

COUNTY OF TULARE

RECOMMENDED BUDGET | FISCAL YEAR 2021/22

Cover: On December 19, 1971, a bronze casting of James Earle Fraser's "End of the Trail" statue was dedicated at Mooney's Grove Park in Visalia, CA, where it stands today.

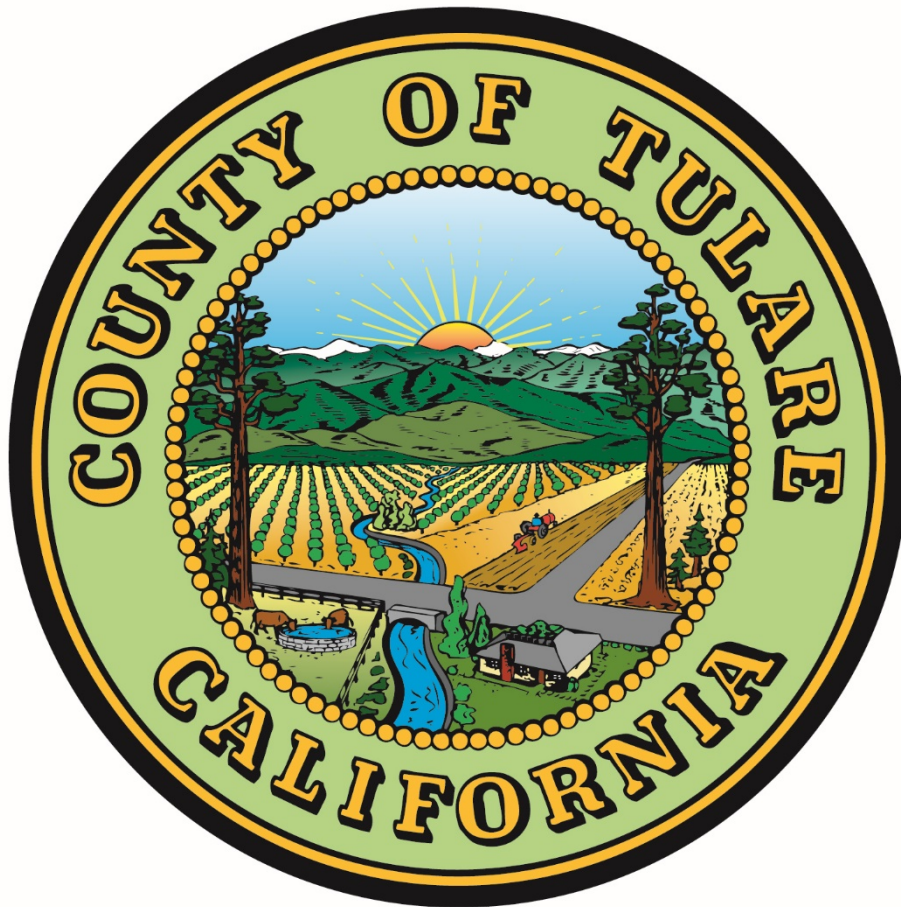
Photographer: Mike Steck, Administrative Specialist with HHSA.

COUNTY OF TULARE

RECOMMENDED BUDGET

2 0 2 1 - 2 0 2 2

FOR THE FISCAL YEAR ENDING JUNE 30, 2022



PRESENTED TO THE BOARD OF SUPERVISORS
BY THE COUNTY ADMINISTRATIVE OFFICE

Page Intentionally Left Blank



COUNTY OF TULARE

RECOMMENDED BUDGET FY 2021/22

BOARD OF SUPERVISORS



From Left: Dennis Townsend, Supervisor District 5; Amy Shuklian - Chair, Supervisor District 3; Larry Micari, Supervisor District 1; Eddie Valero - Vice Chair, Supervisor District 4 and Pete Vander Poel, Supervisor District 2.

COUNTY ADMINISTRATIVE OFFICER



Jason T. Britt

Page Intentionally Left Blank



COUNTY OF TULARE

MISSION VISION STATEMENTS AND CORE VALUES

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

Page Intentionally Left Blank



COUNTY OF TULARE

RECOMMENDED BUDGET FY 2021/22

PREPARED BY THE COUNTY ADMINISTRATIVE OFFICE*

RECOMMENDED BY:

JASON T. BRITT
*County Administrative
Officer*

JOHN HESS
*Assistant County
Administrative Officer*

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/
Treasurer -Tax Collector
Board of Supervisors
Capital Acquisition
Contingency
County Administration
Debt Service
General Revenues
Miscellaneous Administration
Pension Obligation Bonds
Retirement

KATRINA FERNANDEZ
Senior Administrative Analyst

Child Support Services
County Counsel
Human Resources and Development
Information and Communications Technology
Library
Risk Management
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.

Page Intentionally Left Blank



COUNTY OF TULARE

DEPARTMENT LISTING FY 2021/22

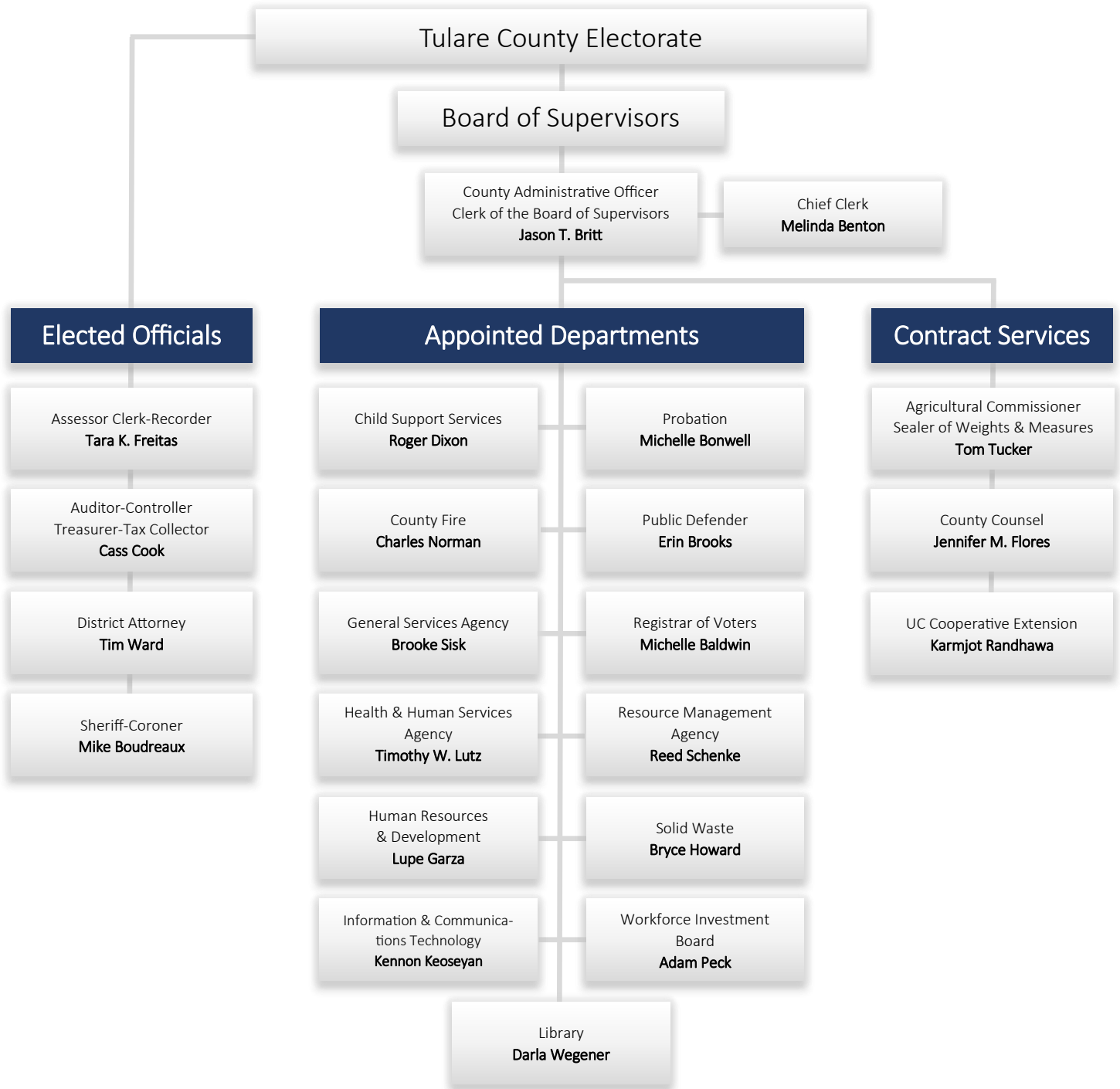
AGRICULTURAL COMMISSIONER/SEALER OF WEIGHTS AND MEASURES	TOM TUCKER	684-3350
ASSESSOR/CLERK-RECORDER	TARA K. FREITAS	636-5100
AUDITOR-CONTROLLER/TREASURER-TAX COLLECTOR	CASS COOK	636-5200
BOARD OF SUPERVISORS	CHAIR AMY SHUKLIAN	636-5000
CHILD SUPPORT SERVICES	ROGER DIXON	713-5700
COUNTY ADMINISTRATIVE OFFICE	JASON T. BRITT	636-5005
COUNTY COUNSEL	JENNIFER M. FLORES	636-4950
DISTRICT ATTORNEY	TIM WARD	636-5494
COUNTY FIRE	CHARLES NORMAN	802-9800
GENERAL SERVICES AGENCY	BROOKE SISK	627-7227
HEALTH AND HUMAN SERVICES AGENCY	TIMOTHY W. LUTZ	624-8000
HUMAN RESOURCES AND DEVELOPMENT	LUPE GARZA	636-4900
INFORMATION AND COMMUNICATIONS TECHNOLOGY	KENNON KEOSEYAN	622-7100
LIBRARY	DARLA WEGENER	713-2700
PROBATION	MICHELLE BONWELL	713-2750
PUBLIC DEFENDER	ERIN BROOKS	636-4500
REGISTRAR OF VOTERS	MICHELLE BALDWIN	624-7300
RESOURCE MANAGEMENT AGENCY	REED SCHENKE	624-7000
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

Page Intentionally Left Blank



COUNTY OF TULARE

ORGANIZATIONAL CHART FY 2021/22



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.

Page Intentionally Left Blank

County General Index

Board of Supervisors	i
Mission and Vision Statements, and Core Values	iii
Department Budget Assignments	v
Department Listing	vii
County of Tulare Organizational Chart	ix
Count Administrative Officer Budget Message	5
Executive Budget Summary	11

Budgetary Information

Strategic Business Plan	21
Statistical Profile	25
Employee Total Compensation	35
Sub Fund and Fund Balance Summary	41
Capital Expenditures	51
Capital Assets Summary	53
Appropriations and Revenues Summary	57
Consolidated Financial Schedules	63

Governmental Funds - Operating Budgets

Board of Supervisors	105
Miscellaneous Administration	110
Agricultural Commissioner/Sealer of Weights and Measures	112
Assessor/Clerk-Recorder	116
Auditor-Controller/Treasurer-Tax Collector	121
General Revenues	127
Purchasing	129
Contingency	132
UC Cooperative Extension	134
County Counsel	141
County Administration	146
General Services Agency	152
Registrar of Voters	157
Central Telephone Services	161
Capital Acquisitions	164

Governmental Funds - Operating Budgets Continued

District Attorney	166
Health & Human Services Agency	172
Human Resources & Development	181
Probation	185
Public Defender	192
Resource Management Agency	198
Sheriff-Coroner	203
Citizens' Option for Public Safety (COPS)	210
Rural Crime Prevention	213
Juvenile Justice Crime Prevention Act	216
Miscellaneous Criminal Justice	220
Indigent Health Care	222
Library	224
Fish and Wildlife	229
Aviation	231
County Fire	234
Road Fund	239
Workforce Investment Board	245
Child Support Services	251
Mental Health Realignment	255
Health Realignment	257
Social Services Realignment	259
Tobacco Settlement	261
Pension Obligation Bonds	263
Building Debt Services	265
Capital Projects	267
ICT Special Projects	272
Community Development Block Grants	276
HOME Program	279
Housing Successor Agency	281

Internal Service Funds

Risk Management (Workers' Compensation and Insurance).....	285
Grounds Services	291
Facilities	294
Custodial Services.....	297
Fleet Services.....	300
Information and Communications Technology	303
Communications.....	307
Mail Services.....	311
Copier Services	314
Print Services	317
Utilities	320

Enterprise and Assessment Districts Funds

Transit.....	323
Solid Waste.....	327
Terra Bella Sewer Maintenance District.....	331
Assessment Districts (L and M Funds).....	334

County Service Areas

Lemon Cove Water	349
County Service Areas (Z Funds)	351

Special Districts

Flood Control District	359
------------------------------	-----

Position & Classification Reports

Position Summary and Status.....	363
Position Allocation.....	365
Classification Listing.....	381

Appendices

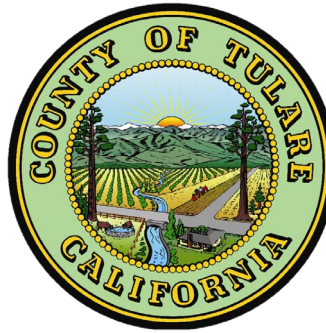
Budget Schedule.....	403
Budget Construction and Legal Requirements.....	405
Budget Glossary.....	409

Page Intentionally Left Blank

County Administrative Officer

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

Jason T. Britt
County Administrative Officer



Board of Supervisors

Larry Micari
District 1

Pete Vander Poel
District 2

Amy Shuklian, Chair
District 3

Eddie Valero, Vice Chair
District 4

Dennis Townsend
District 5

September 14, 2021

Dear Board of Supervisors:

On behalf of the County management team, it is my pleasure to submit the Fiscal Year (FY) 2021/22 Recommended Budget for your consideration, review, modification, and/or adoption. Despite the economic uncertainty of the COVID-19 pandemic, the County's budget remains fiscally strong. The ability to weather these economic uncertainties and maintain continuity of services to the residents of Tulare County, while simultaneously responding to a global health emergency and the largest natural disaster in recent County history, is due to prudent fiscal policies of your Board, the use of conservative revenue estimates, and the efforts of an outstanding County management team. This recommended budget of \$1.62 billion is balanced for all applicable funds as required by law. The FY 2021/22 Recommended Budget was developed in accordance with the priorities established in Tulare County's adopted 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/departamental 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/departamental 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.

Restored Budget

During Fiscal Year 2020/21, the growing impacts of the COVID-19 pandemic brought uncertainty to the economic forecast for the nation, State, and County. In anticipation of potential revenue shortfalls, the County proactively reduced General Fund department budgets by 2%, transferred \$2 million from the Strategic Reserve fund, and reduced the County's contingency amount by \$1 million. Department Heads and the County Administrative Office (CAO) worked diligently and collaboratively in making difficult decisions that reduced costs and identified alternative sources of revenue to ensure a balanced budget for FY 2020/21. Budget reductions included deleting vacant positions, 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.

It is my pleasure to inform the Board that due to the hard work of county department heads, funding from the Coronavirus Aid, Relief, and Economic Security (CARES) Act, a positive economic rebound, and sound fiscal principles, the FY 2021/22

Budget Message

Recommended Budget restores the 2% reduction to departments, returns \$3 million to the Strategic Reserve, restores the County's contingency amount to pre-pandemic levels, and includes a recommendation to lift the hiring freeze.

County Budget Highlights

This \$1.62 billion budget, submitted to your Board for consideration, demonstrates Tulare County's sound financial position, and reflects the Board's 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. Some notable budget highlights:

- General Fund budget increases from \$886.8 million to \$949.5 million (7% increase from FY 2020/21);
- General Fund discretionary revenues increase from \$178.1 million to \$186.9 million (5% increase from FY 2020/21);
- General Fund unassigned fund balance increases from \$42.3 million to \$49.1 million (16% increase from FY 2020/21);
- Strategic Reserve increases from \$30 million to \$33 million;
- Transfers \$3.0 million to the Public Agency Retirement Services (PARS) 115 trust to help offset future retirement liabilities;
- Allocates \$6 million for the Capital Improvement Plan (increase of \$3 million from FY 2020/21);
- Restores the General Fund Contingency from \$4 million to \$5 million;
- Funds budgetary retirement costs from \$40.9 million to \$45.3 million (11% increase over FY 2020/21);
- Funds Pension Obligation Bond (POB) debt service payment of \$19.8 million;
- Allocates \$2 million for the SQF Complex Fire abatement and future disasters;
- Funds total employee compensation increases from \$393.5 million to \$406.3 million (3% increase over FY 2020/21);
- Allocates \$2 million for drought response; and
- Budgeted a portion of the U.S. Treasury's first allocation tranche of \$45.3 million dollars, from the American Rescue Plan Act of 2021 based on the approved plan by the Board of Supervisors.

FY 2021/22 State Budget Highlights

Governor Newsom signed California's FY 2021/22 Budget Act into law on June 28, 2021. In January 2021, the State projected a \$15.5 billion windfall from FY 2020/21 due to unanticipated continuity in tax collections throughout the COVID-19 pandemic, consistent with the job stability experienced by high-income earners who remained employed, and a rebound in investments held by the wealthy. By May 2021, this figure increased to \$38 billion in discretionary funds to be allocated to the FY 2021/22 budget.ⁱ

Under the enacted budget agreement, the total General Fund expenditures for FY 2021/22 are \$196.4 billion. State budget reserves are \$25.2 billion and include 1) \$4 billion in the Special Fund for Economic Uncertainties, 2) \$4.5 billion in the Public School System Stabilization Account, 3) \$900 million in the Safety Net Reserve, and 4) \$15.8 billion in the Budget Stabilization and Rainy-Day Fund.ⁱⁱ

The State Budget Act will impact or direct funding to the County in the following areas:

- **Broadband Infrastructure.** Provides for a historic \$6 billion investment in broadband infrastructure (SB 156). The bill will connect millions of families and businesses by providing \$2 billion for last-mile network construction in both rural and urban centers of California (\$1 billion each).
- **Homelessness.** The Budget includes \$12 billion in key investments related to reducing homelessness in California including \$2.75 billion toward Project Homekey, and a historic investment of \$2 billion (AB 140) in flexible homelessness funding for local governments over the next two years.
- **Local Public Safety**
 - **Criminal Justice Fees.** Sets aside \$151 million General Fund in FY 2021/22 for a new fine and fee debt forgiveness program, in recognition of the financial hardship historical fines and fees have placed on low-income individuals.

- **2011 Public Safety Realignment.** Includes \$7.6 million General Fund in FY 2021/22 and \$7 million ongoing for the new Office of Youth and Community Restoration (OYCR) under the Health and Human Services Agency. Additionally, the Budget includes \$20 million one-time General Fund in FY 2021/22 to provide technical assistance, disseminate best practices, and issue grants to counties and probation departments for the purpose of transforming the juvenile justice system to improve outcomes for justice involved youth.
- **Pre-trial Detention.** Includes \$140 million General Fund in FY 2021/22 and \$70 million ongoing to expand pre-trial programs statewide.
- **State-level Prison Intake.** Due to COVID-19 necessitating the closing and partial reopening of state-level intake from county jails, the state has provided \$121.1 million General Fund in reimbursements to county sheriffs and correctional agencies to date. It is estimated that another \$98.3 million will be provided by June 30, 2021, and an additional \$97.5 million will be reimbursed in FY 2021/22.
- **Drought, Water Supply Reliability, and Flood.** Allocates \$3 billion in direct drought and water resilience investments including:
 - \$663 million General Fund one-time for local assistance related to drought relief, multi benefit projects, Sustainable Groundwater Management Act implementation, water conveyance, and emergency drought support.
 - \$101 million General Fund one-time to Department of Water Resources for immediate drought support.
 - \$237 million General Fund for deferred maintenance at water facilities.
- **Community Resilience and Wildfire.** Addresses community resilience and hardening in several different ways including
 - \$100 million to support the local share of the Hazard Mitigation Grant program for disadvantaged communities.
 - \$150 million to support the development and enhancement of community resilience centers.
 - \$258 million General Fund and \$75 million Greenhouse Gas Reduction Fund for the Wildfire Prevention and Resilience Package.
- **Agriculture.** Includes strategic investments to support California's agriculture industry as it faces continued challenges while still producing a huge portion of our nation's food supply
 - \$50 million General Fund one-time for Healthy Soils Program.
 - \$60 million General Fund, on a one-time basis, to provide fairground operational support and address fair deferred maintenance needs with language to ensure all fairgrounds may seek funding.
 - Restoration of the UC Agriculture and Natural Resources budget to pre-COVID levels, plus a 5% increase and an additional \$32 million in ongoing funding, bringing the total state budget to \$107.9 million.
- **Local Park Development and Community Revitalization Program.** Provides \$155 million one-time General Fund for the Statewide Parks Program to invest in establishing and revitalizing local community open spaces. These grants fund new parks, the beautification of existing parks, and recreation opportunities in underserved communities across the state.
- **Recall Election.** Appropriates \$250.2 million to conduct the recall election (AB 128). Approximately \$1.7 million will be allocated to Tulare County, in accordance with California Department of Finance estimates.ⁱⁱⁱ
- **Library Infrastructure Grants.** Includes \$439 million for local library infrastructure grants, which will support local library maintenance, capital projects, broadband and technology upgrades, purchasing of devices, and is prioritized to libraries located in high-poverty areas of the state (AB/SB 129).
- **In Home Support Services (IHSS).** The human services trailer bill (AB 135/SB 135) maintains the existing sharing ratio of 35% county/65% state for local wage increases up to the cap and will continue forward as it currently operates.
- **Housing.** Invests in various programs to help address the affordable housing crisis across the state.
 - \$2.6 billion in federal funds available for emergency rental assistance to California tenants and landlords affected by the COVID-19 pandemic.

Budget Message

- \$1.75 billion from the Coronavirus Fiscal Recovery Fund (CFRF) to fund the backlog of affordable housing projects seeking state and federal tax credits.
- \$600 million for planning and implementation grants to help local governments meet Sustainable Communities Strategies' greenhouse gas emissions reduction goals through the development of location efficient housing.
- \$500 million in General Fund for a Foreclosure Intervention Housing Preservation Program.
- \$300 million from the Coronavirus Fiscal Recovery Fund for affordable housing preservation.
- \$284.1 million in Proposition 1 (2018) bond funds for infill infrastructure grants to support affordable housing development.
- \$250 million General Fund for infill infrastructure grants, including a \$90 million set aside for projects in small jurisdictions with a flexible definition of infill and an over-the counter application process.
- \$100 million in General Fund for the California Housing Finance Agency's (CalHFA) homebuyer assistant program.
- **Transportation**
 - \$1.1 billion for State Highway Operations and Protection Program projects from interest earnings on dedicated state transportation revenues.
 - \$1 billion in General Fund for rail and transit projects.
 - \$500 million General Fund for city and county active transportation project grants.
 - \$500 million in General Fund for grade separation projects through the Transit and Intercity Rail Capital Program.

