.

Fund

A fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources, together with all related liabilities and residual equities or balances, and changes therein, which are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations.

Fund Balance

The excess of assets over its liabilities reported in a governmental fund. A portion of this balance may be available to finance the succeeding year's budget.

Fund Equity

The net difference of assets over liabilities.

Fund Type

One of eleven categories into which all individual funds can be categorized. Governmental fund types include the general fund, special revenue funds, debt service funds, and capital project funds. Proprietary fund types include enterprise funds and internal service funds. Fiduciary fund types include pension (and other employee benefit) trust funds, investment trust funds, and agency funds.

Gann Limit

Refers to the Gann Initiative (Proposition 4 on the November 1979 ballot), which imposed limits on the allowable annual appropriations of the State, schools, and most local agencies; limit is generally prior year appropriations factored by Consumer Price Index (CPI) and population changes.

General Fund

A Governmental Fund used to account for the general operations of government and any activity not accounted for in another fund.

General Reserve

An equity restriction within a fund to provide for dry period financing.

General Purpose Revenue

Derived from sources not specific to any program or service delivery. General Purpose Revenues may be used for any purposes that is a legal expenditure of County funds.

Generally Accepted Accounting Principles (GAAP)

Uniform minimum standards and guidelines for financial accounting and reporting. These govern the form and content of the financial statement of an entity. GAAP encompass the conventions, rules and procedures necessary to define accepted accounting practice at a particular time. They include not only broad guidelines of general applications, but also detailed practices and procedures. GAAP provide a standard by which to measure financial presentations. The primary authoritative body on the application of GAAP for state and local governments is the GASB.

Geographical Information System (GIS)

A collection of map data layers representing various geographic features such as parcels, districts, jurisdictions, streets, landmarks and the attributes describing the spatial features.

Governmental Accounting Standards Board (GASB)

Refers authoritative accounting and financial reporting standard-setting body for government entities.

Governmental Funds

The group of funds consisting of the general fund, special revenue funds, capital projects funds, and debt service funds.

Grant

A contribution from private grantors or from one governmental unit to another usually made for a specific purpose and time period.

In-Home Supportive Services (IHSS)

Provides services to eligible elderly and disabled persons who are unable to remain safely in their own homes without assistance. IHSS is funded through Medi-Cal and the Social Services Block Grant (SSBG).

In-house Installation

A capital asset presents a special challenge. For example, the installation of a phone system by our own telecommunications department is an inter-fund service.

Infrastructure Assets

Long-lived assets that normally are stationary in nature and can be preserved for a significantly greater number of years than other capital assets. Infrastructure assets include roads, bridges, tunnels, drainage systems, water and sewer systems, dams, and lighting systems valued at \$100,000 or more. Buildings, except those that are an ancillary part of a network of infrastructure assets, should not be considered infrastructure. Other items that are not an integral part of the infrastructure, such as parking meters and portable traffic signals, are considered equipment.

Intangible Property

Property that lacks physical substance, be nonfinancial in nature which is not in the form of cash or investments, nor a prepayment for goods and services. All other county capital assets are capitalized only if they are \$5,000 or more; however, intangible assets, which include computer software, will not be considered for capitalization unless they are individually of a value of \$100,000 or more.

Internal Control Structure

Policies and procedures established to provide reasonable assurance that specific government objectives will be achieved.

Internal Service Accounts

A category of appropriations for payment of major items unique to the fund making the payment (i.e., insurance premium payments by Risk Management).

Internal Service Fund (ISF)

A fund used to account for the financing of goods or services provided by one department or agency to another department or agency of a government on a cost recovery basis (i.e., Fleet Services, Information Technology, or Risk Management).

Investment Trust Fund

Fund used to account for monies deposited by external participants, such as Schools and Special Districts, in the County-operated treasury pool.

Land

A real estate other than buildings and improvements.

Land improvements

Items of a permanent nature, which are attached to the land, but not to buildings on that land. Examples include parking lots, landscaping, fencing, underground storage tanks and reservoirs.

Local Agency Formation Commission (LAFCO)

A State-mandated independent entity responsible for the formation and modification of the boundaries of local agencies. The Commission is tasked to observe these basic statutory purposes: (a) the promotion of orderly development; (b) the discouragement of urban sprawl; (c) the preservation of open-space and prime agricultural lands; and (d) the extension of governmental services.

Letter of Credit

A document issued by a bank that guarantees the payment of a customer's draft. It substitutes the bank's credit for the customer's credit.

Limited Term Position (LT)

A full or part-time position that has a specified term of employment. At the end of the term, the position is eliminated from the Position Allocation Listing.