Looking Ahead

Tulare County finished FY 2020/21 in a strong budget position with an unassigned fund balance of \$49.1 million, stemming from greater than anticipated countywide revenues, planned and unplanned departmental savings, and additional monies allocated by the State to help offset response costs to the COVID-19 pandemic. Unassigned fund balance is considered one-time monies and are budgeted according to the Board's adopted Financial Policies. The United States economic outlook projects a continued economic expansion assisted by vaccine-driven reopening, pent-up consumer demand, and continued fiscal and monetary support from the federal government. Growing inflationary pressures may force the Federal Reserve's approach to bond purchases and may result in changes to interest rates.

The State of California Legislative Analyst's Office (LAO) forecasts a bleaker state economic picture projecting operating deficits beginning in FY 2021/22 and growing to approximately \$17 billion by FY 2024/25 due to faster growth in costs and slower growth in revenues. Expenditures are projected to grow at an average of 4.4 percent per year and revenues are projected to grow at an average of 1% per year. Furthermore, the LAO projects the State would need to collect \$35 billion more in revenue than what was collected in FY 2021/22 to avoid deficit spending.

The County will face significant financial challenges in the near future as operational costs outpace increases in revenue. Rising operational costs include labor; law enforcement and fire services; the County's financial share of new and continuing mandated programs; jail medical and mental health care; Internal Service Funds working capital reserves; Zones of Benefits; new countywide financial and human resources systems; and the uncertainty of the ongoing COVID-19 pandemic and drought conditions.

In addition to rising operational costs, the County General Fund has had to shoulder a sharp increase in its annual retirement contribution. In the fall of 2020, the Tulare County Employee Retirement Association (TCERA) voted to reduce the County's assumption rate by 0.25%, which increased the County's retirement costs by an estimated \$6 million. Due to the underperformance of TCERA's investment strategy, there is a concern TCERA will lower the assumption rate again in 2021 and increase County costs by an additional \$6 million or more. The potential back-to-back, multi-million-dollar retirement increase will place an overwhelming and potentially ongoing burden on the County's General Fund.

To maintain the County's strong financial position and enjoy balanced and stable budgets in future years, the Board should maintain 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 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 conservative fiscal practices. Thank you to elected and appointed department and agency heads who are dedicated to a balanced and sustainable budget and for their assistance throughout the process. Special thanks to the CAO staff for their commitment and dedication to this process!

Please review the Executive Summary of the FY 2021/22 Recommended Budget that directly follows this letter.

Respectfully submitted,

Jason T. Britt
County Administrative Officer

ⁱ <https://lao.ca.gov/Publications/Report/4432>

ⁱⁱ <http://www.ebudget.ca.gov/2021-22/pdf/Enacted/BudgetSummary/Introduction.pdf>

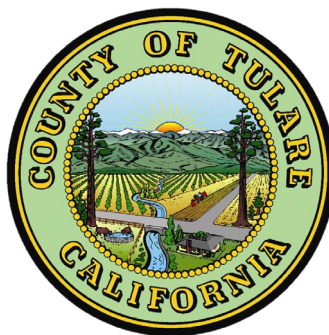
ⁱⁱⁱ <https://elections.cdn.sos.ca.gov/recalls/dept-finance-letter.pdf>

Page Intentionally Left Blank

County Administrative Officer

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

Jason T. Briff
County Administrative Officer



Board of Supervisors

Larry Micari
District 1

Pete Vander Poel
District 2

Amy Shuklian, Chair
District 3

Eddie Valero, Vice Chair
District 4

Dennis Townsend
District 5

EXECUTIVE BUDGET SUMMARY

GENERAL FUND BUDGET COMPARISON TO ACTUAL RESULTS IN FISCAL YEAR 2020/21

Tulare County ended FY 2020/21 in a strong financial position considering the economic uncertainty and impacts caused by the COVID-19 pandemic. The FY 2020/21 Adopted Budget improved or replaced county assets and equipment, supported expanded economic development investment, enhanced public safety and fire services, funded various capital projects and building improvements, proactively reduced net county cost budgets by 2%, decreased the Strategic Reserve by \$2 million, and reduced the County's contingency amount by \$1 million, in an effort to better serve and provide services to Tulare County constituents and operate more efficiently during the public health emergency.

Achievements in FY 2020/21 include:

- Unassigned Fund Balance budgeted at \$42.3 million.
- \$4 million contingency maintained.
- \$19.5 million (\$15.8 million General Fund) debt service payment was made on the \$251 million Pension Obligation Bond.
- \$1.8 million assigned for countywide equipment and vehicle replacement.
- \$3.7 million assigned for Jail Medical expenditures for County Detention Facilities.
- \$390 thousand assigned for replenishment of Elections Trust Fund.
- \$500 thousand assigned to Substandard Abatement Revolving Fund.
- \$1.6 million for Capital Improvements Plan were appropriated.
- \$1 million assigned for economic development support.
- \$9.1 million assigned for County building remodels and space planning.
- \$3.2 million one-time funds transferred to County Fire Fund to purchase equipment.
- \$1.8 million transferred for an aerial apparatus (ladder fire truck).
- \$1 million one-time funds transferred for IT infrastructure upgrades and special projects.
- \$3.2 million assigned to Natural Resources Fund for SQF Complex Fire abatement and future disasters.
- \$1.3 million for the retirement of the remaining Chevron Energy Conservation debt service.
- \$811 thousand spent on Groundwater Sustainability Agency memberships and water program activities.

Tulare County finished FY 2020/21 in a financially sound budget position and identified a higher than expected unassigned fund balance. Specifically, the General Fund ended the fiscal year with a fund balance of \$49.1 million, stemming from greater-than-anticipated countywide revenues, hiring freeze savings, and unplanned departmental savings. This represents a \$7,795,537 increase from the \$42.3 million General Fund unassigned fund balance in FY 2020/21. In FY 2019/20 General Fund unassigned fund balance was \$46.3 million, in FY 2018/19 it was \$47.2 million, in FY 2017/18 it was \$38.2 million, and in FY 2016/17 it was \$31.6 million. Heading into FY 2021/22, the General Fund has been cautiously budgeted due to the continued uncertainty of impacts related to the COVID-19 pandemic and the State of California Legislative Analyst's Office projection of State Budget operating deficits growing to \$17 billion by FY 2024/25.

Executive Budget Summary

TULARE COUNTY FISCAL YEAR 2021/22 RECOMMENDED BUDGET

The FY 2021/22 Recommended Budget for all funds totals \$1.62 billion, an increase of \$165.6 million, or 11.41%, when compared to the FY 2020/21 Adopted Budget. The budget supports a total workforce of 5,003.63 positions and reflects a net decrease of 2 positions.

The Recommended Budget for all funds is depicted below:

Fund	FY 2020/21 Adopted	FY 2021/22 Recommended	Difference	Percentage Inc/Dec
General Fund	\$886,780,331	\$949,532,157	\$62,751,826	7.08%
Other Operating Funds	\$407,933,080	\$511,101,478	\$103,168,398	25.29%
County Service Areas	\$1,383,445	\$1,232,781	(\$150,664)	-10.89%
Enterprise Funds	\$43,955,920	\$40,882,019	(\$3,073,901)	-6.99%
Internal Service Funds	\$102,270,216	\$107,080,313	\$4,810,097	4.70%
Special Districts	\$8,077,870	\$6,126,036	(\$1,951,834)	-24.16%
Totals All Funds	\$1,450,400,862	\$1,615,954,784	\$165,553,922	11.41%
Less Internal Service Funds	\$102,270,216	\$107,080,313	\$4,810,097	4.70%
Net Total Of All Funds	\$1,348,130,646	\$1,508,874,471	\$160,743,825	11.92%

Authorized Staffing	FY 2020/21 Adopted	FY 2021/22 Recommended	Net Change
Total All Funds	5,005.63	5003.63	(2.00)

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 FY 2021/22 projected ending fund balance is zero - the funding sources are equal to financing uses. The financing uses include General Fund \$949.5 million; Special Revenue Funds \$385.7 million; Capital Projects Funds \$97.9 million; and Debt Service Funds \$27.5 million.

The Fund Balance Summary is depicted in the table below:

	General Fund	Special Revenue Funds	Capital Projects Funds	Debt Service Funds
Fund Balance Available June 30, 2020	\$42,254,584	\$52,082,129	\$27,523,953	\$1,500
Fund Balance Available June 30, 2021	\$49,050,121	\$110,266,991	\$28,561,669	\$678,766
Financing Sources:				
Decreases To Obligated Fund Balances	\$0	\$0	\$0	\$0
Additional Financing Sources - Revenue	\$900,482,036	\$275,439,317	\$69,342,870	\$26,811,865
Total Financing Sources	\$949,532,157	\$385,706,308	\$97,904,539	\$27,490,631
Financing Uses:				
Increases To Obligated Fund Balances	\$3,000,000	\$42,933,307	\$306,852	\$5,850,960
Additional Financing Uses - Expenditures	\$946,532,157	\$342,773,001	\$97,597,687	\$21,639,671
Total Financing Uses	\$949,532,157	\$385,706,308	\$97,904,539	\$27,490,631
FY 21/22 Projected Ending Fund Balance	\$0	\$0	\$0	\$0
Available Fund Balance Percentage Change¹	16%	112%	4%	45,151%
Total Obligated Fund Balance (Reserves)	\$33,000,000	\$99,162,581	\$3,900,031	\$18,563,574

(1) Available Fund Balance Percent Change reflects the changes from Fund Balance Available June 30, 2020 to Fund Balance Available June 30, 2021. The changes are demonstrated as a (decrease)/ increase.

General Fund

General Fund budgeted expenditures for FY 2021/22 are \$949.5 million. Of the \$49.1 million unassigned fund balance, \$3 million is recommended to increase the County's General Fund Strategic Reserve (Increases to Obligated Fund Balances) from \$30 million to \$33 million. The remaining \$46.1 million unassigned fund balance is recommended to be allocated as follows: \$19.2 million to the General Fund's operations, which includes a \$5 million contingency budget, and \$26.9 million for CAO one-time expenditures. Some of the specific one-time expenditures are TCiCT infrastructure and special projects \$2 million; Miscellaneous Criminal Justice transfer \$2.5 million; PARS 115 trust transfer \$3 million; Capital Projects Fund transfer \$6 million; SQF Abatement and grant matching \$2 million; Drought Response \$2 million; Operational priorities and future needs \$3 million; Step Up \$297,411; GSA memberships and water program activities \$338,003; and Redistricting \$200,000.

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 \$110.3 million Special Revenue fund balance for FY 2021/22 represents a \$42.9 million increase to obligated fund balances, which are \$42.1 million more when compared to FY 2020/21 amount of \$795,071. Material increases to obligated fund balances include: Library \$1.2 million, County Fire \$7.4 million, Mental Health Realignment \$9.9 million, Health Realignment \$775,185, Social Services Realignment \$23.7 million. There are no material decreases to obligated fund balances for budgetary expenditures in FY 2021/22.

Capital Projects Funds

The Capital Projects Funds include the General Services Agency (GSA) Capital Projects Fund and the Information and Communications Technology (ICT) Special Projects Fund. The recommended \$28.6 million GSA Capital Projects and ICT Special Projects Fund Balance for FY 2021/22 represents a \$306,852 increase to obligated fund balances. There are no material decreases to obligated fund balances for budgetary expenditures in FY 2021/22. 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 adoption of the Capital Improvement Plan (CIP). Last year, the Board appropriated \$3.5 million from the Millennium Fund towards the CIP and on August 17, 2021, approved another transfer of \$3.5 million towards the CIP for FY 2021/22.

Debt Service Funds

The Debt Service Funds include the Building Debt Service Fund and Pension Obligation Bond Fund. In FY 2021/22, a \$5.8 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, 2021 that will be used to offset the annual POB debt service amount of \$19.8 million in FY 2021/22.

GENERAL FUND: FISCAL YEAR 2021/22

The General Fund Budget encompasses the majority of the County's operations and totals \$949.5 million, an increase of \$62.8 million or 7% compared to the FY 2020/21 Adopted Budget. Carryover fund balance is calculated for FY 2021/22 at \$49.1 million, an increase of \$6.8 million over last year's fund balance of \$42.3 million. The increase of \$3 million to Strategic Reserves and the restoration of the General Fund contingency from \$4 million to \$5 million is recommended to balance the General Fund FY 2021/22 Budget. Essentially, the fund balance is available for one-time expenditures, budgeting the County's General Fund contingency at \$5 million, and covering the General Fund's Net County Cost of \$236 million, an increase of \$15.6 million, or 7.1% from last year's \$220.4 million.

The County's discretionary revenues total \$186.9 million, an \$8.8 million or 4.9% increase over last year's \$178.1 million. Of the \$186.9 million in discretionary revenue, property tax revenue comprises the largest portion at 67%, or \$124.5 million; sales tax revenue makes up 24%, or \$44.8 million; and all other tax revenues total 9%, or \$17.6 million.

The General Fund's estimated revenues are \$900.5 million, which are \$58 million or 6.9% higher than the FY 2020/21

Executive Budget Summary

Adopted Budget. The increase in revenues is primarily based on increases in COVID-19 pandemic-related funding for the Health and Human Services Agency. An example of such funding includes federal Epidemiology and Laboratory Capacity funding from the Centers for Disease Control and Prevention to support COVID-19 testing, contact tracing, vaccination, surveillance, containment and mitigation .

As previously noted, the FY 2021/22 Recommended Budget proposes to increase the Strategic Reserve by \$3 million, for a total of \$33 million to follow the County's financial policies and achieve reserve funding consistent with best practices.

The County's long-term debt as of June 30, 2021 amounts to \$253.6 million, which is a decrease of \$12.7 million when compared to the June 30, 2020 amount of \$266.3 million. The \$253.6 million long-term debt is summarized as follows:

- \$222.8 million (Pension Obligation Bonds)
- \$29.8 million (Millennium Fund Variable Rate Demand Bonds)
- \$978,063 (Certificates of Participation for Enterprise Funds)
- \$3,300 (Bonds Payable for El Rancho Sewer District)

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

To address the potential economic downturn forecasted by the State of California Legislative Analyst's Office, 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; increasing of strategic reserves; 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 2021/22

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 increased by \$5,741,418 or 23%, primarily due to purchases of capital assets. The capital asset purchases for FY 2021/22 include \$141,916 in grant-funded assets for thermal imaging cameras and handheld radios and purchases that include \$810,000 with the use of Fund Balance for administrative vehicles, swift water rescue boat and vehicle, and a trailer. In addition, \$3,987,715 in capital assets were FY 2020/21 rollover assets approved by the Board of Supervisors prior to publication of this book. The Fire Fund also has its first annual debt services payment of \$1,806,616 for the equipment lease/purchase program that includes two type 1 engines, one aerial fire truck, three 2,000 gallon engines, and five Type 3 wildland engines.
 - **Road Fund** is used to improve and maintain adequate transportation infrastructure. In May 2021, the Board of Supervisors approved the County Transportation Improvement Program (CTIP), which identifies the improvement and maintenance strategy for the County's transportation infrastructure. The CTIP identifies 47 projects with a total estimate of \$31.7 million. The FY 2020/21 budget of \$115.6 million includes the approved FY 2021/22 CTIP and the remainder of the previous year CTIP along with other Board approved projects.
 - **Child Support Services Fund** does not maintain a fund balance. Federal and State funding for child support services are provided to the Department of Child Support Service (DCSS) on a reimbursement basis. The mission of DCSS is to partner with parents to obtain accurate child support orders that assist families in meeting their medical and financial needs. Most of the services provided by DCSS are free to the public and approximately 22,372 children are supported each year. The FY 2021/22 Child Support Services Fund budget

of \$14.4 million represents a \$1.8 million decrease in funding from the previous fiscal year. Funding for this program was initially cut by the State in anticipation of pandemic-related revenue shortfalls in FY 2020/21, and was not restored this fiscal year.

- **Library Fund** increased appropriations by \$284,790 or 5%, when compared with the Adopted Budget for last fiscal year. Increases are primarily attributable to cost-of-living increases for staff and planned maintenance for library facilities. Additionally, in FY 2021/22, the Dinuba and Springville Libraries are scheduled for renovation as part of the County's Capital Improvement Plan. Both projects are budgeted in the Capital Projects Fund.
- **Capital Projects Fund** increased appropriations by \$43.2 million or 85%, when compared with the Adopted Budget for last fiscal year. The increase is associated with construction of the Sequoia Field Program Facility, Porterville Substation Remodel, and Main Jail Demolition.
- **Building Debt Service** accounts for the County's building debt service activities and departmental debt service contributions to the equipment lease/purchase program. The Building Debt Service Fund represents an increase of \$5,850,960 to its Fund Balance primarily based on an operating transfer-in from Capital Acquisitions.
- **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 \$5,587,716 for FY 2021/22, an increase of \$65,197. 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 2021/22 budget represents an increase of \$954,818 or 4% in expenditures and an increase of \$1,256,122 or 8% in revenues. The \$6,569,079 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 2021/22 budget represents an overall decrease of \$385,912 or 3% in expenditures and an increase of \$538,200 or 6% in revenues. The \$3,676,800 difference between revenues and expenditures represents the use of fund balance.
- **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 2021/22 budget represents an overall decrease of \$828,743 or 1% in expenditures and an increase of \$1,988,773 or 2% in revenue. The \$7,762,714 difference between revenues and expenditures represents the use of fund balance.
- **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. A \$19.8 million POB debt service payment is scheduled for FY 2021/22, an increase of \$337,108 over FY 2020/21. POB payments are scheduled to continue until June 2037.
- **Housing Successor Agency** was 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 \$53,902 or 26% 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

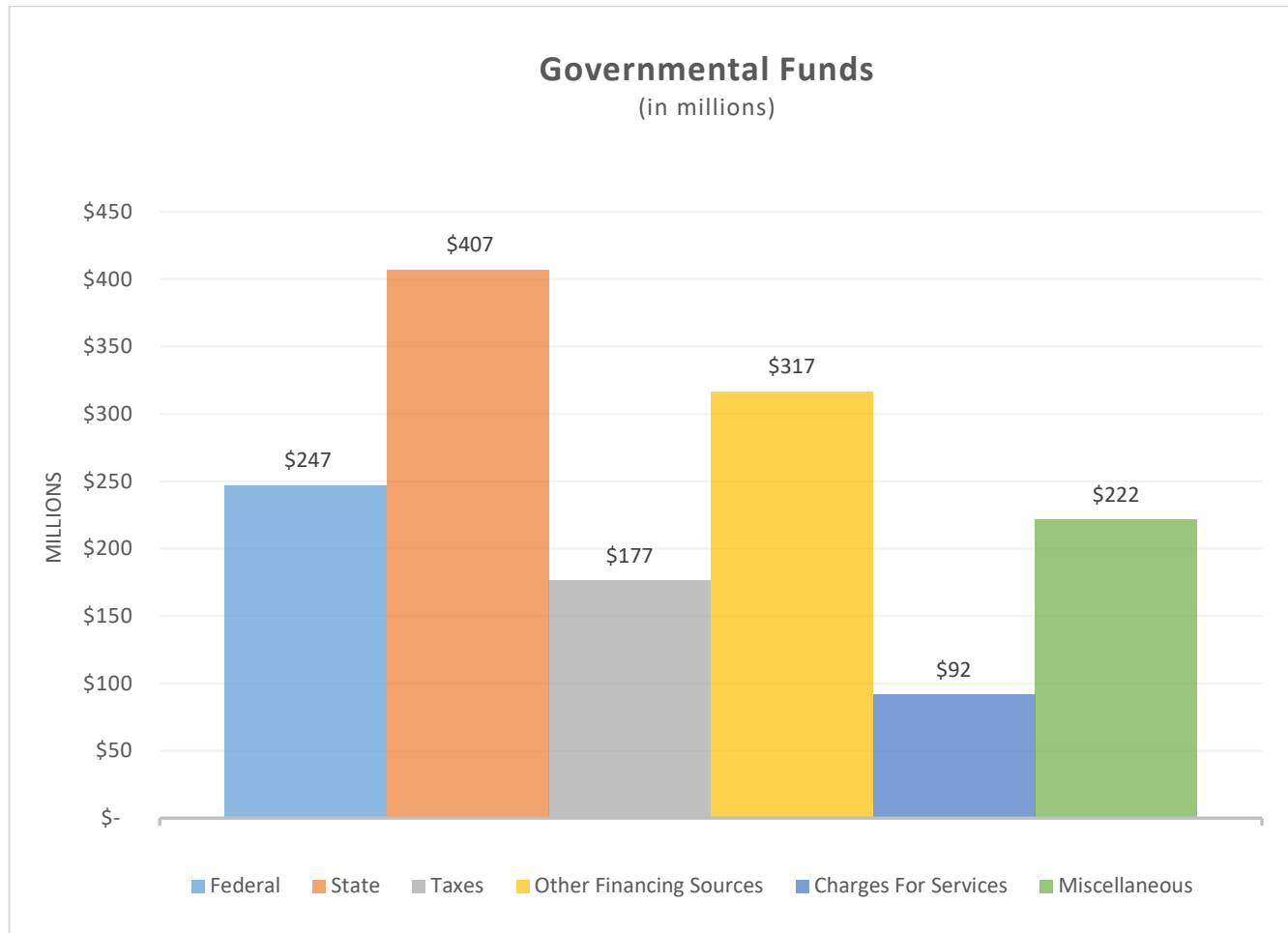
Executive Budget Summary

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 \$150,664 or 10.9%, 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 \$12.7 million includes approximately \$1.7 million for the purchase of three buses and \$171,773 for the purchase of a Smart Card Fare System.
 - **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 \$25.5 million includes approximately \$3 million for the construction of a new cell at the Woodville Landfill and \$1.6 million for two Bulldozers.
 - **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 \$123,687 or 9%. 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 \$34,496 or 3%.
- **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 2021/22 decreased \$369,811 or 0.39%, 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 coordinates 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 stormwater. The Recommended Budget overall expenses decreased by \$1,023,760 or 14%.

GOVERNMENTAL FUNDS: MEANS OF FINANCING BY MAJOR SOURCE

The following diagrams are a summary of financial resources by source and percentage of total revenues, \$1,460,633,635.

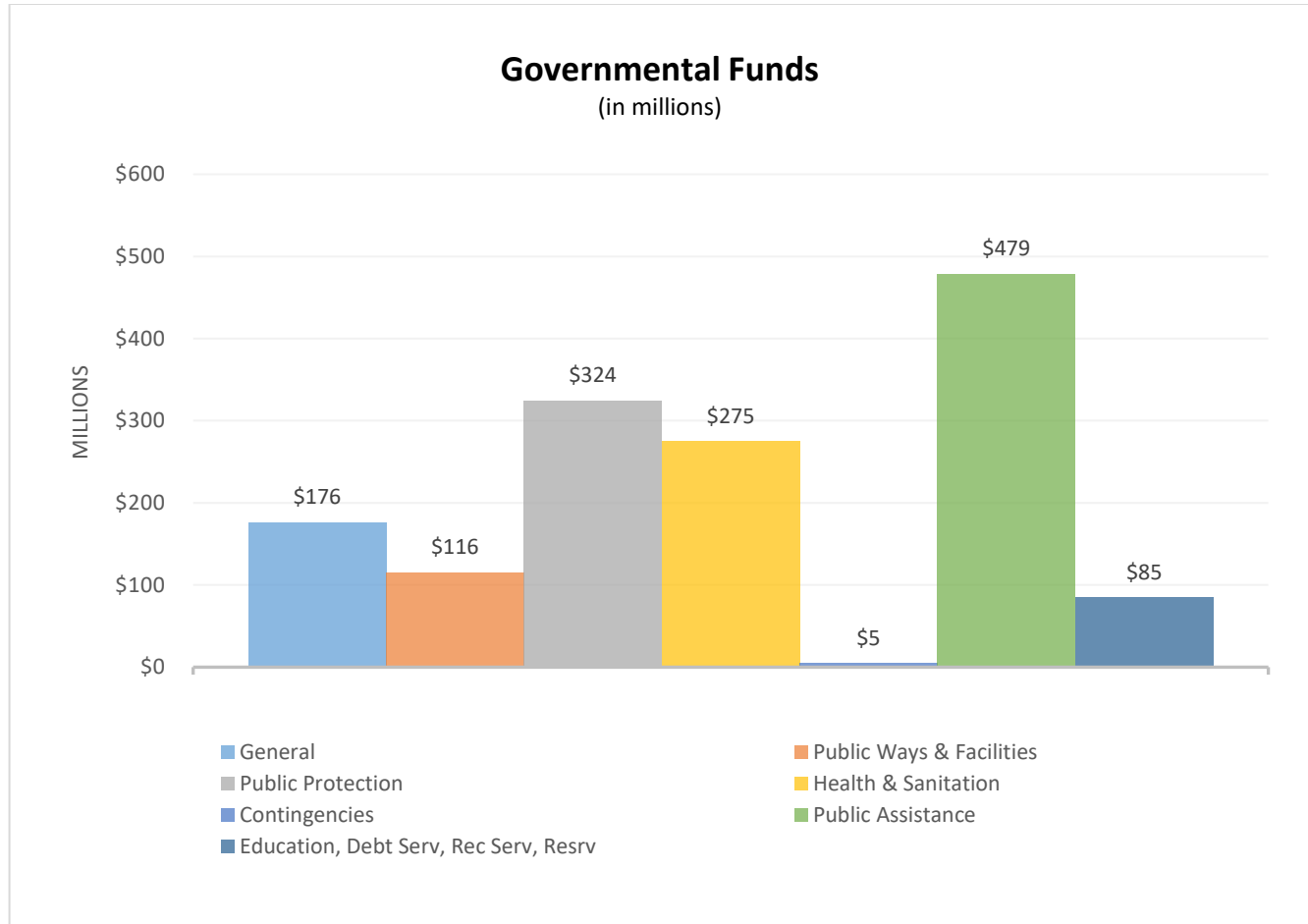


Means of Financing by Major Source		
Categories	Revenue Source	Percent of Total
Federal	\$246,977,285	16.91%
State	\$407,058,516	27.87%
Taxes	\$176,569,881	12.09%
Other Financing Sources	\$316,745,005	21.69%
Charges For Services	\$91,545,575	6.27%
Miscellaneous	\$221,737,373	15.18%
Total Appropriations	\$1,460,633,635	100%

Executive Budget Summary

GOVERNMENTAL FUNDS: APPROPRIATIONS BY FUNCTION

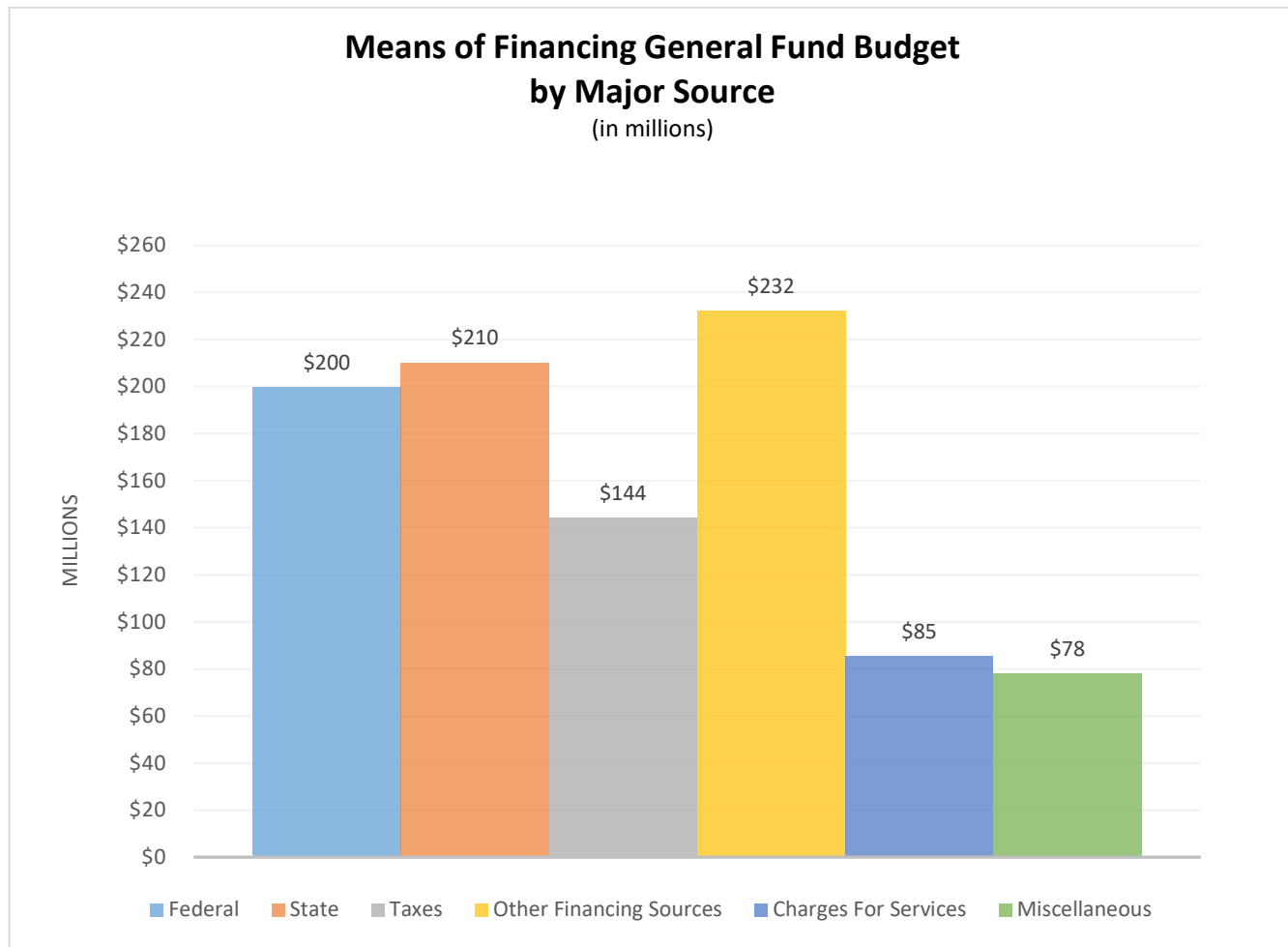
The following diagrams are a summary of appropriations by function and percentage of total appropriations, \$1,460,633,635.



Operating Budget by Major Function		
Categories	Appropriation Amount	Percent of Total
General	\$176,362,850	12.07%
Public Ways & Facilities	\$115,692,421	7.92%
Public Protection	\$324,498,558	22.22%
Health & Sanitation	\$275,355,286	18.85%
Contingencies	\$5,000,000	0.34%
Public Assistance	\$479,079,107	32.80%
Education, Debt Service, Recreational Service, Reserve	\$84,645,413	5.80%
Total Appropriations	\$1,460,633,635	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, \$949,532,157.

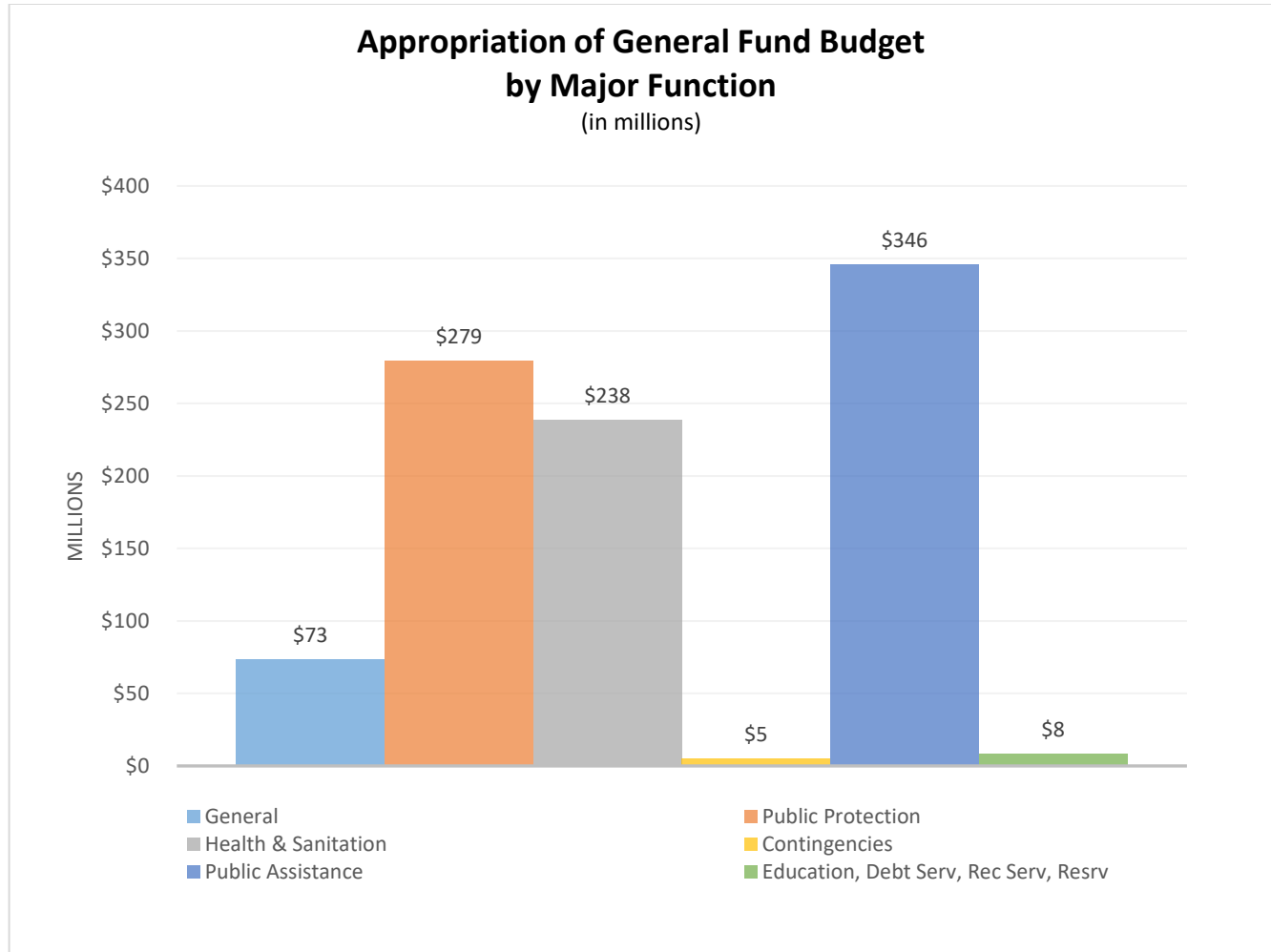


General Fund Means of Financing by Major Source		
Categories	Revenue Source	Percent of Total
Federal	\$199,792,683	21.04%
State	\$210,127,250	22.13%
Taxes	\$144,226,968	15.19%
Other Financing Sources	\$232,023,329	24.44%
Charges For Services	\$85,466,758	9.00%
Miscellaneous	\$77,895,169	8.20%
Total Appropriations	\$949,532,157	100%

Executive Budget Summary

GENERAL FUND: APPROPRIATIONS BY FUNCTION

The following diagrams are a summary of General Fund appropriations by function and percentage of total appropriations, \$949,532,157.



General Fund Operating Budget by Major Function		
Categories	Appropriation Amount	Percent of Total
General	\$73,177,447	7.71%
Public Protection	\$279,200,661	29.40%
Health & Sanitation	\$238,247,738	25.09
Contingencies	\$5,000,000	0.53%
Public Assistance	\$345,702,217	36.41%
Education, Debt Serv, Rec Serv, Resrv	\$8,204,094	0.86%
Total Appropriations	\$949,532,157	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

County of Tulare Strategic Business Plan

STRATEGIC INITIATIVES			
<p>Safety and Security <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 <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 <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 <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 development opportunities by preparing the conditions under which jobs are created, income is increased, and increase in durable real estate and business value.

County of Tulare Strategic Business Plan

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.

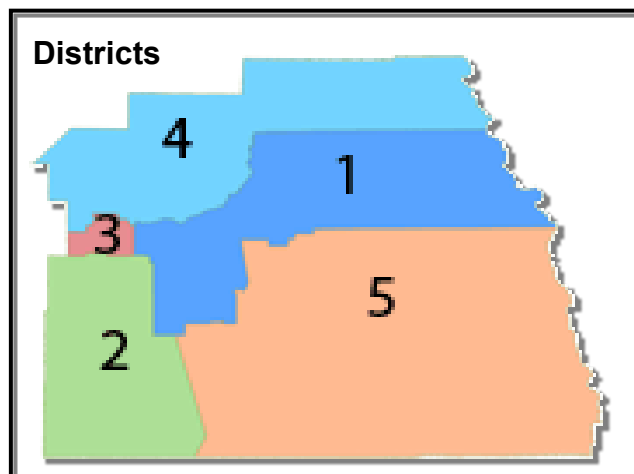
Government Organization/Function

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 Larry Micari	1/6/25	Exeter, Farmersville, Lemon Cove, Lindcove, Lindsay, Plainview, Strathmore, Three Rivers, Tooleville, Tonyville, part of Visalia, and Woodville.
District 2 Pete Vander Poel	1/6/25	Allensworth, Alpaugh, Earlimart, Matheny Tract, Pixley, Tipton, Tulare, Teviston, and Waukena.
District 3 Amy Shuklian	1/6/25	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 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.



Figure 1 – County of Tulare

County Statistical Profile

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 Financeⁱ, the largest city in the County of Tulare is Visalia with a population of 139,254 compared to the total unincorporated population of 143,677.

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	1/1/2011	1/1/2021	2011 - 2021	%
1	Placer	354,247	404,994	50,747	14.3%
5	Merced	259,419	284,836	25,417	9.8%
12	Tulare	445,960	481,733	35,773	8.0%
14	Stanislaus	518,035	555,968	37,933	7.3%
19	Solano	413,023	438,527	25,504	6.2%
24	Monterey	416,644	437,318	20,674	5.0%
29	Santa Barbara	424,984	441,172	16,188	3.8%
33	Marin	254,069	257,774	3,705	1.5%
37	San Luis Obispo	269,958	271,172	1,214	.04%
40	Sonoma	486,076	484,207	-1,869	-.04%
47	Santa Cruz	265,295	261,115	-4,180	-1.6%

Population

California is the most populous state in the country, with over 39.5 million persons as of January 1, 2021. California represents 11.9% of the nation's 332 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 8.0% since 2011. Of the 35,773-population growth, 32,530 or 91% 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 21.0%.

Table 2. Tulare County Population Change by City

City	1/1/2011	1/1/2021	2011 - 2021	%
Total Unincorporated	143,433	143,677	244	0.2%
Total Incorporated	302,527	338,056	35,529	11.7%
Dinuba	21,920	26,517	4,597	21.0%
Exeter	10,369	10,997	628	6.1%
Farmersville	10,780	11,327	547	5.1%
Lindsay	12,004	13,090	1,086	9.0%
Porterville	54,789	59,571	4,782	8.7%
Tulare	59,798	69,246	9,448	15.8%
Visalia	125,551	139,254	13,703	10.9%
Woodlake	7,316	8,054	738	10.1%
Total County	445,960	481,733	35,773	8.0%

As shown in Figures 2 and 3, the County of Tulare maintains a low population density, with 100 persons per square mile of land. The majority (70.2%) 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 82 persons per square mile. The other Benchmark Counties population density ranges from 133 to 587, with the average of 336 persons per square mile.

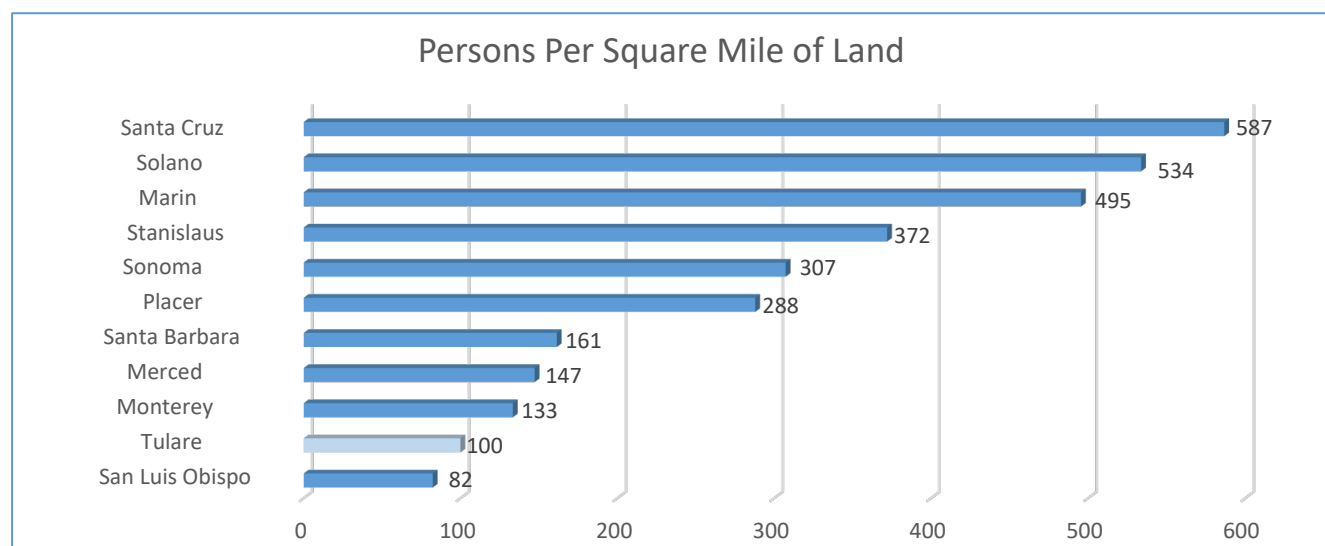


Figure 2— Persons per Square Mile

County Statistical Profile

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.

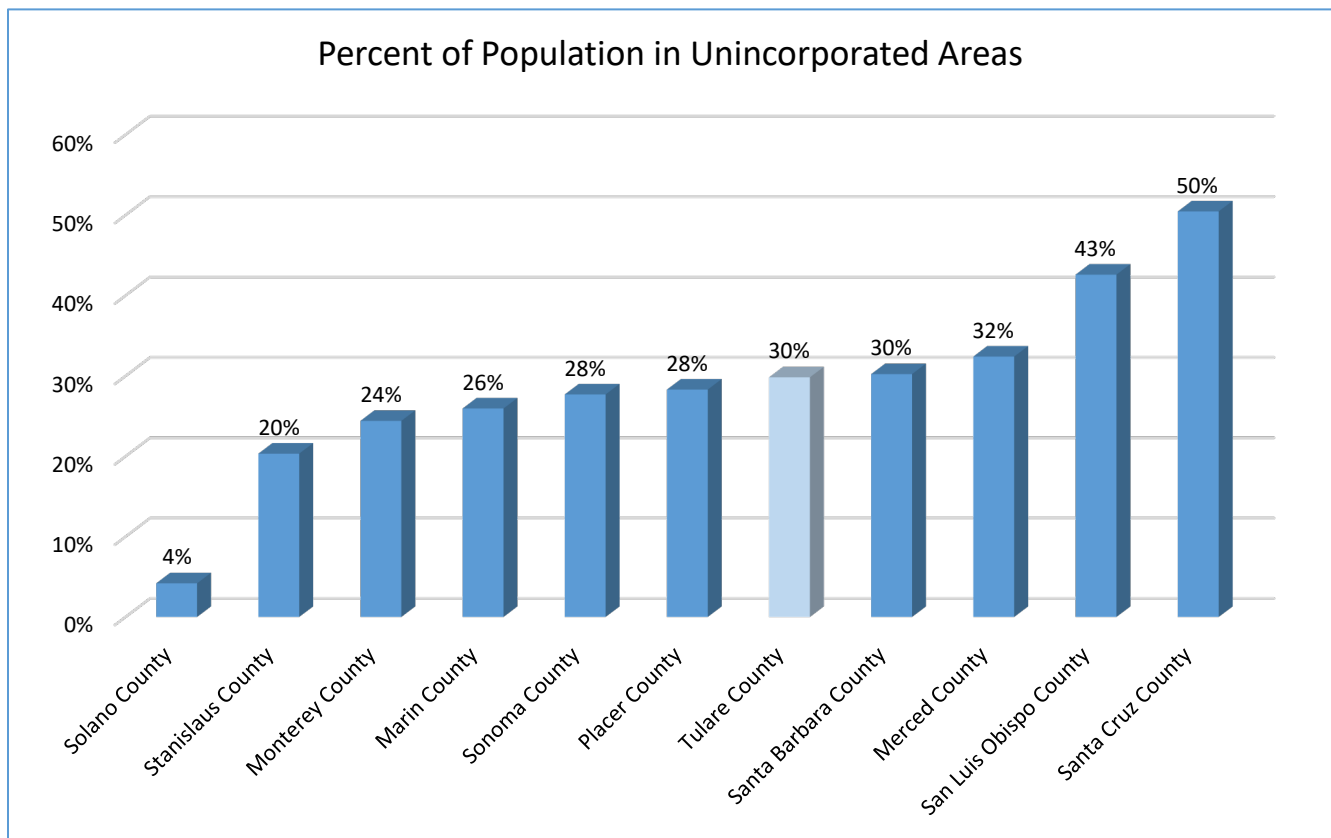


Figure 3 – Percent of Population in Unincorporated Areas

Population Living in Poverty

The U.S. Census Bureau's poverty data (Figure 4) shows that 23.8% of the County's population is living at or below poverty level, an increase of 0.9% since the 2010 survey. In terms of population numbers, there has been an 11,500 increase in the number of individuals living below poverty level in the County in 2019. The State average is 13.4% and reflects a 0.3% decrease from 2010. While the percentage of California's population living in poverty has decreased over the past ten years, due to overall population growth in the state, the number of individuals living below the poverty level in 2019 has increased by 229,797.