Maintenance

Neither materially adds to the value of, nor extends the life of an item. Maintenance keeps an item in ordinary efficient operating condition. Replacing part of an existing asset with another of like quality is maintenance even if the cost is \$5,000 or more. Examples include replacement of an existing air conditioner or boiler, or the replacement of an existing asphalt roof with a new asphalt roof.

Maintenance of Effort (MOE)

A Federal and/or State requirement that the County provide a certain level of financial support for a program from local tax revenues. The amount of support is referred to as the Maintenance of Effort (MOE) level.

Mandated Program

Mandated programs are those programs and services, which the County is required to provide by specific State and/or Federal law or by court order.

Match

Refers to a cost-sharing ratio for a State or Federal program, which requires a County General Fund Contribution of a certain amount or percentage to qualify.

Measure R

Passed by voters in 2006, this measure imposes a 30 year one-half (1/2) cent retail transactions and use tax countywide within Tulare County. The tax may fund the construction, maintenance, improvement, and operation in Tulare County of streets, roads, and highways, and the construction, improvement, and operation of public transit systems.

Medi-Cal

California's Medicaid program, is a federal-state cooperative medical care financing program for low-income elderly, disabled, children, and families.

Memorandum of Understanding (MOU)

A contract between entities outlining the services and responsibilities of each party to the other.

Mission Statement

A succinct description of the scope and purpose of a County department or agency.

Modified Accrual

Basis of accounting in which (a) revenues are recognized in the accounting period in which they become available and measurable; and (b) expenditures are recognized in the accounting period in which the fund liability is incurred, if measurable, except for unmatured interest on general long-term debt and certain similar accrued obligations, which should be recognized when due.

Net County Cost (NCC)

The difference between budgeted appropriations and departmental revenues for General Fund budgets. Countywide revenues fund the dollar difference.

Net Position

The residual of all other elements presented in a statement of financial position.

Object

As used in expenditure classification, this term applies to the article purchased or the service obtained, rather than to the purpose for which the article or service was purchased or obtained.

Other Charges

A category of appropriations for payment to Internal Service Funds within the County and/or an agency, institution or person outside the County Government for other than services and supplies (i.e., debt service and payments to the State for maintenance of the Courts).

Other Financing Sources

A category of revenues that includes long-term debt proceeds, proceeds from the sale of general fixed assets and operating transfers in. Such amounts are classified separately from revenues on the governmental operating statement of revenues, expenditures and changes in fund balances.

Other Financing Uses

A category of appropriations, which includes fund operating transfers out and the amount of refunding bond proceeds deposited with the escrow agent. Such amounts are classified separately from governmental statement of revenues, expenditures and changes in fund balance.

Pension Obligation Bond (POB)

A bond issued by employers to finance one or more elements of their pension obligation to employees. Pension obligation bonds may be used, for example 1) to reduce or eliminate the employer's net pension obligation, 2) to pay the employer's annual required contribution for the year, or 3) to reduce or eliminate the plan's unfunded actuarial accrued liability.

Pension Trust Fund

Fund established for pension and other employee retirement benefits.

Program Revenue

Revenue that is derived from and dedicated to specific program operations, such as charges to users for licenses and permits.

Proposition 8

Passed by the voters in November 1978. This measure requires the County Assessor to annually assess either a property's Proposition 13 base year value or its Market Value as of January 1 (lien date), taking into account any factors causing a decline in value, whichever is less. Any reductions are temporary. When and if the market value of a previously reduced assessment increases above its Proposition 13 base year value, the Assessor will once again assess its Proposition 13 base year value.

Proposition 13

A tax limitation initiative approved by the voters in 1978. This measure provides for: (a) a one (1) percent tax limit exclusive of tax rates to repay existing voter-approved bonded indebtedness; (b) assessment restrictions establishing 1975 level values for all property with allowable increase of 2% annually and reappraisal to current value upon change in ownership and new construction; (c) a two-thirds vote requirement to increase State taxes; and (d) a two-thirds vote of the electorate for local agencies to impose "special taxes."

Proposition 36

Passed by the voters on November 7, 2000, this measure changed State law so that certain adult offenders who use or possess illegal drugs would receive drug treatment and supervision in the community, rather than being sent to prison or jail. The measure also provides state funds to counties to operate drug treatment programs.

Proposition 99

Passed by the voters in November 1988, this measure established a 25-cent surtax per package of cigarettes and equivalent amount on all other tobacco products sold in California. Revenues provide funding for health, health education, research, and other programs.

Proposition 172

Proposition 172 was passed in November 1993. It established a one-half cent sales tax whose proceeds are used to fund eligible public safety activities.