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.

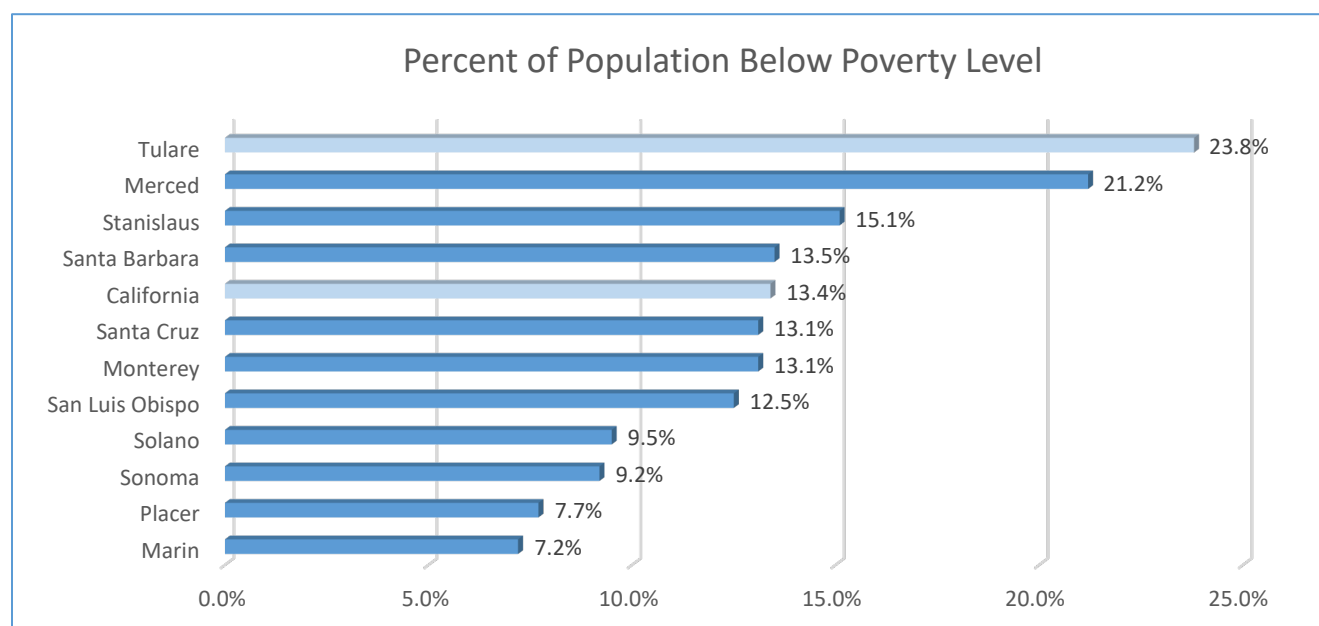


Figure 4 – Percent of Population Below Poverty Level

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 five private sector employers.

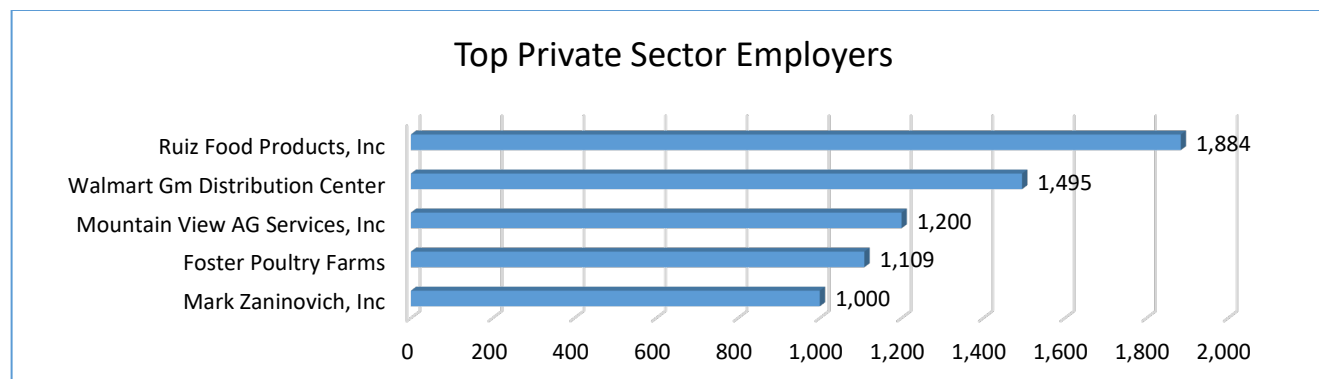


Figure 5 –Top Private Sector Employers

County Statistical Profile

Employment and Economic Growth

The County unemployment rate experienced an unprecedented spike in 2020 as a result of the COVID-19 pandemic. Rates have remained high since that time and, as of June 2021, show signs of recovery. The 2021 County unemployment rate is estimated to be 11.2% and the State average is estimated to be 8.2% (Figure 6).

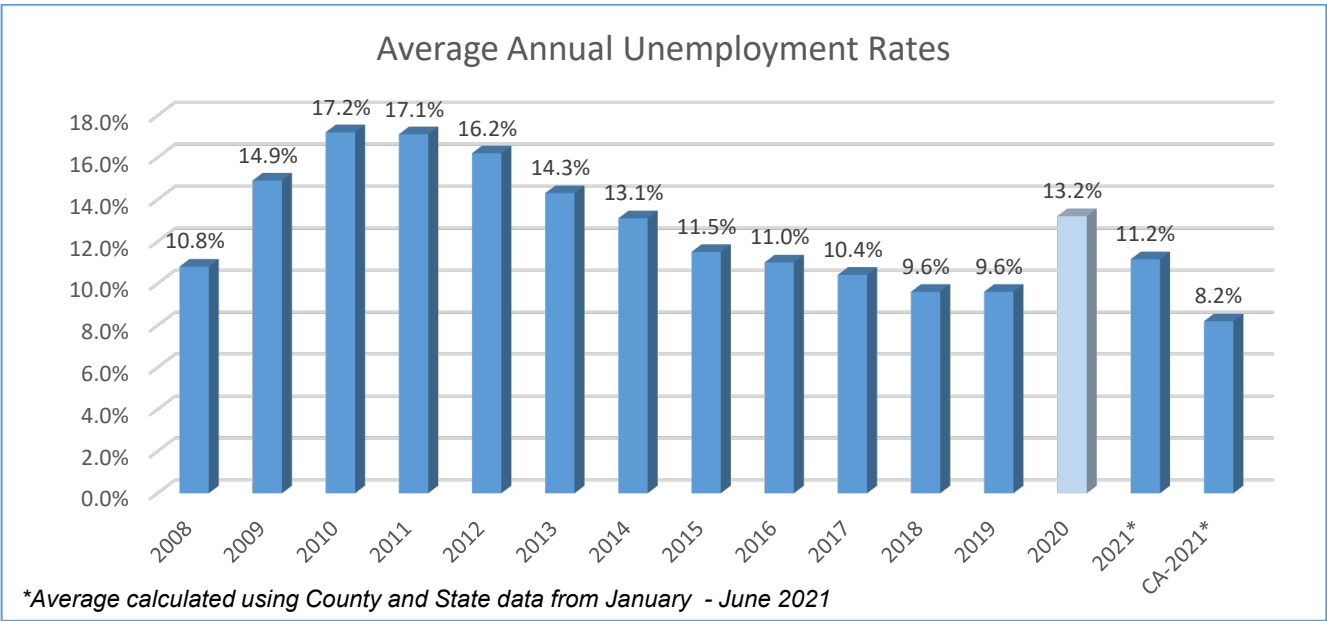


Figure 6 - Average Unemployment Rates

As shown in Figure 7, Tulare County’s 2020 average wage per job was \$45,470. The 2020 average wage per job grew 8.90% when compared to 2019 yet remained the lowest amongst the ten Benchmark Counties.

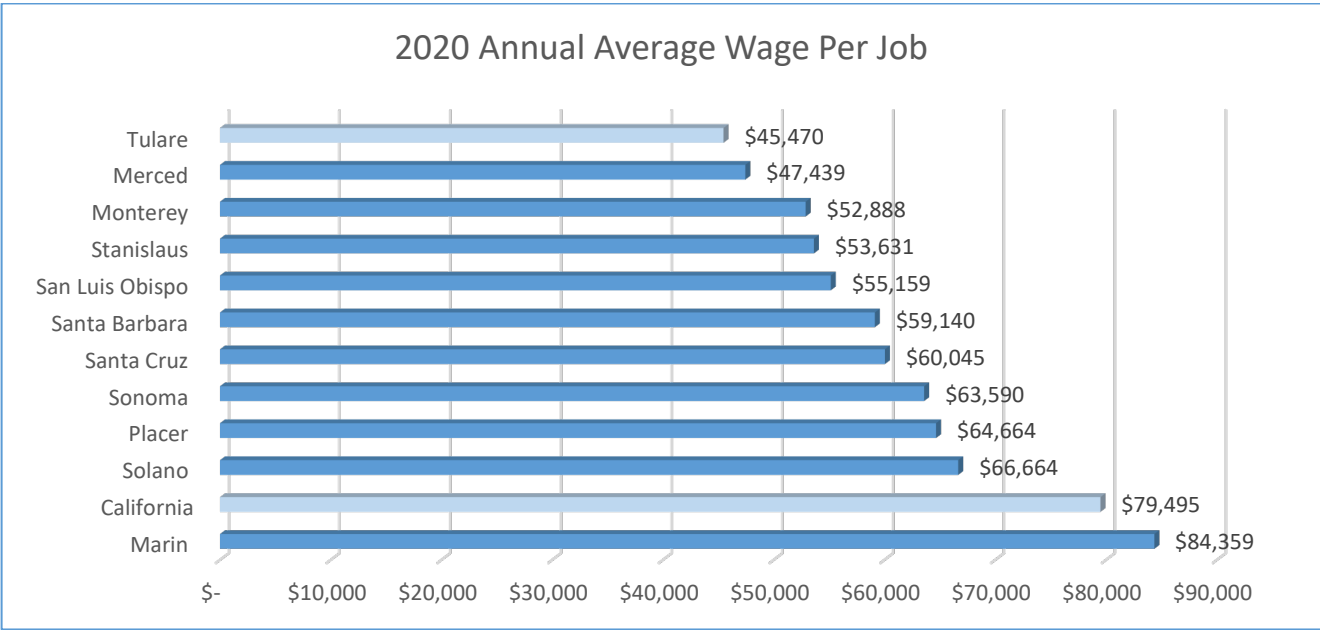


Figure 7 – Annual Average Wage Per Job

Figure 8 represents the distribution of the 159,100 civilian jobs in the Visalia and Porterville area for 2020, a reduction of 7,900 jobs when compared to 2019. The industries with the greatest reduction between 2019 and 2020 by overall annual loss were: Farming with 3,300 jobs; Leisure and Hospitality with 1,500 jobs; and Government with 1,400 jobs.

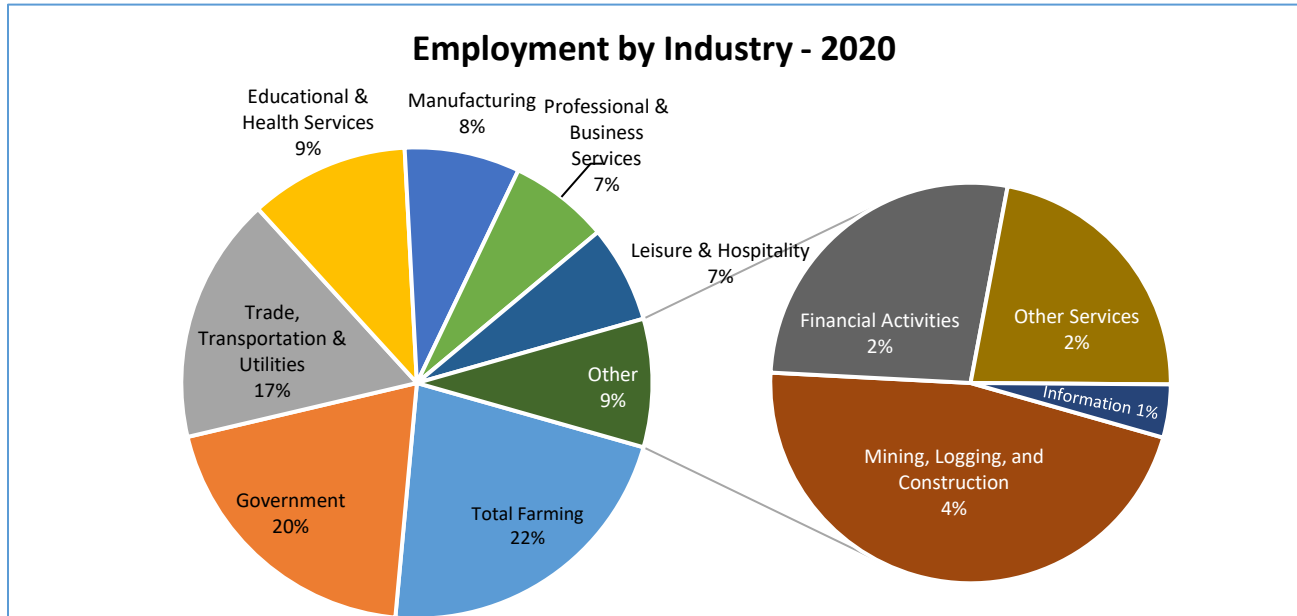


Figure 8 – Annual Average Employment by Industry

Gross Agricultural Crop Value

Agricultural commodities continue to be a mainstay of the County's economy with a 2019 total gross production value of \$7.51 billion (Figure 9) and 1,677,286 acres in production. The value of agricultural crops for 2019 represents an increase of \$292 million over 2018 production values. And total acres in production have increased by 55,197 acres compared to 2018.

The County's agricultural products are diversified and include more than 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 \$72 million or 4.3% 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.

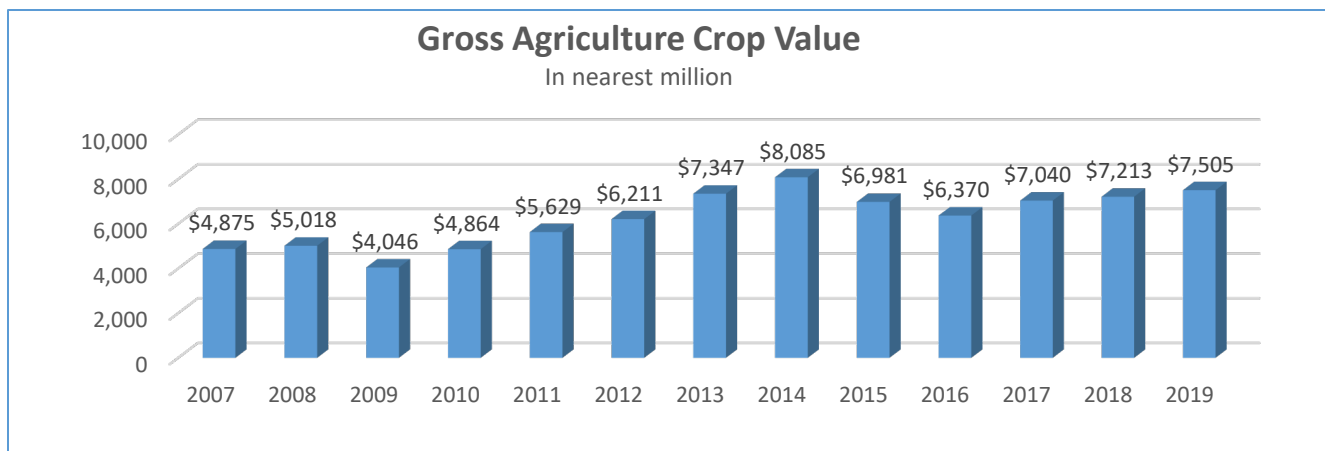


Figure 9 – Gross Annual Crop Value

County Statistical Profile

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 2021/22 calculates property values in Tulare County at \$41.8 billion as of June 2021. This figure represents the net value of property and does not account for Homeowners Exemptions. The net assessed value increased by \$2.2 billion or 5.43% over the prior year's value of \$39.7 billion. The increase is consistent with increases over the prior three fiscal years. The principal ten property taxpayers 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 to 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.

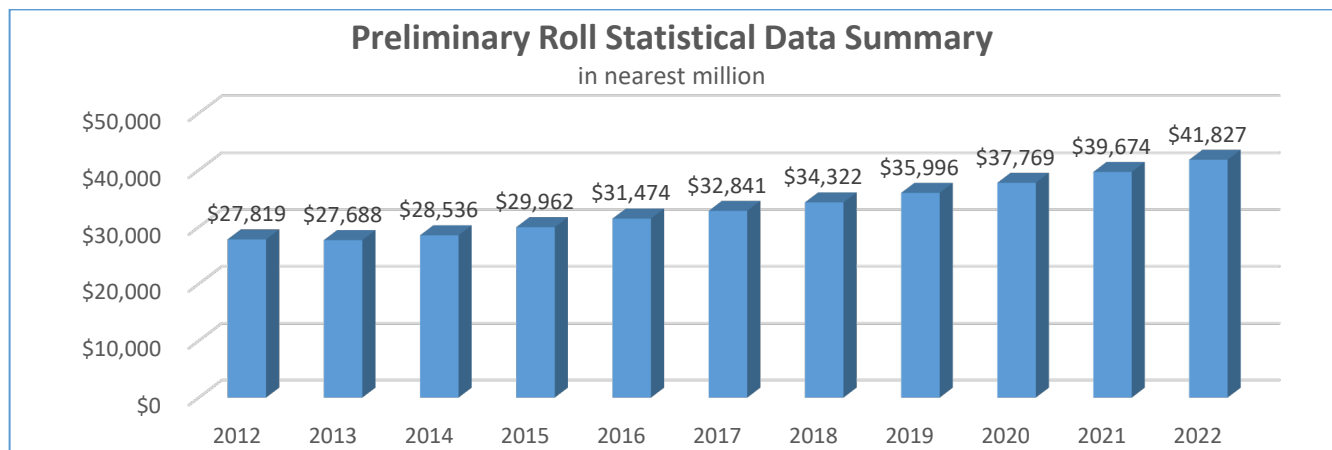


Figure 10 – Preliminary Roll Statistical Data Summary

Table 3. Top Ten Principal Property Taxpayers

Rank	Taxpayer	Taxable Assessed Value	% of AV
1	Southern California Edison Company	\$1,205,282,317	3.47%
2	Saputo Cheese USA Inc	\$248,652,797	0.72%
3	California Dairies/Milk Producers	\$236,306,867	0.68%
4	Southern California Gas Company	\$208,499,232	0.60%
5	Land O' Lakes	\$178,541,069	0.51%
6	Wal-Mart Stores/ Retail Trust	\$178,125,815	0.51%
7	Setton Pistachio	\$132,831,061	0.38%
8	Ventura Coastal	\$114,421,316	0.33%
9	Target Corporation	\$92,878,164	0.27%
10	Wawona Packing Co.	\$89,055,756	0.26%
Total Top Ten Principal Property Taxpayers		2,684,594,394	7.74%
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, (2021, May). *Report E-4 Population Estimates for Cities, Counties, and the State, 2011-2021, 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, (2021, May). *Report E-4 Population Estimates for Cities, Counties, and the State, 2011-2021, with 2010 Census Benchmark*.
<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

Workforce Investment Board of Tulare County (2021 August) *Business Table-Businesses for 19 Industries In Tulare County, CA*.

Figure 6 - Average Unemployment Rates

State of California, Employment Development Department (2021 July). *Unemployment Rate and Labor Force Data for California Areas Detailed. Counties*. 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=2020&qtr=A&own=0&ind=10&supp=0

Figure 8 - Annual Average Employment by Industry

State of California, Employment Development Department (2021 June). *Industry Employment - Official Monthly Estimates (CES)*.
<https://www.labormarketinfo.edd.ca.gov/data/employment-by-industry.html>

Figure 9-Gross Agriculture Crop Value

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

Figure 10 – Preliminary Roll Statistical Data Summary

Tulare County Assessor Clerk/Recorder (2021, June). *2020/2021 Preliminary Roll Statistical Data Summary*.
<http://maps.tularecounty.ca.gov/Temp/publications/TULARE%20COUNTY%20ASSESSOR%20PRELIMINARY%20ROLL%20VALUES%20COVER%20PAGE%20-%202021%20-%20Final%20-%20Signed.pdf>

County Statistical Profile

Table References:

Table 1 - Total Population Change

State of California Department of Finance, (2021, May). *Report E-4 Population Estimates for Cities, Counties, and the State, 2011-2021, 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, (2021, May). *Report E-4 Population Estimates for Cities, Counties, and the State, 2011-2021, 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 Taxpayers

Tulare County Auditor Controller-Treasurer-Tax Collector (2021 July). *Principal Taxpayers Fiscal Year 2021.*



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 2021/22

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 2021/22 is budgeted at \$406 million. Additional County Contributions are estimated at \$40 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 2019/20 through 2021/22.

TABLE 1
Total Employee Compensation

Appropriations	FY 2019/20 Actuals	FY 2020/21 Actuals**	FY 2021/22 Recommended
Employee Salaries	\$249,025,862	\$251,463,415	\$310,233,642
Health Benefits	35,413,781	36,920,415	44,124,166
Retirement	32,604,942	33,414,193	45,321,435
Other Pay*	6,912,338	6,799,090	6,622,497***
Total Employee Compensation	\$323,956,923	\$328,597,113	\$406,301,740

*Other Pay includes pay types such as, car allowance, career development pay and bilingual pay.

** FY 2020/21 Actuals as of 7/22/2021.

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

Total Employee Compensation goes beyond salary (see Table 1). 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 on the following page 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.

Employee Total Compensation

TABLE 2
Additional County Contributions

	FY 2019/20	FY 2020/21**	FY 2021/22 Estimated
Employee Sick Leave*	\$9,823,974	\$10,554,412	\$11,339,161
Life Insurance	80,863	79,610	79,497
Long Term Disability	207,656	209,612	209,997
Defined Contributions (County Match)	1,544,031	1,464,167	1,500,000
Wellness Program	70,000	-	70,000
Employee Assist Program	89,247	90,203	92,119
Tuition Reimbursement	9,312	3,932	18,501
Unemployment Insurance	356,756	1,143,933	836,447
Virtual On-Demand Primary Care	36,660	36,660	36,660
Workers Compensation	17,412,554	13,484,916	25,717,503
Total	\$29,631,053	\$27,067,445	\$39,899,885

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

** FY 2020/21 as of 6/30/2021

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, negotiating for salaries, benefits, other pay, working conditions, and other employment matters.

Table 3 reflects Tulare County's Bargaining Units (as of July 1, 2021) 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)	2,675
GLAW - Government Lawyers Association of Workers (Unit 08)	88
TCPA - Tulare County Probation Association (Unit 12)	170
TCDSA - Tulare County Deputy Sheriff's Association (Units 13 and 15)	485
PLEMA - Professional Law Enforcement Association (Unit 14)	27
PATCOP - Professional Association of Tulare County Physicians (Unit 16)	5
DACIATC - District Attorney Criminal Investigators Association Tulare County (Unit 22)	35
TCPFA - Tulare County Professional Firefighters Association (Unit 23)	85
Unrepresented Employees (Units 09, 10, 11, 19, 20, and 21)	653

Tulare County Benefits

Benefit Amount – This is a financial contribution 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.

Defined Contributions – The County of Tulare offers a 457 Deferred Compensation Plan (DCP) and a 457 Roth Plan as an available employee benefit available. The County of Tulare has contracted with Empower Retirement Services 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 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 seminars and financial counseling which are designed to target specific problems or issues.

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.

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

Holiday Leave – Tulare County observes 11 paid holidays per year.

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.

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

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.

Employee Total Compensation

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.

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.

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.

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.

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.

Activities held throughout the year include: Free flu shots, onsite mammography screening, PINK Tuesday, health risk evaluations, Movember, biometric screenings, and walking challenges.

Retirement Contributions

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 discussion, the Board established a 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 2020 through 2040. 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 (%)
2020	\$26,336,968	\$16,897,405	\$43,234,373	14.8%	\$26,632,960	9.1%
2021	26,986,688	21,993,330	48,980,018	16.2%	27,403,636	9.1%
2022	28,524,897	25,659,273	54,184,170	17.4%	28,201,216	9.1%
2023	29,333,876	28,789,880	58,123,756	18.2%	29,024,091	9.1%
2024	30,168,375	32,421,764	62,590,139	19.0%	29,872,512	9.1%
2025	31,029,214	35,578,217	66,607,431	19.6%	30,750,327	9.1%
2026	31,919,669	37,868,436	69,788,105	20.0%	31,656,067	9.1%
2027	32,838,557	40,192,776	73,031,334	20.3%	32,590,258	9.1%
2028	33,786,299	42,793,661	76,579,960	20.6%	33,554,616	9.0%
2029	34,764,506	44,777,078	79,541,584	20.8%	34,546,914	9.0%
2030	35,772,072	46,689,153	82,461,225	20.9%	35,571,781	9.0%
2031	36,812,515	48,131,313	84,943,827	20.9%	36,625,569	9.0%
2032	37,883,174	49,576,001	87,459,175	20.9%	37,709,819	9.0%
2033	38,985,740	51,060,792	90,046,531	20.9%	38,828,231	9.0%
2034	40,123,074	25,025,719	65,148,792	14.7%	39,978,957	9.0%
2035	41,294,576	18,452,000	59,746,576	13.1%	41,164,968	9.0%
2036	42,502,554	35,458,799	77,961,353	16.6%	42,383,579	9.0%
2037	43,744,943	34,567,873	78,312,816	16.2%	43,637,071	9.0%
2038	45,023,838	33,788,228	78,812,066	15.8%	44,928,116	9.0%
2039	46,341,908	25,772,914	72,114,821	14.0%	46,257,746	9.0%
2040	47,700,824	20,400,017	68,100,841	12.9%	47,627,736	9.0%

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

Employee Total Compensation

Pension Obligation Bond

Table 6 below reflects Tulare County's debt schedule payments through the period ending 2019 through 2037 as a result of issuing a \$251 million Pension Obligation Bond (POB).

As a note, FY 2021/22 POB Debt Service charges are \$19.8 million. Of this amount, the General Fund will pay \$7.6 million and \$10.5 million will be addressed by subvented agencies and departments. Outside funds account for about \$1.7 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 2016/17 through 2020/21.

TABLE 1
General Fund Balance Summary
Fiscal Years 2016/17 through 2020/21

Fund Balance Classification	Fiscal Year				
	2021 ⁽¹⁾	2020	2019	2018	2017
Nonspendable	\$ 13,394,000	\$ 12,034,000	\$ 13,543,000	\$ 8,755,000	\$ 6,805,000
Restricted	105,157,071	102,448,000	84,545,000	74,630,000	52,072,000
Committed	48,961,000	57,962,000	57,394,000	44,446,000	39,359,000
Assigned	60,312,000	41,119,000	37,631,000	13,462,000	20,732,000
Unassigned	44,505,133	42,977,000	42,267,000	50,137,000	49,238,000
Total Fund Balance	\$ 272,329,204	\$ 256,540,000	\$ 235,380,000	\$ 191,430,000	\$ 168,206,000

(1) Amounts as of 8/5/21

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 on the following page provides a summary of the County's governmental and fiduciary cash balances as of June 30, 2021.

Sub Fund and Fund Balance Summary

TABLE 2
Governmental and Fiduciary Funds Summary
Cash Balance as of June 30, 2021

Agency/Department/Office	Governmental				Fiduciary
	Restricted	Committed	Assigned	Unassigned	
Agricultural Commissioner	\$ 35,384	\$ -	\$ -	\$ -	\$ 57,204
Assessor/Clerk-Recorder	11,208,610	-	-	(179)	1,220,695
Auditor-Controller/Treasurer-Tax Collector	8,351,327	-	1,235,124	135,568	4,033,605
Child Support Services	2,331,467	-	-	-	-
County Administrative Office	-	-	58,458,271	-	-
District Attorney	2,866,781	-	-	268,433	3,057,838
General Services Agency	201	5,963,244	15,257,609	-	-
Health and Human Services Agency	74,774,834	8,865,375	-	-	544,017
Human Resources and Development	-	-	-	-	2,608,819
Library	20,840	-	-	-	-
Probation	50,346,168	-	6,126	-	1,021,705
Public Defender	2,376,566	-	-	-	50,643
Tulare County Employee Retirement Association	-	-	-	-	10,882,257
Resource Management Agency	2,618,782	244,704	-	194,889	1,457,056
Sheriff-Coroner	10,986,596	483,316	-	-	-
Tulare County Association of Government	108,227	-	-	-	7,634,571
Information and Communications Technology	-	3,404,847	-	-	-
Law Library	-	-	-	-	635,068
Total	\$ 166,025,783	\$ 18,961,486	\$ 74,957,129	\$ 598,711	\$ 33,203,478

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 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 \$30 million in the Strategic Reserve.

Sub Fund and Fund Balance Summary

The County's estimated total operating revenues for Fiscal Year Ended June 30, 2021, are \$701 million and the total estimated unrestricted fund balance is \$153 million.

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

FY 2021 amounts based on the County's financial statements (CAFR) as of 8/5/21
(amounts expressed in thousands)

Fund Balance Classification	Other General Fund		2021 Total General Fund	2020 Total General Fund	2019 Total General Fund	2018 Total General Fund	2017 Total General Fund
	General Fund (001)	(Trust Funds, PARS, and TRAN)					
Nonspendable	\$ 13,394	\$ -	\$ 13,394	\$ 12,034	\$ 13,543	\$ 8,755	\$ 6,805
Restricted	-	105,157	105,157	102,448	84,545	74,630	52,072
Committed	30,000	18,961	48,961	57,962	57,394	44,446	39,359
Assigned	112	60,200	60,312	41,119	37,631	13,462	20,732
Unassigned	44,344	161	44,505	42,977	42,267	50,137	49,238
Total fund balance	\$ 87,850	\$ 184,479	\$ 272,329	\$ 256,540	\$ 235,380	\$ 191,430	\$ 168,206
Annual dollar increase			\$ 15,789	\$ 21,160	\$ 43,950	\$ 23,224	\$ 21,695
Annual percentage increase			6.15%	8.99%	22.96%	13.81%	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 \$112,195 (16% of \$701,221 estimated operating revenues) for Fiscal Year 2021. However, the County's estimated level of fund balance in the General Fund for Fiscal Year 2021 is as follows:

Estimated operating revenues	\$ 701,221
Committed fund balance	\$ 48,961
Assigned fund balance	60,312
Unassigned fund balance	44,505
Total unrestricted fund balance	\$ 153,778
% of operating revenues	21.93%

Therefore, the County has a fund balance of \$41,500 that meets and exceeds the GFOA Best Practice minimum.

The following pages provide detail as of June 30, 2021, 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, 2021

By fund number

Fund	Fund Group	Fund Name	Cash Balance as of 06/30/2021	Classification	Responsible Department
402	Governmental	Abandoned Vehicle Abatement	108,227.19	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	25,400.49	Held for Others	Resource Management Agency
407	Governmental	Property Tax System Replacement	10,141,224.00	Assigned	County Administrative Office
408	Fiduciary	Automobile Insurance Fraud	-	Held for Others	District Attorney
409	Fiduciary	Workers Comp Fraud	-	Held for Others	District Attorney
410	Governmental	Public Health Emergency Preparedness Advance Fund	9,232.94	Restricted	Health and Human Services Agency
411	Governmental	Micrographics	10,342,752.92	Restricted	Assessor/Clerk-Recorder
412	Governmental	County Children	161,194.35	Restricted	Health and Human Services Agency
413	Governmental	Conditional Release Prog-MH	27,651.55	Restricted	Health and Human Services Agency
414	Fiduciary	Deceased Trust Probate	23,917.64	Held for Others	Auditor-Controller/Treasurer-Tax Collector
415	Governmental	Domestic Violence Program	-	Restricted	Health and Human Services Agency
416	Fiduciary	DNA Identification Fund	66,805.56	Held for Others	Auditor-Controller/Treasurer-Tax Collector
417	Governmental	AB 818	428,999.46	Restricted	Assessor/Clerk-Recorder
418	Governmental	Child Support Federal Fund	-	Restricted	Child Support Services
419	Governmental	Compliance Inspection	109,808.14	Restricted	Resource Management Agency
420	Fiduciary	H&S 12706 Fireworks	33.66	Held for Others	Auditor-Controller/Treasurer-Tax Collector
41A	Governmental	Van Beek Brothers Environmental Impact Review	15,924.07	Restricted	Resource Management Agency
421	Fiduciary	Employees Retirement	10,509,862.81	Held for Others	Tulare County Employee Retirement Association
422	Fiduciary	TCERA Property	372,393.93	Held for Others	Tulare County Employee Retirement Association
423	Fiduciary	Consumer Fraud	2,522,300.98	Held for Others	District Attorney
424	Governmental	MHSA Local Prudent Reserve	5,006,916.17	Restricted	Health and Human Services Agency
425	Governmental	Alcohol & Drug Prior Year Unexpended	3,144,175.06	Restricted	Health and Human Services Agency
426	Governmental	Public Safety Power Shutoff Resiliency Program	419,873.78	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	187,477.25	Held for Others	Probation
429	Fiduciary	Incorp Cities & States Fines	71,967.19	Held for Others	Auditor-Controller/Treasurer-Tax Collector
430	Governmental	Inmate Welfare Trust	2,125,323.21	Restricted	Sheriff-Coroner
431	Fiduciary	Railroad Education	17,591.73	Held for Others	Resource Management Agency
432	Governmental	Harmon Field Clean-Up	200.50	Restricted	General Services Agency
433	Governmental	Micrographics e-Recording Trust Fund	47,644.00	Restricted	Assessor/Clerk-Recorder
434	Governmental	Aids Education	100,595.95	Restricted	Health and Human Services Agency
435	Governmental	Drug Prevention	166,842.23	Restricted	Health and Human Services Agency
436	Governmental	Alcohol Prevention	584,412.98	Restricted	Health and Human Services Agency
437	Fiduciary	Victim Witness Assistance	495,339.83	Held for Others	District Attorney
438	Governmental	Mental Health Services Act	56,374,869.48	Restricted	Health and Human Services Agency
439	Fiduciary	Law Library Trust	635,067.82	Held for Others	Law Library
440	Governmental	Alcohol Trust Statham	1,025,724.94	Restricted	Health and Human Services Agency
441	Governmental	First Offender Program Fees	7,829.58	Restricted	Health and Human Services Agency
442	Governmental	Mental Health Training	41.60	Restricted	Sheriff-Coroner
443	Fiduciary	Industrial Hemp Abatement Deposit	26,200.00	Held for Others	Agricultural Commissioner
444	Governmental	DUI Laboratory	61,095.09	Restricted	Auditor-Controller/Treasurer-Tax Collector
445	Governmental	Program Income (CDBG)	515,361.53	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	12,313.61	Restricted	Library
449	Governmental	Off Highway Vehicle (014)	71,159.20	Restricted	Sheriff-Coroner
450	Fiduciary	Probation Officers Restitution	817,619.29	Held for Others	Probation
453	Fiduciary	PO Misc.	16,608.66	Held for Others	Probation
454	Fiduciary	Public Defender Agency Trust	50,643.10	Held for Others	Public Defender
455	Governmental	Substandard Abatement Revolving Fund	500,000.00	Assigned	Resource Management Agency
456	Governmental	State Asset Forfeitures 15% Trust	116,176.99	Restricted	Probation
457	Governmental	Social Security Truncation	369,311.06	Restricted	Assessor/Clerk-Recorder
458	Governmental	Range Improvement Grazing D#1	35,384.49	Restricted	Agricultural Commissioner
459	Governmental	Real Property Transfer Tax	(179.30)	Unassigned	Assessor/Clerk-Recorder
460	Fiduciary	Public Works	903,371.94	Held for Others	Resource Management Agency
461	Governmental	Sheriff Civil Trust Fund	580,200.13	Restricted	Sheriff-Coroner
462	Governmental	County Prop 69 DNA Finger Printing	280.62	Restricted	Sheriff-Coroner
463	Governmental	Criminal Justice Facility	828,540.50	Debt Service	Auditor-Controller/Treasurer-Tax Collector (Sub-fund of Debt Service 024)
464	Fiduciary	Courthouse Temp. Construction	766.92	Held for Others	Auditor-Controller/Treasurer-Tax Collector*
465	Fiduciary	State Fund	2,690.00	Held for Others	Auditor-Controller/Treasurer-Tax Collector
467	Fiduciary	State Trust surcharge of Vital Stats & Environmental Health	212,524.56	Held for Others	Health and Human Services Agency
468	Governmental	Federal Ntf [narcotics asset forfeitures]	584,426.89	Restricted	Sheriff-Coroner
469	Fiduciary	State Sales Tax	10,629.59	Held for Others	Auditor-Controller/Treasurer-Tax Collector
470	Fiduciary	Dinuba Courthouse Construction	-	Held for Others	Auditor-Controller/Treasurer-Tax Collector*
471	Fiduciary	State Transit Assistance	4,414,994.41	Held for Others	Tulare County Association of Governments
472	Governmental	Title IV-E	8,611.70	Restricted	Probation
473	Governmental	Survey Monument Preservation	152,834.17	Committed	Resource Management Agency
475	Fiduciary	Life & Annuity Program	0.01	Held for Others	District Attorney
477	Governmental	Officers Cash Overage	135,568.44	Unassigned	Auditor-Controller/Treasurer-Tax Collector
478	Governmental	Standards In Training Ben-Prob	162,407.00	Restricted	Probation
479	Governmental	Supplemental Law Enforcement Services COPS	2,096,685.13	Restricted	District Attorney
480	Governmental	Local Enforcement Agency (LEA)	217,232.06	Restricted	Health and Human Services Agency
481	Governmental	Used Oil Recycling Block Grant	634,565.41	Restricted	Health and Human Services Agency
482	Governmental	Treasurer	72,308.67	Restricted	Auditor-Controller/Treasurer-Tax Collector
483	Fiduciary	Dinuba Transportation Tax	125,601.51	Held for Others	Tulare County Association of Governments
484	Fiduciary	Exeter Transportation Tax	100,483.36	Held for Others	Tulare County Association of Governments
485	Fiduciary	Farmersville Transportation Tax	61,533.48	Held for Others	Tulare County Association of Governments
486	Fiduciary	Lindsay Transportation Tax	68,329.73	Held for Others	Tulare County Association of Governments
487	Fiduciary	Porterville Transportation Tax	979,930.73	Held for Others	Tulare County Association of Governments

Sub Fund and Fund Balance Summary

Governmental and Fiduciary Funds

Cash Balances as of Fiscal Year Ended June 30, 2021

By fund number

Fund	Fund Group	Fund Name	Cash Balance as of 06/30/2021	Classification	Responsible Department
488	Fiduciary	Tulare Transportation Tax	343,032.05	Held for Others	Tulare County Association of Governments
489	Fiduciary	Visalia Transportation Tax	720,652.07	Held for Others	Tulare County Association of Governments
490	Fiduciary	Woodlake Transportation Tax	759.59	Held for Others	Tulare County Association of Governments
491	Fiduciary	Tulare County Transport Tax	819,254.33	Held for Others	Tulare County Association of Governments
492	Governmental	PVAE Trust Fund	8,623.24	Committed	Resource Management Agency
494	Governmental	Behavioral Health and Homelessness Multi Year Initiatives	413,670.95	Restricted	Health and Human Services Agency
495	Governmental	Home Program Investment	1,088,073.19	Restricted	Resource Management Agency
496	Governmental	Grants (All receipts)	403,907.37	Restricted	Resource Management Agency
497	Governmental	Standards & Training For Corrections	-	Committed	Sheriff-Coroner
498	Fiduciary	IHSS Trust	75,544.16	Held for Others	Health and Human Services Agency
499	Fiduciary	Treasury - Minor Beneficiary	8,635.68	Held for Others	Auditor-Controller/Treasurer-Tax Collector
500	Governmental	Asset Forfeiture	261,984.51	Unassigned	District Attorney
501	Fiduciary	Tax Collectors Deposits in Transit	(1,139,382.09)	Held for Others	Auditor-Controller/Treasurer-Tax Collector
502	Governmental	Sheriff's Automation Fund	317,072.21	Restricted	Sheriff-Coroner
503	Governmental	Vital and Health Statistic	19,902.95	Restricted	Assessor/Clerk-Recorder
504	Governmental	Jail Medical Fund	7,088,361.88	Assigned	County Administrative Office
505	Governmental	Suppl Law Enforce Serv - Jails	89,911.47	Restricted	Sheriff-Coroner
506	Fiduciary	K/T Area Agency on Aging Assets	199,998.45	Held for Others	Health and Human Services Agency
507	Fiduciary	SB1473 Surcharge	8,350.50	Held for Others	Resource Management Agency
508	Governmental	Dairy Inspection Program	680,209.66	Committed	Health and Human Services Agency
509	Governmental	Youthful Offender Block Grant Fund (SB81)	20,123,405.33	Restricted	Probation
510	Governmental	Sheriff's Fleet Veh Replacement	843,531.61	Restricted	Sheriff-Coroner
511	Governmental	Environmental Litigation	337,771.15	Restricted	Health and Human Services Agency
512	Fiduciary	Agricultural Commissioner - CDFA Bait Surcharge	31,003.68	Held for Others	Agricultural Commissioner
513	Governmental	Child Restraint System Loaner	153,057.56	Restricted	Health and Human Services Agency
514	Governmental	Vital and Health Statistic	214,255.64	Restricted	Health and Human Services Agency
515	Governmental	Bioterrorism Preparedness Plan	89,800.27	Restricted	Health and Human Services Agency
516	Governmental	Federal Forest Reserve	86,800.17	Restricted	Resource Management Agency
517	Governmental	Equipment and Vehicle Replacement Fund	6,636,652.90	Assigned	County Administrative Office
518	Fiduciary	Public Health Preparedness	50,506.40	Held for Others	Health and Human Services Agency
519	Fiduciary	Education Rev Augmentation Fd	18,655.35	Held for Others	Auditor-Controller/Treasurer-Tax Collector
522	Governmental	Future Construction	15,257,608.58	Assigned	General Services Agency
523	Governmental	Local Community Corrections Fund	16,741,488.85	Restricted	Probation
524	Governmental	Proposition 99	220,778.07	Restricted	Health and Human Services Agency
526	Governmental	Sheriff's Farm Expansion Fund	482,762.79	Committed	Sheriff-Coroner
527	Governmental	Vehicle Internal Borrowing	1,235,123.98	Assigned	Auditor-Controller/Treasurer-Tax Collector
528	Governmental	DMV Auto Theft	571,425.77	Restricted	District Attorney
529	Governmental	Natural Resources Fund	4,200,000.00	Assigned	County Administrative Office
530	Governmental	Ivanhoe Community Drainage	30,920.00	Restricted	Resource Management Agency
531	Governmental	Public Guardian Interest	3,261,868.19	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	4,726,686.29	Assigned	County Administrative Office
534	Governmental	Local Law Enforcement Service Acct. (LESA)	3,299,110.65	Restricted	Sheriff-Coroner
535	Governmental	Seized Narcotic Funds [State dist to 466 or 568]	1,724,912.66	Restricted	Sheriff-Coroner
536	Governmental	Conflict Defender Fund	1,500,000.00	Assigned	County Administrative Office
537	Governmental	Fish and Game Fees	185,258.92	Unassigned	Resource Management Agency
542	Governmental	Children's Wraparound Plan	2,190,719.84	Restricted	Health and Human Services Agency
543	Governmental	LSPF-Local Safety and Protection Fund	5,054,398.97	Restricted	Probation
544	Governmental	Sheriff's Local Law Enforcement Grant (K9)	185.73	Restricted	Sheriff-Coroner
545	Governmental	Special Projects	6,448.58	Unassigned	District Attorney
546	Governmental	Community Corrections Performance Incentive Fund	444,924.84	Restricted	Probation
548	Fiduciary	DNA Penalty Assessment Ab1806	208,991.63	Held for Others	Auditor-Controller/Treasurer-Tax Collector
549	Governmental	State Criminal Alien Assistance Program	552.80	Committed	Sheriff-Coroner
550	Governmental	Federal Equitable Sharing	6,125.62	Assigned	Probation
551	Governmental	Suppl Law Enf Serv Front Line	999,249.20	Restricted	Sheriff-Coroner
552	Governmental	SLESF Juvenile Justice	7,783,439.98	Restricted	Probation
553	Governmental	CalHome	367,987.43	Restricted	Resource Management Agency
554	Governmental	Real Estate Fraud Protection	198,670.55	Restricted	District Attorney
555	Fiduciary	Asset Forfeiture NTF	40,197.53	Held for Others	District Attorney
558	Governmental	Pandemic Influenza Healthcare Preparedness Improvements for States	11,795.97	Restricted	Health and Human Services Agency
559	Fiduciary	Public Health Emergency Response	2,715.82	Held for Others	Health and Human Services Agency
560	Fiduciary	Public Works Permittee Trust Min King Dairy	2,341.33	Held for Others	Resource Management Agency
561	Governmental	Eminent Domain	83,246.19	Committed	Resource Management Agency
562	Fiduciary	Public Health Emergency Response Phase III	2,727.89	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	21,997.87	Held for Others	Auditor-Controller/Treasurer-Tax Collector
567	Governmental	Emergency Medical Services	176,091.35	Committed	Health and Human Services Agency
568	Governmental	Narcotics Task Force State NTF	235,013.42	Restricted	Sheriff-Coroner
569	Governmental	Neighborhood Stabilization Program (NSP1)	-	Restricted	Resource Management Agency
571	Fiduciary	Health Insurance	2,608,818.73	Held for Others	Human Resources and Development
573	Fiduciary	Redemption Reserve Trust Tc/Tr	1,427,596.84	Held for Others	Auditor-Controller/Treasurer-Tax Collector
574	Fiduciary	PIMS Trust Tc/Tr	1,255,444.88	Held for Others	Auditor-Controller/Treasurer-Tax Collector
575	Fiduciary	Tax Collector - Map Clearances	808,829.50	Held for Others	Auditor-Controller/Treasurer-Tax Collector
576	Governmental	Indigent Defense Fund	-	Restricted	Public Defender
578	Fiduciary	Tax Collector Mobile Home Clearances	21,274.56	Held for Others	Auditor-Controller/Treasurer-Tax Collector
579	Fiduciary	Tax Collector - Bulk Transfers & Bankruptcies	45,645.03	Held for Others	Auditor-Controller/Treasurer-Tax Collector
580	Proprietary	Energy Management Control (081)	157,340.11	ISF	General Services Agency (Sub-fund of Utilities 081)
581	Governmental	Child Support ADM/INCENTIVE	2,331,467.18	Restricted	Child Support Services
582	Fiduciary	Tax Collector - Misc.	1,157,239.64	Held for Others	Auditor-Controller/Treasurer-Tax Collector
583	Fiduciary	SJIVA Investment Fund	0.78	Held for Others	Auditor-Controller/Treasurer-Tax Collector
585	Governmental	Future Economic Development	6,060,798.46	Assigned	County Administrative Office