Proposition 218

Passed by the voters in November 1996, this measure constrained local governments' ability to impose fees, assessments, and taxes through the imposition of specific criteria and requirements. All new taxes, fees, and assessments require a two-thirds vote.

Proprietary Fund

The classification used to account for a government's ongoing organizations and activities that are similar to those often found in the private sector (i.e., enterprise and internal service funds).

Realignment Revenue

State revenues allocated to counties by law are derived from statewide sales tax collections and vehicle license fees. These revenues are allocated yearly and are dedicated to County operated Health and Human Services. The name of the revenues comes from the State's 1991 budget package, which shifted the State's responsibility for non-federal funding for Health and Social Services to counties.

Real Property

Land and the structures attached to it.

Recommended Budget

The working budget document for next fiscal year that is under discussion.

Regular Position

Any permanent position in the County's classification system approved and funded by the Board of Supervisors.

Reimbursement

Payment received for services/supplies expended on behalf of another institution, agency or person.

Reserve

An account used to set aside and maintain a portion of fund equity, which is legally or contractually restricted for future use or not available for expenditure.

Revenue

Money received to finance ongoing County services. Examples are property taxes, sales taxes, fees, and State and Federal grants.

Rollover Budget

A rollover budget is the current fiscal year's modified budget as of June 30th that is used, with approval of the Board of Supervisors, as the County's operating budget for the period beginning July 1st and concluding with the adoption of the next fiscal year's Final Budget.

Rule 810

Refers to Rules promulgated by the Administrative Office of the Court, which defines expenditures eligible for funding local courts through the Trial Court Budget Commission.

Salaries and Employee Benefits

A category of appropriation, which establishes all expenditures for employee-related costs.

Salary Savings

The dollar amount of salaries expected to be saved owing to vacancies and turnover of employees.

SB

Senate Bill.

Schedule

A listing of financial data in a form and manner prescribed by the State Controller's Office.

Schedule 1 (*Summary of All Funds*)

A summary of the overall County budget financing sources and financing uses for all funds.

Schedule 2 (*Governmental Funds Summary*)

Summary of financing sources and uses of governmental fund, by the means of financing the budget and the expenditure requirements.

Schedule 3 (*Fund Balance Governmental Funds*)

An analysis of the various components of actual or estimated governmental fund balances available at the end of the fiscal year to finance budgetary requirements of the subsequent year's budget.

Schedule 4 (*Obligated Fund Balance – By Governmental Funds*)

Presents all amounts that are unavailable for financing budgetary requirements in the budget year.

Schedule 5 (*Summary of Additional Financing Sources by Source and Fund – Governmental Funds*) Summarizes the additional financing sources by revenue category for governmental funds.

Schedule 6 (*Detail of Additional Financing Sources by Fund and Account*)

An analysis of revenues in accordance with the Chart of Accounts by fund and account for governmental funds.

Schedule 7 (*Summary of Financing Uses by Function and Fund*)

A summary of financing uses by function, by appropriations for contingencies, by provisions for reserves and designations, and uses by fund for governmental funds.

Schedule 8 (*Detail Financing Uses by Function, Activity, and Budget Unit*)

Summarizes the financing uses by function, activity, and by budget unit for governmental funds.

Schedule 9 *(Financing Sources and Uses by Budget Unit by Object)*

A summary of accounts for disclosing financing sources and uses for each budget unit for governmental funds. Schedule 9 is not included in the Recommended Budget, but is included in the Final Budget.

Schedule 10 *(Operation of Internal Service Fund)*

A summary of each internal service activity, with historical data, setting forth expected operations of the activity through detailed revenues and expenses. Schedule 10 is not included in the Recommended Budget, but is included in the Final Budget.

Schedule 11 *(Operation of Enterprise Fund)*

A summary of income and expenses, with historical data, for each enterprise fund, including Terra Bella Sewer Maintenance district which is presented as an enterprise fund and whose affairs and finances are under the supervision and control of the Board of Supervisors, as the District Board of Directors, as provided in Government Code Section 29002. Schedule 11 is not included in the Recommended Budget, but is included in the Final Budget.

Schedule 12 *(Special Districts and Other Agencies – Non-Enterprise)*

This schedule is the counterpart of Schedule 2 and is used to summarize information for special districts and other agencies operating under the supervision and control of the Board of Supervisors, as the District Board of Directors, as provided in Government Code Section 29002.

Schedule 13 *(Fund Balance – Special Districts and Other Agencies – Non-Enterprise)*

An analysis of the various components of actual or estimated governmental fund balances available at the end of the fiscal year to finance budgetary requirements of the subsequent year's budget.

Schedule 14 *(Obligated Fund Balances - Special Districts and Other Agencies - Non-Enterprise)*

Presents all amounts that are unavailable for financing budgetary requirements in the budget year.