Sub Fund and Fund Balance Summary

Governmental and Fiduciary Funds

Cash Balances as of Fiscal Year Ended June 30, 2021

By fund number

Fund	Fund Group	Fund Name	Cash Balance as of 06/30/2021	Classification	Responsible Department
586	Governmental	Step-Up and Community Outreach	628,982.63	Assigned	County Administrative Office
589	Governmental	Homelessness and Community Activity	1,000,000.00	Assigned	County Administrative Office
590	Governmental	Local Revenue Fund 2011 (AB118)	8,217,923.12	Restricted	Auditor-Controller/Treasurer-Tax Collector
591	Governmental	IT Projects - County wide etc.	3,404,847.39	Committed	Information and Communications Technology
592	Governmental	Litigation and Unallowable Reimbursement Fund	6,475,565.00	Assigned	County Administrative Office
594	Governmental	Local Community Corrections Special Growth Fund	20,975.43	Restricted	Probation
595	Governmental	Public Defender General Purpose	2,376,565.52	Restricted	Public Defender
596	Governmental	Building and Property Improvement	5,963,244.31	Committed	General Services Agency
597	Governmental	Tobacco Control Proposition 56	-	Restricted	Health and Human Services Agency
598	Fiduciary	SB2 Affordable Housing Fee	1,220,695.01	Held for Others	Assessor/Clerk-Recorder
599	Governmental	Blue Cross Sharable Revenue	8,009,074.00	Committed	Health and Human Services Agency

Grand Total **294,732,467.67**

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, 2021

By department

Fund	Fund Group	Fund Name	Cash balance as of 06/30/2021	Classification
Agricultural Commissioner/Sealer of Weights & Measures				
512	Fiduciary	Agricultural Commissioner - CDFA Bait Surcharge	\$ 31,003.68	Held for Others
458	Governmental	Range Improvement Grazing D#1	\$ 35,384.49	Restricted
443	Fiduciary	Industrial Hemp Abatement Deposit	\$ 26,200.00	Held for Others
Agricultural Commissioner/Sealer of Weights & Measures Total			92,588.17	
Assessor/Clerk-Recorder				
598	Fiduciary	SB2 Affordable Housing Fee	\$ 1,220,695.01	Held for Others
411	Governmental	Micrographics	\$ 10,342,752.92	Restricted
417	Governmental	AB 818	\$ 428,999.46	Restricted
433	Governmental	Micrographics e-Recording Trust Fund	\$ 47,644.00	Restricted
457	Governmental	Social Security Truncation	\$ 369,311.06	Restricted
503	Governmental	Vital and Health Statistic	\$ 19,902.95	Restricted
459	Governmental	Real Property Transfer Tax	\$ (179.30)	Unassigned
Assessor/Clerk-Recorder Total			12,429,126.10	
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	Deceased Trust Probate	\$ 23,917.64	Held for Others
416	Fiduciary	DNA Identification Fund	\$ 66,805.56	Held for Others
427	Fiduciary	Public Safety Augmentation Fd	\$ -	Held for Others
429	Fiduciary	Incorp Cities & States Fines	\$ 71,967.19	Held for Others
464	Fiduciary	Courthouse Temp. Construction	\$ 766.92	Held for Others
465	Fiduciary	State Fund	\$ 2,690.00	Held for Others
469	Fiduciary	State Sales Tax	\$ 10,629.59	Held for Others
470	Fiduciary	Dinuba Courthouse Construction	\$ -	Held for Others
499	Fiduciary	Treasury - Minor Beneficiary	\$ 8,635.68	Held for Others
501	Fiduciary	Tax Collectors Deposits in Transit	\$ (1,139,382.09)	Held for Others
519	Fiduciary	Education Rev Augmentation Fd	\$ 18,655.35	Held for Others
548	Fiduciary	DNA Penalty Assessment Ab1806	\$ 208,991.63	Held for Others
564	Fiduciary	Emergency Medical Air Transportation Act	\$ 21,997.87	Held for Others
573	Fiduciary	Redemption Reserve Trust Tc/Tr	\$ 1,427,596.84	Held for Others
574	Fiduciary	PIMS Trust Tc/Tr	\$ 1,255,444.88	Held for Others
575	Fiduciary	Tax Collector - Map Clearances	\$ 808,829.50	Held for Others
578	Fiduciary	Tax Collector Mobile Home Clearances	\$ 21,274.56	Held for Others
579	Fiduciary	Tax Collector - Bulk Transfers & Bankruptcies	\$ 45,645.03	Held for Others
582	Fiduciary	Tax Collector - Misc.	\$ 1,157,239.64	Held for Others
583	Fiduciary	SJVA Investment Fund	\$ 0.78	Held for Others
444	Governmental	DUI Laboratory	\$ 61,095.09	Restricted
590	Governmental	Local Revenue Fund 2011 (AB118)	\$ 8,217,923.12	Restricted
482	Governmental	Treasurer	\$ 72,308.67	Restricted
527	Governmental	Vehicle Internal Borrowing	\$ 1,235,123.98	Assigned
477	Governmental	Officers Cash Overage	\$ 135,568.44	Unassigned
463	Governmental	Criminal Justice Facility	\$ 828,540.50	Debt Service
420	Fiduciary	H&S 12706 Fireworks	\$ 33.66	Held for Others
Auditor-Controller/Treasurer-Tax Collector Total			14,584,164.78	
Child Support Services				
418	Governmental	Child Support Federal Fund	\$ -	Restricted
581	Governmental	Child Support ADM/INCENTIVE	\$ 2,331,467.18	Restricted
Child Support Services Total			2,331,467.18	
County Administrative Office				
407	Governmental	Property Tax System Replacement	\$ 10,141,224.00	Assigned
504	Governmental	Jail Medical Fund	\$ 7,088,361.88	Assigned
517	Governmental	Equipment and Vehicle Replacement Fund	\$ 6,636,652.90	Assigned
529	Governmental	Natural Resources Fund	\$ 4,200,000.00	Assigned

Sub Fund and Fund Balance Summary

Governmental and Fiduciary Funds

Cash Balance as of Fiscal Year Ended June 30, 2021

By department

Fund	Fund Group	Fund Name	Cash balance as of 06/30/2021	Classification
532	Governmental	Financial System Project Fund	\$ 10,000,000.00	Assigned
533	Governmental	Elections Trust Fund	\$ 4,726,686.29	Assigned
536	Governmental	Conflict Defender Fund	\$ 1,500,000.00	Assigned
585	Governmental	Future Economic Development	\$ 6,060,798.46	Assigned
586	Governmental	Step-Up and Community Outreach	\$ 628,982.63	Assigned
589	Governmental	Homelessness and Community Activity	\$ 1,000,000.00	Assigned
592	Governmental	Litigation and Unallowable Reimbursement Fund	\$ 6,475,565.00	Assigned
County Administrative Office Total			58,458,271.16	
District Attorney				
555	Fiduciary	Asset Forfeiture NTF	\$ 40,197.53	Held for Others
408	Fiduciary	Automobile Insurance Fraud	\$ -	Held for Others
409	Fiduciary	Workers Comp Fraud	\$ -	Held for Others
423	Fiduciary	Consumer Fraud	\$ 2,522,300.98	Held for Others
437	Fiduciary	Victim Witness Assistance	\$ 495,339.83	Held for Others
475	Fiduciary	Life & Annuity Program	\$ 0.01	Held for Others
528	Governmental	DMV Auto Theft	\$ 571,425.77	Restricted
479	Governmental	Supplemental Law Enforcement Services COPS	\$ 2,096,685.13	Restricted
554	Governmental	Real Estate Fraud Protection	\$ 198,670.55	Restricted
500	Governmental	Asset Forfeiture	\$ 261,984.51	Unassigned
545	Governmental	Special Projects	\$ 6,448.58	Unassigned
District Attorney Total			6,193,052.89	
General Services Agency				
432	Governmental	Harmon Field Clean-Up	\$ 200.50	Restricted
522	Governmental	Future Construction	\$ 15,257,608.58	Assigned
596	Governmental	Building and Property Improvement	\$ 5,963,244.31	Committed
580	Proprietary	Energy Management Control (081)	\$ 157,340.11	ISF
General Services Agency Total			21,378,393.50	
Health and Human Services Agency				
467	Fiduciary	State Trust surcharge of Vital Stats & Environmental Health	\$ 212,524.56	Held for Others
498	Fiduciary	IHSS Trust	\$ 75,544.16	Held for Others
506	Fiduciary	K/T Area Agency on Aging Assets	\$ 199,998.45	Held for Others
518	Fiduciary	Public Health Preparedness	\$ 50,506.40	Held for Others
559	Fiduciary	Public Health Emergency Response	\$ 2,715.82	Held for Others
562	Fiduciary	Public Health Emergency Response Phase III	\$ 2,727.89	Held for Others
410	Governmental	Public Health Emergency Preparedness Advance Fund	\$ 9,232.94	Restricted
412	Governmental	County Children	\$ 161,194.35	Restricted
413	Governmental	Conditional Release Prog-MH	\$ 27,651.55	Restricted
415	Governmental	Domestic Violence Program	\$ -	Restricted
424	Governmental	MHSA Local Prudent Reserve	\$ 5,006,916.17	Restricted
425	Governmental	Alcohol & Drug Prior Year Unexpended	\$ 3,144,175.06	Restricted
426	Governmental	Public Safety Power Shutoff Resiliency Program	\$ 419,873.78	Restricted
434	Governmental	Aids Education	\$ 100,595.95	Restricted
435	Governmental	Drug Prevention	\$ 166,842.23	Restricted
436	Governmental	Alcohol Prevention	\$ 584,412.98	Restricted
438	Governmental	Mental Health Services Act	\$ 56,374,869.48	Restricted
440	Governmental	Alcohol Trust Statham	\$ 1,025,724.94	Restricted
441	Governmental	First Offender Program Fees	\$ 7,829.58	Restricted
480	Governmental	Local Enforcement Agency (LEA)	\$ 217,232.06	Restricted
481	Governmental	Used Oil Recycling Block Grant	\$ 634,565.41	Restricted
494	Governmental	Behavioral Health and Homelessness Multi Year Initiatives	\$ 413,670.95	Restricted
511	Governmental	Environmental Litigation	\$ 337,771.15	Restricted
513	Governmental	Child Restraint System Loaner	\$ 153,057.56	Restricted
514	Governmental	Vital and Health Statistic	\$ 214,255.64	Restricted

Sub Fund and Fund Balance Summary

Governmental and Fiduciary Funds

Cash Balance as of Fiscal Year Ended June 30, 2021

By department

Fund	Fund Group	Fund Name	Cash balance as of 06/30/2021	Classification
515	Governmental	Bioterrorism Preparedness Plan	\$ 89,800.27	Restricted
524	Governmental	Proposition 99	\$ 220,778.07	Restricted
531	Governmental	Public Guardian Interest	\$ 3,261,868.19	Restricted
542	Governmental	Children's Wraparound Plan	\$ 2,190,719.84	Restricted
558	Governmental	Pandemic Influenza Healthcare Preparedness Improvements for States	\$ 11,795.97	Restricted
597	Governmental	Tobacco Control Proposition 56	\$ -	Restricted
508	Governmental	Dairy Inspection Program	\$ 680,209.66	Committed
567	Governmental	Emergency Medical Services	\$ 176,091.35	Committed
599	Governmental	Blue Cross Sharable Revenue	\$ 8,009,074.00	Committed
Health and Human Services Agency Total			84,184,226.41	
Human Resources and Development				
571	Fiduciary	Health Insurance	\$ 2,608,818.73	Held for Others
Human Resources and Development Total			2,608,818.73	
Information and Communications Technology				
591	Governmental	IT Projects - County wide etc.	\$ 3,404,847.39	Committed
Information and Communications Technology Total			3,404,847.39	
Law Library				
439	Fiduciary	Law Library Trust	\$ 635,067.82	Held for Others
Law Library Total			635,067.82	
Library				
447	Governmental	Library	\$ 8,526.02	Restricted
448	Governmental	George Stewart Historical Collection	\$ 12,313.61	Restricted
Library Total			20,839.63	
Probation				
450	Fiduciary	Probation Officers Restitution	\$ 817,619.29	Held for Others
428	Fiduciary	Juv Inmate Welfare Benefit Fd	\$ 187,477.25	Held for Others
453	Fiduciary	PO Misc.	\$ 16,608.66	Held for Others
472	Governmental	Title IV-E	\$ 8,611.70	Restricted
478	Governmental	Standards In Training Ben-Prob	\$ 162,407.00	Restricted
523	Governmental	Local Community Corrections Fund	\$ 16,741,488.85	Restricted
543	Governmental	LSPF-Local Safety and Protection Fund	\$ 5,054,398.97	Restricted
546	Governmental	Community Corrections Performance Incentive Fund	\$ 444,924.84	Restricted
552	Governmental	SLESF Juvenile Justice	\$ 7,783,439.98	Restricted
446	Governmental	Probation Sustaining Fund	\$ 6,515.59	Restricted
509	Governmental	Youthful Offender Block Grant Fund (SB81)	\$ 20,123,405.33	Restricted
594	Governmental	Local Community Corrections Special Growth Fund	\$ 20,975.43	Restricted
550	Governmental	Federal Equitable Sharing	\$ 6,125.62	Assigned
Probation Total			51,373,998.51	
Public Defender				
454	Fiduciary	Public Defender Agency Trust	\$ 50,643.10	Held for Others
595	Governmental	Public Defender General Purpose	\$ 2,376,565.52	Restricted
576	Governmental	Indigent Defense Fund	\$ -	Restricted
Public Defender Total			2,427,208.62	
Resource Management Agency				
406	Fiduciary	Building Seismic	\$ 25,400.49	Held for Others
431	Fiduciary	Railroad Education	\$ 17,591.73	Held for Others
455	Governmental	Substandard Abatement Revolving Fund	\$ 500,000.00	Assigned
460	Fiduciary	Public Works	\$ 903,371.94	Held for Others
507	Fiduciary	SB1473 Surcharge	\$ 8,350.50	Held for Others
560	Fiduciary	Public Works Permittee Trust Min King Dairy	\$ 2,341.33	Held for Others
419	Governmental	Compliance Inspection	\$ 109,808.14	Restricted
445	Governmental	Program Income (CDBG)	\$ 515,361.53	Restricted
516	Governmental	Federal Forest Reserve	\$ 86,800.17	Restricted
530	Governmental	Ivanhoe Community Drainage	\$ 30,920.00	Restricted
553	Governmental	CalHome	\$ 367,987.43	Restricted
569	Governmental	Neighborhood Stabilization Program (NSP1)	\$ -	Restricted
41A	Governmental	Van Beek Brothers Environmental Impact Review	\$ 15,924.07	Restricted

Sub Fund and Fund Balance Summary

Governmental and Fiduciary Funds

Cash Balance as of Fiscal Year Ended June 30, 2021

By department

Fund	Fund Group	Fund Name	Cash balance as of 06/30/2021	Classification
495	Governmental	Home Program Investment	\$ 1,088,073.19	Restricted
496	Governmental	Grants (All receipts)	\$ 403,907.37	Restricted
561	Governmental	Eminent Domain	\$ 83,246.19	Committed
563	Governmental	Dairy Cares General Plan Amendment	\$ -	Committed
473	Governmental	Survey Monument Preservation	\$ 152,834.17	Committed
403	Governmental	Building Department	\$ 9,630.00	Unassigned
537	Governmental	Fish and Game Fees	\$ 185,258.92	Unassigned
492	Governmental	PVAE Trust Fund	\$ 8,623.24	Committed
Resource Management Agency Total			4,515,430.41	
Sheriff-Coroner				
430	Governmental	Inmate Welfare Trust	\$ 2,125,323.21	Restricted
442	Governmental	Mental Health Training	\$ 41.60	Restricted
456	Governmental	State Asset Forfeitures 15% Trust	\$ 116,176.99	Restricted
462	Governmental	County Prop 69 DNA Finger Printing	\$ 280.62	Restricted
468	Governmental	Federal Ntf [narcotics asset forfeitures]	\$ 584,426.89	Restricted
502	Governmental	Sheriff's Automation Fund	\$ 317,072.21	Restricted
505	Governmental	Suppl Law Enforce Serv - Jails	\$ 89,911.47	Restricted
510	Governmental	Sheriff's Fleet Veh Replacement	\$ 843,531.61	Restricted
534	Governmental	Local Law Enforcement Service Acct. (LESA)	\$ 3,299,110.65	Restricted
544	Governmental	Sheriff's Local Law Enforcement Grant (K9)	\$ 185.73	Restricted
551	Governmental	Suppl Law Enf Serv Front Line	\$ 999,249.20	Restricted
568	Governmental	Narcotics Task Force State NTF	\$ 235,013.42	Restricted
449	Governmental	Off Highway Vehicle (014)	\$ 71,159.20	Restricted
461	Governmental	Sheriff Civil Trust Fund	\$ 580,200.13	Restricted
535	Governmental	Seized Narcotic Funds [State dist to 466 or 568]	\$ 1,724,912.66	Restricted
497	Governmental	Standards & Training For Corrections	\$ -	Committed
526	Governmental	Sheriff's Farm Expansion Fund	\$ 482,762.79	Committed
549	Governmental	State Criminal Alien Assistance Program	\$ 552.80	Committed
Sheriff-Coroner Total			11,469,911.18	
Tulare County Association of Governments				
471	Fiduciary	State Transit Assistance	\$ 4,414,994.41	Held for Others
483	Fiduciary	Dinuba Transportation Tax	\$ 125,601.51	Held for Others
484	Fiduciary	Exeter Transportation Tax	\$ 100,483.36	Held for Others
485	Fiduciary	Farmersville Transportation Tax	\$ 61,533.48	Held for Others
486	Fiduciary	Lindsay Transportation Tax	\$ 68,329.73	Held for Others
487	Fiduciary	Porterville Transportation Tax	\$ 979,930.73	Held for Others
488	Fiduciary	Tulare Transportation Tax	\$ 343,032.05	Held for Others
489	Fiduciary	Visalia Transportation Tax	\$ 720,652.07	Held for Others
490	Fiduciary	Woodlake Transportation Tax	\$ 759.59	Held for Others
491	Fiduciary	Tulare County Transport Tax	\$ 819,254.33	Held for Others
402	Governmental	Abandoned Vehicle Abatement	\$ 108,227.19	Restricted
Tulare County Association of Governments Total			7,742,798.45	
Tulare County Employee Retirement Association				
421	Fiduciary	Employees Retirement	\$ 10,509,862.81	Held for Others
422	Fiduciary	TCERA Property	\$ 372,393.93	Held for Others
Tulare County Employee Retirement Association Total			10,882,256.74	

Grand Total \$ 294,732,467.67

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**).

Improved District Attorney Space at the Visalia Courthouse



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 Tulare County Information and Communications Technology (TCICT) Special Projects Fund, managed by the TCICT 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) 2021/22 is \$93.8 million, and includes projects not accounted for in other department budgets as well as \$923,273 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 \$225,000 Replacement of the roof at the Terra Bella Road Yard, currently included in the FY 2021/22 Road Fund budget; and a \$3 million Woodville Cell Expansion Project, currently included in the FY 2021/22 Solid Waste budget.

Capital Expenditures

The following table identifies significant planned capital expenditures over a one-million-dollar threshold for FY 2021/22.

Table 1. Significant Capital Expenditures Over \$2 Million

Project Name	Department/Agency	Budget FY 2021/22
Sequoia Field Program Facility (New Facility)	Sheriff - Coroner	\$45,079,145
Board and Administrative Office Remodel	Board of Supervisors /County Administrative Office	\$5,185,494
Porterville Substation Relocation	Sheriff - Coroner	\$3,500,000
Main Jail Demolition	Sheriff - Coroner	\$3,500,000
Tulare County Health Clinic	HHSa	\$2,774,085
Dinuba Library Remodel	Library	\$2,630,312
Springville Library Relocation	Library	\$2,120,791
Relocation of Registrar of Voters	Registrar of Voters	\$3,500,000

The following is a summary of key capital improvement projects scheduled for FY 2021/22:

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 Fire Marshall. Final plans are expected to be submitted to the Board of Supervisors for approval to bid by January 2022, with construction to begin by March 2022. Construction will take approximately 18 months.

Emergency Dispatch Relocation Project will relocate the emergency dispatch facilities for both the Sheriff and Fire Departments. The two departments will be co-located in a new facility conveniently located at the Tulare Akers Professional Center within the same building as Sheriff and Fire headquarters. The new space consists of separate dispatch areas for Sheriff and Fire, supervisor offices, raised flooring for cable access, breakroom, quiet room, storage room, data and electrical room, lockers, and access to an outside patio area. Construction is in progress and anticipated to be complete in September 2021.

Porterville Substation Relocation will relocate the Sheriff's substation to a location near the newly constructed South County Detention Facility. The existing Sheriff's Porterville Substation is located next to the vacant former courthouse on Morton Street. The facility is inadequate in size, functionality, and location. Therefore, negotiations are in progress to purchase property in close proximity to the newly constructed South County Detention Facility.

Tulare County Health Clinic. A new Health Clinic located adjacent to the existing Visalia Health Care Center will be constructed to provide new and improved medical services. The building will contain standard exam rooms, with one exam room designated for actively infectious patients, a dedicated room for mobile x-ray equipment, Intake and Discharge offices, private and open offices, lobby, and reception areas. Construction began in July 2021 and is expected to be completed by April 2022.

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 completed in August 2021. Construction is expected to commence by March 2022 and completed by November 2022.

2. ICT Special Projects Fund

The ICT Special Projects Fund budget for FY 2021/22 has dedicated \$3.8 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 towers, 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)				
1/2 Ton Pickup Truck	F00113	8	25,750	206,000
ATVs	F00116	2	6,500	13,000
Agricultural Commissioner/Sealer of Weights & Measures Total				\$219,000
Assessor/ Clerk-Recorder (001-025)				
AWD Vehicle	F00130	2	35,000	70,000
Office Modernization Furniture	F00151	1	30,000	30,000
Scanner	F00152	2	20,000	40,000
Sedan	F00153	1	30,000	30,000
Assessor/ Clerk-Recorder Total				\$170,000
Auditor-Controller/Treasurer-Tax Collector (001-030)				
* High Volume Check Sealer	F00155	1	12,500	12,500
Auditor-Controller/Treasurer-Tax Collector Total				\$12,500
General Services Agency (001-087)				
* Utility Tractor	F00103	1	44,770	44,770
* Utility Tractor	F00104	1	44,770	44,770
Backhoe Loader	F00106	1	131,069	131,069
John Deere Mower	F00107	1	24,427	24,427
Electric Off-Road Vehicles	F00110	5	24,354	121,770
General Services Agency Total				\$366,806
District Attorney (001-100)				
Chevy Tahoe	F00115	1	51,000	51,000
Chevy Colorado	F00124	1	28,000	28,000
Ford Escape	F00125	1	28,000	28,000
Ford Explorer	F00126	1	38,000	38,000
Ford Explorer	F00127	1	38,000	38,000
Ford Escape	F00128	1	28,000	28,000
Ford Escape	F00129	1	28,000	28,000
District Attorney Total				\$239,000
Health and Human Services Agency (001-142)				
Uninterrupted Power Supply	F00076	2	51,000	102,000
Licensed Microwave Link	F00077	1	15,000	15,000
Firewall Appliance	F00078	1	19,000	19,000
Electric Forklift Truck Battery	F00079	1	8,800	8,800
Forklift Battery Charger	F00080	1	9,350	9,350
Ford F-150	F00081	1	47,023	47,023
Axis Rack Server	F00082	1	8,300	8,300
48 Port Switch	F00083	1	9,000	9,000
48 Port Switch	F00084	1	9,000	9,000
48 Port Switch	F00085	2	9,000	18,000
48 Port Switch	F00086	1	9,000	9,000
Flourescent/Light Microscope	F00087	1	30,000	30,000
Ford Cargo Van	F00088	2	55,000	110,000
Side-Load Trailer	F00089	2	25,000	50,000
Mobile Diesel Generator	F00090	2	150,000	300,000
Laboratory-Grade Refrigerator	F00091	1	9,500	9,500
Full Size Vaccine Refrigerator	F00092	2	22,441	44,882
Portable Freezer/Refriderator	F00093	5	7,396	36,980
Axis Rack Server	F00094	1	8,000	8,000
Ford F-150	F00096	1	47,023	47,023
40' Seatrain Containers	F00097	2	10,250	20,500
* Automated Liquid Handler	F00192	1	230,700	230,700
* Automated Liquid Handler	F00193	1	125,000	125,000
* Automated Liquid Handler	F00194	1	125,000	125,000
Health and Human Services Agency Total				\$1,392,058
Probation (001-205)				
Ford Explorer	F00099	10	47,600	476,000
Sound System	F00170	1	50,000	50,000
Probation Total				\$526,000
Resource Management Agency (001-230)				
1/2 Ton Pickup Truck	F00064	1	30,000	30,000
Self-Payment Machine	F00075	1	30,000	30,000

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

Capital Assets Summary

Item	Request #	Quantity	Unit Price	Total Cost
			Resource Management Agency Total	\$60,000
Sheriff-Coroner (001-240)				
Truck	F00150	1	60,000	60,000
* CAT Forklift	F00156	1	32,000	32,000
* Ford Explorer XLT	F00157	1	42,178	42,178
* Steam Kettle	F00158	1	24,000	24,000
* Cessna T206 Aircraft Components	F00159	1	114,800	114,800
* Convection Oven	F00161	1	12,000	12,000
* Patrol Vehicles	F00162	10	42,000	420,000
* Ford Explorer	F00163	1	37,637	37,637
Trailer	F00164	1	10,000	10,000
EOD X-Ray	F00165	1	60,096	60,096
Cellebrite Service	F00166	1	41,030	41,030
EOD Trailer	F00167	1	33,824	33,824
Tactical Electronics Kits	F00168	1	22,992	22,992
* Ford Explorer	F00189	1	40,000	40,000
* Aviation Radio	F00190	1	39,950	39,950
			Sheriff-Coroner Total	\$990,507
			General Fund Total	\$3,975,871
Other Funds				
Aviation (012-231)				
* Navigational Aids	F00065	1	21,402	21,402
			Aviation Total	\$21,402
County Fire (013-245)				
Swift Water Rescue Vehicle	F00009	1	300,000	300,000
Thermal Imaging Cameras	F00010	6	7,000	42,000
* Ford F-250	F00011	2	80,000	160,000
* Ford Transit XL	F00012	1	70,000	70,000
* Aerial Fire Truck	F00013	1	1,330,000	1,330,000
Swift Water Rescue Boat	F00037	1	38,000	38,000
SUV	F00039	3	80,000	240,000
Truck	F00040	2	80,000	160,000
Trailer	F00057	1	30,000	30,000
Thermal Imaging Cameras	F00073	14	6,494	90,916
Handheld Radios	F00074	8	6,375	51,000
* Fire Engine Type III	F00187	1	475,000	475,000
* Fire Engine Type I	F00188	2	690,000	1,380,000
* Fire Engine Type III	F00195	1	572,715	572,715
			County Fire Total	\$4,939,631
Road Fund (014-225)				
Snow Plow	F00005	1	10,000	10,000
2-Axle Tilt Trailer	F00006	1	12,000	12,000
2-Axle Dump Truck	F00007	1	185,000	185,000
2-Axle Truck	F00014	1	125,000	125,000
3/4 Ton Pickup Truck	F00015	1	33,000	33,000
1-Ton Flat Bed Sign Truck	F00016	1	45,000	45,000
12-Tire Pull Roller	F00017	1	32,000	32,000
9-Cubic Yard Dump Truck	F00018	1	135,000	135,000
3/4 Ton Pickup Truck	F00019	1	30,000	30,000
3/4 Ton Pickup Truck	F00020	1	30,000	30,000
Motor Grader	F00021	1	275,000	275,000
12-Tire Pull Trailer	F00022	1	32,000	32,000
1-Ton Truck	F00023	1	75,000	75,000
9-Cubic Yard Dump Truck	F00024	1	135,000	135,000
2-Axle Truck	F00025	1	125,000	125,000
3/4 Ton Pickup Truck	F00026	1	30,000	30,000
12-Tire Pull Roller	F00027	1	32,000	32,000
26,000 GVWR Truck	F00028	1	125,000	125,000
3/4 Ton Pickup Truck	F00029	1	30,000	30,000
3/4 Ton Pickup Truck	F00030	1	30,000	30,000
Backhoe	F00031	1	115,000	115,000
Emulsion Spray Trailer	F00032	1	35,000	35,000
1/2 Ton Pickup Truck	F00033	1	26,000	26,000
3/4 Ton Pickup Truck	F00034	1	32,000	32,000

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

Capital Assets Summary

Item	Request #	Quantity	Unit Price	Total Cost
1/2 Ton Pickup Truck	F00035	1	30,000	30,000
Radar Trailers	F00036	2	17,500	35,000
Roof	F00050	1	225,000	225,000
Exterior Paint	F00051	1	55,000	55,000
3/4 Ton Pickup Truck w/Utility Bed	F00054	1	45,000	45,000
Data Collector	F00055	1	9,000	9,000
Flashing Beacons & Crosswalk Improvements	F00111	1	85,000	85,000
Panoramic Camera	F00112	1	20,000	20,000
* 26,000 GVWR Truck w/Pothole Patching Body	F00171	1	185,000	185,000
* 26,000 GVWR Truck w/Dump Bed and Spray System	F00172	1	120,000	120,000
* 9-Cubic Yard Dump Truck	F00173	1	135,000	135,000
* Mower	F00176	1	9,000	9,000
* Wheel Tractor	F00178	1	76,000	76,000
* Wheel Tractor	F00179	1	76,000	76,000
* Wheel Tractor	F00180	1	76,000	76,000
* Emulsion Spray Trailer	F00181	1	32,000	32,000
* 4x4 2-Axle Dump Truck w/Snow Plow	F00182	1	180,000	180,000
* Dump Truck	F00183	1	135,000	135,000
* 26,000 GVWR Truck w/Pothole Patching Body	F00184	1	185,000	185,000
			Road Fund Total	\$3,447,000
Capital Projects (030-086)				
Truck	F00154	1	46,000	46,000
* Truck	F00186	1	38,000	38,000
* Electric Off-Road Vehicles	F00196	4	20,000	80,000
			Capital Projects Total	\$164,000
Information and Communications Technology Special Projects (035-090)				
Jordan Peak Tower Upgrade	F00118	1	285,000	285,000
Lewis Hill Radio Tower Relocation & Upgrade	F00119	1	123,292	123,292
Tulare Fire Station Radio Tower	F00120	1	300,000	300,000
MTR2000 Repeaters	F00122	4	10,000	40,000
Licensed Microwave Link	F00123	1	12,000	12,000
Badge Access for Wiring Closet	F00131	1	25,000	25,000
Wireless Access Point	F00132	1	20,000	20,000
Business Continuity Project	F00133	1	25,000	25,000
Cloud Based BI Platform	F00134	1	200,000	200,000
Tanium Project	F00135	1	618,138	618,138
DMZ & Disaster Recovery	F00136	1	280,000	280,000
Backup Storage	F00137	1	450,000	450,000
SQL Server Modernization	F00138	1	107,000	107,000
UPS Batteries	F00139	1	25,000	25,000
UPS Replacement	F00140	1	100,000	100,000
Fiber Upgrade	F00141	1	100,000	100,000
SmartNet	F00142	1	400,000	400,000
Multi Gig Switches	F00143	1	10,000	10,000
VM Ware	F00144	1	430,000	430,000
			Information and Communications Technology Special Projects Total	\$3,550,430
Transit (040-220)				
Security Enhancements	F00041	1	451,223	451,223
Solar Powered Stop Sign	F00042	1	66,562	66,562
Smart Card Fare System	F00043	1	171,773	171,773
* Large CNG Bus	F00044	1	559,279	559,279
* Large CNG Bus	F00045	1	559,279	559,279
* Large CNG Bus	F00046	1	559,278	559,278
			Transit Total	\$2,367,394
Solid Waste (045-235)				
* 4,000 Gallon Water Truck	F00002	1	175,000	175,000
* Mechanic Service Truck	F00003	1	234,363	234,363
Woodville Cell Expansion	F00004	1	3,000,000	3,000,000
Bulldozer	F00047	1	775,000	775,000
Bulldozer	F00048	1	775,000	775,000
Haul Truck	F00049	1	850,000	850,000
Bin Truck	F00052	1	350,000	350,000
Compactor Repair	F00066	1	560,000	560,000
Rolloff Bin	F00067	1	10,000	10,000

Capital Assets Summary

Item	Request #	Quantity	Unit Price	Total Cost
Rolloff Bin	F00068	1	10,000	10,000
Rolloff Bin	F00069	1	10,000	10,000
Rolloff Bin	F00070	1	10,000	10,000
Rolloff Bin	F00071	1	10,000	10,000
Breakroom for Woodville	F00072	1	40,000	40,000
Truck Scale	F00095	1	90,000	90,000
Compactor	F00117	1	1,200,000	1,200,000
Composite Landfill Cover Machine	F00169	1	100,000	100,000
			Solid Waste Total	\$8,199,363
Grounds Services (066-066)				
Utility Vehicle	F00100	1	12,500	12,500
Utility Vehicle	F00101	1	12,500	12,500
Utility Vehicle	F00102	1	12,500	12,500
			Grounds Total	\$37,500
Facilities (067-067)				
Truck	F00058	1	46,000	46,000
			Facilities Total	\$46,000
Custodial Services (068-068)				
Trailer	F00059	1	10,000	10,000
			Custodial Total	\$10,000
Fleet Services (070-070)				
Hybrid Mid-Size SUV	F00001	1	40,000	40,000
* Electric Off-Road Vehicle	F00185	1	20,000	20,000
			Fleet Services Total	\$60,000
Mail Services (076-076)				
Bell & Howell Mail inserter	F00056	1	110,000	110,000
			Mail Services Total	\$110,000
Information and Communications Technology (071-090)				
Networks Enhancement Project Equipment	F00060	1	50,000	50,000
Informacast Redundancy Project	F00061	1	30,000	30,000
Packet Broker System Project	F00062	1	150,000	150,000
Camera System Upgrade Project	F00063	1	30,000	30,000
Service Now Software	F00114	1	235,000	235,000
Office 365 Platform	F00145	1	1,540,000	1,540,000
Zoom Platform	F00146	1	140,000	140,000
Duo Platform	F00147	1	350,019	350,019
Office 365 Proofpoint Bundle	F00148	1	300,000	300,000
			Information and Communications Technology Total	\$2,825,019
			Total Other Funds	\$25,777,739
			Total All Funds	\$29,753,610

Appropriations and Revenues Summary

Fund	Dept	Department Name	Expenditures		Revenues	
			Requested	Recommended	Requested	Recommended
General Fund						
001	010	Board Of Supervisors	2,898,579	2,898,579	8,200	8,200
001	012	Miscellaneous Administration	28,751,458	28,751,458	1,765,795	1,765,795
001	015	Agricultural Commissioner/Sealer of Weights and Measures	10,093,589	10,093,589	8,370,718	8,370,718
001	025	Assessor/Clerk-Recorder	12,459,124	12,459,124	6,770,167	6,770,167
001	030	Auditor-Controller/Treasurer-Tax Collector	8,168,641	8,168,641	5,074,048	5,074,048
001	031	General Revenues	-	-	186,891,567	186,891,567
001	032	Purchasing	486,657	486,657	699,933	699,933
001	050	Contingency	5,000,000	5,000,000	-	-
001	055	Cooperative Extension	1,039,658	1,039,658	28,013	28,013
001	080	County Counsel	5,098,523	5,098,523	3,774,514	3,774,514
001	085	County Administration	2,581,819	2,581,819	1,242,440	1,242,440
001	087	General Services Agency	7,491,932	7,491,932	4,245,966	4,245,966
001	088	Registrar of Voters	4,340,426	4,340,426	3,244,470	3,244,470
001	091	Central Telephone Services	600,771	600,771	600,771	600,771
001	095	Capital Acquisitions	2,591,429	2,591,429	2,591,429	2,591,429
001	100	District Attorney	28,065,845	28,065,845	5,159,655	5,159,655
001	142	Health and Human Services Agency	593,871,617	593,871,617	576,856,787	576,856,787
001	200	Human Resources and Development	1,328,794	1,328,794	910,952	910,952
001	205	Probation	54,628,279	54,628,279	32,739,260	32,739,260
001	210	Public Defender	13,561,400	13,561,400	767,663	767,663
001	230	Resource Management Agency	16,363,423	16,363,423	14,073,467	14,073,467
001	240	Sheriff-Coroner	134,457,723	134,457,723	34,229,634	34,229,634
001	260	Citizens' Option for Public Safety (COPS)	1,121,322	1,121,322	906,187	906,187
001	265	Rural Crime Prevention	796,654	796,654	737,789	737,789
001	280	Juvenile Justice Crime Prevention Act	1,829,992	1,829,992	1,829,992	1,829,992
001	810	Miscellaneous Criminal Justice	8,904,502	8,904,502	6,962,619	6,962,619
001	FBL	General Fund Subtotal	946,532,157	946,532,157	900,482,036	900,482,036
		Fund Balance		-	49,050,121	49,050,121
		Increase of Reserves	3,000,000	3,000,000		-
		General Fund Total	949,532,157	949,532,157	949,532,157	949,532,157
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	5,710,529	5,710,529	5,710,529	5,710,529
		Increase to Fund Balance	1,214,342	1,214,342		-
010	FBL	Fund Balance	-	-	1,214,342	1,214,342
		Library Fund Total	6,924,871	6,924,871	6,924,871	6,924,871
011	015	Fish and Wildlife	5,821	5,821	-	-
011	FBL	Fund Balance	-	-	5,821	5,821
		Fish and Wildlife Fund Total	5,821	5,821	5,821	5,821
012	231	Aviation	103,698	103,698	103,522	103,522
012	FBL	Fund Balance	-	-	176	176
		Aviation Fund Total	103,698	103,698	103,698	103,698
013	245	County Fire	30,422,462	30,422,462	28,920,393	28,920,393
		Increase to Fund Balance	7,358,351	7,358,351		-
013	FBL	Fund Balance	-	-	8,860,420	8,860,420
		County Fire Fund Total	37,780,813	37,780,813	37,780,813	37,780,813
014	225	Road Fund	115,588,723	115,588,723	68,002,734	68,002,734
014	FBL	Fund Balance	-	-	47,585,989	47,585,989
		Road Fund Total	115,588,723	115,588,723	115,588,723	115,588,723
015	120	Workforce Investment Board	16,510,018	16,510,018	16,510,018	16,510,018
015	FBL	Fund Balance	-	-	-	-
		Workforce Investment Board Fund Total	16,510,018	16,510,018	16,510,018	16,510,018
016	101	Child Support Services	14,415,803	14,415,803	14,415,803	14,415,803
016	FBL	Fund Balance	-	-	-	-
		Child Support Services Fund Total	14,415,803	14,415,803	14,415,803	14,415,803
017	017	Mental Health Realignment	23,444,407	23,444,407	16,875,328	16,875,328
		Increase to Fund Balance	9,929,585	9,929,585		-
017	FBL	Fund Balance	-	-	16,498,664	16,498,664
		Mental Health Realignment Fund Total	33,373,992	33,373,992	33,373,992	33,373,992

Appropriations and Revenues Summary

Fund	Dept	Department Name	Expenditures		Revenues	
			Requested	Recommended	Requested	Recommended
018	018	Health Realignment	13,091,986	13,091,986	9,415,186	9,415,186
		Increase to Fund Balance	775,185	775,185		-
018	FBL	Fund Balance		-	4,451,985	4,451,985
		Health Realignment Fund Total	13,867,171	13,867,171	13,867,171	13,867,171
019	019	Social Services Realignment	115,624,136	115,624,136	107,861,422	107,861,422
		Increase to Fund Balance	23,655,844	23,655,844		-
019	FBL	Fund Balance		-	31,418,558	31,418,558
		Social Services Realignment Fund Total	139,279,980	139,279,980	139,279,980	139,279,980
020	020	Tobacco Settlement	5,587,716	5,587,716	5,587,716	5,587,716
020	FBL	Fund Balance		-	-	-
		Tobacco Settlement Fund Total	5,587,716	5,587,716	5,587,716	5,587,716
022	022	Pension Obligation Bond	19,832,944	19,832,944	19,831,444	19,831,444
022	FBL	Fund Balance		-	1,500	1,500
		Pension Obligation Bond Fund Total	19,832,944	19,832,944	19,832,944	19,832,944
024	024	Building Debt Service	1,806,727	1,806,727	6,980,421	6,980,421
		Increase to Fund Balance	5,850,960	5,850,960		-
024	FBL	Fund Balance		-	677,266	677,266
		Building Debt Fund Total	7,657,687	7,657,687	7,657,687	7,657,687
030	086	Capital Projects	93,803,257	93,803,257	65,699,458	65,699,458
		Increase to Fund Balance	306,852	306,852		-
030	FBL	Fund Balance		-	28,410,651	28,410,651
		Capital Projects Fund Total	94,110,109	94,110,109	94,110,109	94,110,109
035	090	ICT Special Projects	3,794,430	3,794,430	3,643,412	3,643,412
035	FBL	Fund Balance		-	151,018	151,018
		ICT Special Projects Fund Total	3,794,430	3,794,430	3,794,430	3,794,430
050	230	Community Development Block Grants	955,166	955,166	955,166	955,166
050	FBL	Fund Balance		-		-
		Community Development Block Grants Fund Total	955,166	955,166	955,166	955,166
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	262,453	262,453	31,500	31,500
RA6	FBL	Fund Balance		-	230,953	230,953
		Housing Successor Fund Total	262,453	262,453	262,453	262,453
Operating Funds Total			511,101,478	511,101,478	511,101,478	511,101,478
Governmental Funds (includes General Fund) Total			1,460,633,635	1,460,633,635	1,460,633,635	1,460,633,635
County Service Areas						
C15	C15	Lemon Cove Water	53,369	53,369	966	966
C15	NP	Net Position		-	52,403	52,403
		Lemon Cove Fund Total	53,369	53,369	53,369	53,369
Z01	Z01	TC CSA#1 ZOB El Rancho	56,573	56,573	21,332	21,332
Z01	NP	Net Position		-	(128,479)	(128,479)
		TC CSA#1 ZOB El Rancho Fund Total	56,573	56,573	(107,147)	(107,147)
Z10	Z10	TC CSA#1 ZOB Delft Colony	120,279	120,279	66,557	66,557
Z10	NP	Net Position		-	53,722	53,722
		TC CSA#1 ZOB Delft Colony Fund Total	120,279	120,279	120,279	120,279
Z11	Z11	TC CSA#1 ZOB Delft Colony Water	162,289	162,289	57,772	57,772
Z11	NP	Net Position		-	104,517	104,517
		TC CSA#1 ZOB Delft Colony Water Fund Total	162,289	162,289	162,289	162,289
Z50	Z50	TC CSA#1 ZOB Seville	139,910	139,910	75,078	75,078
Z50	NP	Net Position		-	(84,647)	(84,647)
		TC CSA#1 ZOB Seville Fund Total	139,910	139,910	(9,569)	(9,569)
Z60	Z60	TC CSA#1 ZOB Tonyville	95,263	95,263	45,319	45,319
Z60	NP	Net Position		-	(82,066)	(82,066)
		TC CSA#1 ZOB Tonyville Fund Total	95,263	95,263	(36,747)	(36,747)
Z70	Z70	TC CSA#1 ZOB Tooleville	127,457	127,457	47,634	47,634