Schedule 15 *(Financing Sources and Uses by Budget Unit by Object - Special Districts and Other Agencies – Non-Enterprise)*

This schedule is the counterpart of Schedule 9 and is used to disclose financing sources and uses by object for special districts and other agencies operating under the supervision and control of the Board of Supervisors, as the District Board of Directors, as provided in Government Code Section 29002.

Secured Roll

Assessed value of real property, such as land, buildings, secured personal property, or anything permanently attached to land as determined by each County Assessor.

Secured Taxes

Taxes levied on real properties in the County, which are "secured" by a lien on the properties.

Sensitive Assets

Although valued at less than \$5,000, are considered sensitive for control purposes because they are readily portable, susceptible to loss, and a loss would greatly inhibit the performance of an employee's duties. Sensitive assets include, but are not limited to, communications equipment, computer-related equipment, photographic equipment, video equipment, medical equipment, construction equipment and tools, postal equipment, armament-related equipment, appliances, and non-fleet-related transportation equipment. Sensitive assets will not be tracked in the Fixed Assets System, but departments should develop policies and procedures to monitor and track these items within their own department.

Services and Supplies

A category of appropriations that establishes expenditures for County department operating expenses related to vendors and suppliers external to the County government.

Special District

Independent unit of local government generally organized and funded through assessments to the beneficiaries of the district to perform a specific function(s) for a specific area. Examples: street lighting, waterworks, and fire departments.

Special Revenue Fund

A fund used to account for the proceeds of specific revenue sources (other than major capital projects) that are legally restricted to expenditure for specified purposes.

Strategic Business Plan

A plan in which Tulare County envisions its future in five years and develops strategies, goals, objectives, and action plans to achieve that future.

Structural Deficit

This means that with the current revenue structure (e.g., taxes, fees, and other sources), there is insufficient income to maintain governmental services at the current level.

Structural Balance

Structural balance is defined as the matching of ongoing revenues with ongoing expenditures. If revenues equal or exceed expenditures, structural balance is achieved. Conversely, if expenditures exceed revenues, structural imbalance occurs.

Sub-Object

A subdivision within an expenditure object classification (e.g., "regular employees" is a possible sub-object classification within the "personal services – salaries and wages" expenditure object classification).

Supplement Tax Roll

The Supplemental Property Tax Roll is a result of legislation enacted in 1983 and requires an assessment of property when a change to the status of the property occurs, rather than once a year, as was previously the case.

Sustainability

Sustainability (or more precisely fiscal sustainability) means that a government can cover its ongoing expenditures out of its own ongoing revenues, while reducing its dependence on borrowing and intergovernmental transfers.

Tax Rate

The rate per \$100 applied to the assessed valuation base necessary to produce the tax levy.

Tax Relief Subventions

Funds ordinarily paid to compensate for taxes lost because of tax relief measures, such as homeowner's exemption.

Tax Revenue Anticipation Note (TRAN)

Notes or warrants issued in anticipation of collection of taxes, usually retireable only from tax collections and frequently only from the proceeds of tax levy whose collection they anticipate.

Temporary Assistance for Needy Families (TANF)

TANF was created by the new welfare reform law to replace Aid to Families with Dependent Children (AFDC), Emergency Assistance (EA), and JOBS (GAIN). It provides a block grant to States to enable temporary assistance to needy families and creates new work requirements and time limits.

Trial Court Funding

The Trial Court Funding Act of 1997 effectively separated the budgetary and administrative function of the trial courts from the County and made the State responsible for funding trial court operations. The County's fiscal responsibility is limited to a Maintenance of Effort.

Trust Fund

A fund used to account for assets held by a government unit in a trustee capacity or as an agent for others and which, therefore, cannot be used to support the government's own programs. The County is sometimes required to segregate revenues it receives from certain sources into a trust fund, but these funds are accounted for in the financial statements as County assets.

Unincorporated Area

The areas of the County outside City boundaries.

Under-filled

When a funded position is vacant, in the hiring process the position is filled by a lower classification. This can be for a number of reasons – combination of positions, class or class of positions, trainee class.

Unsecured Tax

A tax on properties such as office furniture, equipment, and boats, which are not secured by real property owned by the assessee.

Use Tax

A tax on goods purchased outside the State to prevent revenue loss from avoidance of sales taxes by means of out-of-state purchases. A use tax is also levied in order to remove inequities between purchases made within and outside the State.

Vacancy

Authorized position where funds are available to which no employee has been appointed.

VLF

Vehicle License Fee.

WIA

Workforce Investment Act.

WIB

Workforce Investment Board.

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