Appropriations and Revenues Summary

Fund	Dept	Department Name	Expenditures		Revenues	
			Requested	Recommended	Requested	Recommended
Z70	NP	Net Position		-	(454,173)	(454,173)
		TC CSA#1 ZOB Tooleville Fund Total	127,457	127,457	(406,539)	(406,539)
Z80	Z80	TC CSA#1 ZOB Traver	166,414	166,414	90,853	90,853
Z80	NP	Net Position		-	(48,230)	(48,230)
		TC CSA#1 ZOB Traver Fund Total	166,414	166,414	42,623	42,623
Z90	Z90	TC CSA#1 ZOB Yettem	119,122	119,122	78,115	78,115
Z90	NP	Net Position		-	(189,088)	(189,088)
		TC CSA#1 ZOB Yettem Fund Total	119,122	119,122	(110,973)	(110,973)
Z91	Z91	TC CSA#1 ZOB Yettem Water	-	-	-	-
Z91	NP	Net Position		-	36,180	36,180
		TC CSA#1 ZOB Yettem Water Fund Total	-	-	36,180	36,180
Z95	Z95	TC CSA#2 Wells Tract Water	65,949	65,949	22,709	22,709
Z95	NP	Net Position		-	(45,393)	(45,393)
		TC CSA#2 Wells Tract Water Fund Total	65,949	65,949	(22,684)	(22,684)
Z96	Z96	TC CSA#2 Wells Tract Sewer	126,156	126,156	46,838	46,838
Z96	NP	Net Position		-	(355,295)	(355,295)
		TC CSA#2 Wells Tract Sewer Fund Total	126,156	126,156	(308,457)	(308,457)
County Service Area Total			1,232,781	1,232,781	(587,376)	(587,376)
Enterprise and Assessment Districts Funds						
040	220	Transit	12,700,853	12,700,853	7,919,293	7,919,293
040	NP	Net Position		-	4,781,560	4,781,560
		Transit Fund Total	12,700,853	12,700,853	12,700,853	12,700,853
045	235	Solid Waste	25,512,373	25,512,373	19,235,928	19,235,928
045	NP	Net Position		-	2,425,136	2,425,136
		Solid Waste Fund Total	25,512,373	25,512,373	21,661,064	21,661,064
761	761	Terra Bella Sewer Maintenance District	1,158,872	1,158,872	205,236	205,236
761	NP	Net Position		-	953,636	953,636
		Terra Bella Fund Total	1,158,872	1,158,872	1,158,872	1,158,872
L01	L01	92-01 Orosi Landscape	67,228	67,228	9,405	9,405
L01	NP	Net Position		-	57,823	57,823
		92-01 Orosi Landscape Fund Total	67,228	67,228	67,228	67,228
L05	L05	95-720 Orosi Storm	18,347	18,347	2,060	2,060
L05	NP	Net Position		-	16,287	16,287
		95-720 Orosi Storm Fund Total	18,347	18,347	18,347	18,347
L10	L10	95-722 Orosi Storm	36,203	36,203	2,614	2,614
L10	NP	Net Position		-	33,589	33,589
		95-722 Orosi Storm Fund Total	36,203	36,203	36,203	36,203
L16	L16	02-01 Erlmrt Lndscp	89,536	89,536	10,668	10,668
L16	NP	Net Position		-	78,868	78,868
		02-01 Earlimart Fund Total	89,536	89,536	89,536	89,536
L60	L60	02-748 Tipton Storm	37,021	37,021	3,233	3,233
L60	NP	Net Position		-	33,788	33,788
		02-748 Tipton Storm Fund Total	37,021	37,021	37,021	37,021
L65	L65	02-746 Erlmrt Storm	54,773	54,773	4,212	4,212
L65	NP	Net Position		-	50,561	50,561
		02-746 Earlimart Storm Fund Total	54,773	54,773	54,773	54,773
L70	L70	05-764 Cutler Drainage Distr	41,179	41,179	3,847	3,847
L70	NP	Net Position		-	37,332	37,332
		05-764 Cutler Drainage Distr Fund Total	41,179	41,179	41,179	41,179
L75	L75	04-752 Teviston Storm	9,294	9,294	1,185	1,185
L75	NP	Net Position		-	8,109	8,109
		04-752 Teviston Storm Fund Total	9,294	9,294	9,294	9,294
L80	L80	04-744 Erlmrt Storm	50,018	50,018	3,931	3,931
L80	NP	Net Position		-	46,087	46,087
		04-744 Earlimart Storm Fund Total	50,018	50,018	50,018	50,018

Appropriations and Revenues Summary

Fund	Dept	Department Name	Expenditures		Revenues	
			Requested	Recommended	Requested	Recommended
L85	L85	04-754 Orosi Storm	68,265	68,265	4,873	4,873
L85	NP	Net Position		-	63,392	63,392
		04-754 Orosi Storm Fund Total	68,265	68,265	68,265	68,265
L86	L86	07-79 Visalia Storm Drain	135,738	135,738	12,386	12,386
L86	NP	Net Position		-	123,352	123,352
		07-79 Visalia Storm Fund Total	135,738	135,738	135,738	135,738
L87	L87	07-767 Visalia Storm Drain	51,767	51,767	5,772	5,772
L87	NP	Net Position		-	45,995	45,995
		07-767 Visalia Storm Fund Total	51,767	51,767	51,767	51,767
L88	L88	13-792 Visalia	66,694	66,694	9,556	9,556
L88	NP	Net Position		-	57,138	57,138
		13-792 Visalia Fund Total	66,694	66,694	66,694	66,694
L89	L89	14-830-TRAVER Storm Drain	18,655	18,655	3,623	3,623
L89	NP	Net Position		-	15,032	15,032
		14-830 Traver Fund Total	18,655	18,655	18,655	18,655
L90	L90	14-792 Visalia	57,560	57,560	11,345	11,345
L90	NP	Net Position		-	46,215	46,215
		14-792 Visalia Fund Total	57,560	57,560	57,560	57,560
L91	L91	16-767-VISALIA	25,857	25,857	4,127	4,127
L91	NP	Net Position		-	21,730	21,730
		16-767 Visalia Fund Total	25,857	25,857	25,857	25,857
L92	L92	18-789 Goshen	2,765	2,765	1,630	1,630
L92	NP	Net Position		-	1,135	1,135
		18-789 Goshen Fund Total	2,765	2,765	2,765	2,765
L93	L93	19-17-003-Orosi	2,897	2,897	1,605	1,605
L93	NP	Net Position		-	1,292	1,292
		19-17-003 Orosi Fund Total	2,897	2,897	2,897	2,897
L94	L94	20-770 Pixley	1,660	1,660	2,019	2,019
L94	NP	Net Position		-	-	-
		20-770 Pixley Fund Total	1,660	1,660	2,019	2,019
L95	L95	19-789 Goshen Storm Drain	1,655	1,655	2,000	2,000
L95	NP	Net Position		-	-	-
		19-789 Goshen Storm Drain Fund Total	1,655	1,655	2,000	2,000
L96	L96	20-19-003 Goshen Storm Drain	1,721	1,721	2,263	2,263
L96	NP	Net Position		-	-	-
		20-19-003 Goshen Storm Drain Fund Total	1,721	1,721	2,263	2,263
M03	M03	05-773 Strathmore Road Distr	2,154	2,154	30	30
M03	NP	Net Position		-	2,124	2,124
		05-773 Strathmore Road Dist Fund Total	2,154	2,154	2,154	2,154
M04	M04	06-781 Porterville Road Distr	40,592	40,592	700	700
M04	NP	Net Position		-	39,892	39,892
		06-781 Porterville Road Distr Fund Total	40,592	40,592	40,592	40,592
M06	M06	06-772R Visalia	86,037	86,037	7,978	7,978
M06	NP	Net Position		-	78,059	78,059
		06-772R Visalia Fund Total	86,037	86,037	86,037	86,037
M86	M86	07-792R Visalia Road Maint	177,713	177,713	16,844	16,844
M86	NP	Net Position		-	160,869	160,869
		07-792R Visalia Road Maint Fund Total	177,713	177,713	177,713	177,713
M87	M87	07-767R Visalia Road Maint	29,455	29,455	3,503	3,503
M87	NP	Net Position		-	25,952	25,952
		07-767R Visalia Road Maint Fund Total	29,455	29,455	29,455	29,455
M88	M88	09-804R Goshen Road Maint	32,150	32,150	4,161	4,161
M88	NP	Net Position		-	27,989	27,989
		09-804R Goshen Road Maint Fund Total	32,150	32,150	32,150	32,150

Appropriations and Revenues Summary

Fund	Dept	Department Name	Expenditures		Revenues	
			Requested	Recommended	Requested	Recommended
M89	M89	12-804R Goshen	14,942	14,942	2,226	2,226
M89	NP	Net Position		-	12,716	12,716
		12-804R Goshen Fund Total	14,942	14,942	14,942	14,942
M90	M90	13-792R Visalia	155,989	155,989	22,210	22,210
M90	NP	Net Position		-	133,779	133,779
		13-792R Visalia Fund Total	155,989	155,989	155,989	155,989
M91	M91	14-792R Visalia	94,641	94,641	22,845	22,845
M91	NP	Net Position		-	71,793	71,793
		14-792R Visalia Fund Total	94,641	94,641	94,638	94,638
M92	M92	16-767R VISALIA	20,024	20,024	6,868	6,868
M92	NP	Net Position		-	13,156	13,156
		16-767R Visalia Fund Total	20,024	20,024	20,024	20,024
M93	M93	18-789R VISALIA	7,240	7,240	4,030	4,030
M93	NP	Net Position		-	3,210	3,210
		18-789R Visalia Fund Total	7,240	7,240	7,240	7,240
M94	M94	19-17-003R Orosi	6,653	6,653	3,498	3,498
M94	NP	Net Position		-	3,155	3,155
		19-17-003R Orosi Fund Total	6,653	6,653	6,653	6,653
M95	M95	20-770R Pixley	866	866	2,871	2,871
M95	NP	Net Position		-	-	-
		20-770R Pixley Fund Total	866	866	2,871	2,871
M96	M96	19-789R-Goshen Road	861	861	2,477	2,477
M96	NP	Net Position		-	-	-
		19-789R Goshen Road Fund Total	861	861	2,477	2,477
M97	M97	20-20-002R-Porterville Street	844	844	2,041	2,041
M97	NP	Net Position		-	-	-
		20-20-002R Porterville Street Fund Total	844	844	2,041	2,041
M98	M98	20-19-003R Goshen Street Maintenance	927	927	6,127	6,127
M98	NP	Net Position		-	-	-
		20-19-003R Goshen Street Maintenance Fund Total	927	927	6,127	6,127
Enterprise Funds and Assessment Districts Total			40,882,019	40,882,019	37,041,971	37,041,971
Internal Service Funds						
061	035	Risk Management	25,717,503	25,717,503	21,567,126	21,567,126
061	NP	Net Position		-	14,714,942	14,714,942
		Workers' Compensation Fund Total	25,717,503	25,717,503	36,282,068	36,282,068
062	035	Risk Management	13,869,867	13,869,867	11,050,661	11,050,661
062	NP	Net Position		-	3,011,055	3,011,055
		General Liability Insurance Fund Total	13,869,867	13,869,867	14,061,716	14,061,716
063	035	Risk Management	919,930	919,930	819,930	819,930
063	NP	Net Position		-	984,737	984,737
		Property Insurance Fund Total	919,930	919,930	1,804,667	1,804,667
064	035	Risk Management	528,508	528,508	427,508	427,508
064	NP	Net Position		-	1,138,899	1,138,899
		Malpractice Insurance Fund Total	528,508	528,508	1,566,407	1,566,407
066	066	Grounds Services	874,298	874,298	721,656	721,656
066	NP	Net Position		-	(242,297)	(242,297)
		Grounds Services Fund Total	874,298	874,298	479,359	479,359
067	067	Facilities	13,186,464	13,186,464	12,062,135	12,062,135
067	NP	Net Position		-	(850,662)	(850,662)
		Facilities Fund Total	13,186,464	13,186,464	11,211,473	11,211,473
068	068	Custodial Services	4,504,092	4,504,092	4,478,139	4,478,139
068	NP	Net Position		-	(1,035,162)	(1,035,162)
		Custodial Services Fund Total	4,504,092	4,504,092	3,442,977	3,442,977
070	070	Fleet Services	6,211,573	6,211,573	5,776,668	5,776,668
070	NP	Net Position		-	(21,163)	(21,163)

Appropriations and Revenues Summary

Fund	Dept	Department Name	Expenditures		Revenues	
			Requested	Recommended	Requested	Recommended
		Fleet Services Fund Total	6,211,573	6,211,573	5,755,505	5,755,505
071	090	Information & Communications Technology	28,879,036	28,879,036	27,679,036	27,679,036
071	NP	Net Position		-	1,399,094	1,399,094
		Information & Communications Technology Fund Total	28,879,036	28,879,036	29,078,130	29,078,130
074	074	Communications	1,430,690	1,430,690	1,430,690	1,430,690
074	NP	Net Position		-	89,265	89,265
		Communications Fund Total	1,430,690	1,430,690	1,519,955	1,519,955
076	076	Mail Services	2,072,745	2,072,745	1,673,922	1,673,922
076	NP	Net Position		-	(316,720)	(316,720)
		Mail Services Fund Total	2,072,745	2,072,745	1,357,202	1,357,202
077	077	Copier Services	400,880	400,880	250,130	250,130
077	NP	Net Position		-	54,709	54,709
		Copier Services Fund Total	400,880	400,880	304,839	304,839
079	079	Print Services	2,041,944	2,041,944	1,483,258	1,483,258
079	NP	Net Position		-	(109,353)	(109,353)
		Print Services Fund Total	2,041,944	2,041,944	1,373,905	1,373,905
081	081	Utilities	6,442,783	6,442,783	6,145,511	6,145,511
081	NP	Net Position		-	1,002,507	1,002,507
		Utilities Fund Total	6,442,783	6,442,783	7,148,018	7,148,018
		Internal Service Funds Total	107,080,313	107,080,313	115,386,221	115,386,221
Special Districts						
771	771	Flood Control District	6,126,036	6,126,036	647,121	647,121
		Decrease to Fund Balance	-	-	928,074	928,074
771	FBL	Fund Balance		-	4,550,841	4,550,841
		Tulare Co. Flood Control Dist Fund Total	6,126,036	6,126,036	6,126,036	6,126,036
		Special Districts Funds Total	6,126,036	6,126,036	6,126,036	6,126,036
Ending Totals						
		Total of All Funds	1,615,954,784	1,615,954,784	1,618,600,487	1,618,600,487
		Less Internal Service Funds	107,080,313	107,080,313	115,386,221	115,386,221
		Net Total of All Funds	1,508,874,471	1,508,874,471	1,503,214,266	1,503,214,266

STATE CONTROLLER SCHEDULES COUNTY BUDGET ACT		COUNTY OF TULARE ALL FUNDS SUMMARY FISCAL YEAR 2021-22					SCHEDULE 1
FUND NAME	TOTAL FINANCING SOURCES				TOTAL FINANCING USES		
	FUND BALANCE AVAILABLE JUNE 30, 2021	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	\$49,050,121	\$-	\$900,482,036	\$949,532,157	\$946,532,157	\$3,000,000	\$949,532,157
SPECIAL REVENUE FUNDS	\$110,266,991	\$-	\$275,439,317	\$385,706,308	\$342,773,001	\$42,933,307	\$385,706,308
CAPITAL PROJECTS FUNDS	\$28,561,669	\$-	\$69,342,870	\$97,904,539	\$97,597,687	\$306,852	\$97,904,539
DEBT SERVICE FUNDS	\$678,766	\$-	\$26,811,865	\$27,490,631	\$21,639,671	\$5,850,960	\$27,490,631
TOTAL GOVERNMENTAL FUNDS	\$188,557,547	\$-	\$1,272,076,088	\$1,460,633,635	\$1,408,542,516	\$52,091,119	\$1,460,633,635
OTHER FUNDS							
SPECIAL DISTRICT FUNDS	\$4,550,841	\$928,074	\$647,121	\$6,126,036	\$6,126,036	\$-	\$6,126,036
TOTAL OTHER FUNDS	\$4,550,841	\$928,074	\$647,121	\$6,126,036	\$6,126,036	\$-	\$6,126,036
TOTAL ALL FUNDS	\$193,108,388	\$928,074	\$1,272,723,209	\$1,466,759,671	\$1,414,668,552	\$52,091,119	\$1,466,759,671

STATE CONTROLLER SCHEDULES COUNTY BUDGET ACT		COUNTY OF TULARE GOVERNMENTAL FUNDS SUMMARY FISCAL YEAR 2021-22				SCHEDULE 2	
	TOTAL FINANCING SOURCES				TOTAL FINANCING USES		
FUND NAME	FUND BALANCE AVAILABLE JUNE 30, 2021	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	\$49,050,121	\$-	\$900,482,036	\$949,532,157	\$946,532,157	\$3,000,000	\$949,532,157
TOTAL GENERAL FUND	\$49,050,121	\$-	\$900,482,036	\$949,532,157	\$946,532,157	\$3,000,000	\$949,532,157
SPECIAL REVENUE FUNDS							
AVIATION	\$176	\$-	\$103,522	\$103,698	\$103,698	\$-	\$103,698
CHILD SUPPORT SERVICES	\$-	\$-	\$14,415,803	\$14,415,803	\$14,415,803	\$-	\$14,415,803
COMMUNITY DEVELOPMENT BLOCK G	\$-	\$-	\$955,166	\$955,166	\$955,166	\$-	\$955,166
FISH AND WILDLIFE	\$5,821	\$-	\$-	\$5,821	\$5,821	\$-	\$5,821
HOME PROGRAM FUND	\$83	\$-	\$-	\$83	\$83	\$-	\$83
HOUSING SUCCESSOR	\$230,953	\$-	\$31,500	\$262,453	\$262,453	\$-	\$262,453
INDIGENT HEALTHCARE AB75	\$-	\$-	\$1,050,000	\$1,050,000	\$1,050,000	\$-	\$1,050,000
LIBRARY FUND	\$1,214,342	\$-	\$5,710,529	\$6,924,871	\$5,710,529	\$1,214,342	\$6,924,871
REALIGNMENT - HEALTH	\$4,451,985	\$-	\$9,415,186	\$13,867,171	\$13,091,986	\$775,185	\$13,867,171
REALIGNMENT - MENTAL HEALTH	\$16,498,664	\$-	\$16,875,328	\$33,373,992	\$23,444,407	\$9,929,585	\$33,373,992
REALIGNMENT - SOCIAL SERVICES	\$31,418,558	\$-	\$107,861,422	\$139,279,980	\$115,624,136	\$23,655,844	\$139,279,980
ROAD FUND	\$47,585,989	\$-	\$68,002,734	\$115,588,723	\$115,588,723	\$-	\$115,588,723
STRUCTURAL FIRE FUND	\$8,860,420	\$-	\$28,920,393	\$37,780,813	\$30,422,462	\$7,358,351	\$37,780,813
TC WORKFORCE INVESTMENT BOARD	\$-	\$-	\$16,510,018	\$16,510,018	\$16,510,018	\$-	\$16,510,018
TOBACCO SETTLEMENT REVENUE FN	\$-	\$-	\$5,587,716	\$5,587,716	\$5,587,716	\$-	\$5,587,716
TOTAL SPECIAL REVENUE FUNDS	\$110,266,991	\$-	\$275,439,317	\$385,706,308	\$342,773,001	\$42,933,307	\$385,706,308
CAPITAL PROJECTS FUNDS							
CAPITAL PROJECTS/MAJOR MAINT.	\$28,410,651	\$-	\$65,699,458	\$94,110,109	\$93,803,257	\$306,852	\$94,110,109
TCICT PROJECTS	\$151,018	\$-	\$3,643,412	\$3,794,430	\$3,794,430	\$-	\$3,794,430
TOTAL CAPITAL PROJECTS FUNDS	\$28,561,669	\$-	\$69,342,870	\$97,904,539	\$97,597,687	\$306,852	\$97,904,539
DEBT SERVICE FUNDS							
BUILDING LOANS	\$677,266	\$-	\$6,980,421	\$7,657,687	\$1,806,727	\$5,850,960	\$7,657,687

STATE CONTROLLER SCHEDULES COUNTY BUDGET ACT		COUNTY OF TULARE GOVERNMENTAL FUNDS SUMMARY FISCAL YEAR 2021-22				SCHEDULE 2	
	TOTAL FINANCING SOURCES				TOTAL FINANCING USES		
FUND NAME	FUND BALANCE AVAILABLE JUNE 30, 2021	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
PENSION OBLIGATION BOND	\$1,500	\$-	\$19,831,444	\$19,832,944	\$19,832,944	\$-	\$19,832,944
TOTAL DEBT SERVICE FUNDS	\$678,766	\$-	\$26,811,865	\$27,490,631	\$21,639,671	\$5,850,960	\$27,490,631
TOTAL GOVERNMENTAL FUNDS	\$188,557,547	\$-	\$1,272,076,088	\$1,460,633,635	\$1,408,542,516	\$52,091,119	\$1,460,633,635

Appropriations Limit

Appropriations Subject To Limit

STATE CONTROLLER SCHEDULES COUNTY BUDGET ACT		COUNTY OF TULARE FUND BALANCE - GOVERNMENTAL FUNDS FISCAL YEAR 2021-22			SCHEDULE 3 ACTUAL <input type="checkbox"/> ESTIMATED <input checked="" type="checkbox"/>
FUND NAME	TOTAL FUND BALANCE JUNE 30, 2021	LESS: OBLIGATED FUND BALANCES			FUND BALANCE AVAILABLE JUNE 30, 2021
		ENCUMBRANCES	NONSPENDABLE, RESTRICTED AND COMMITTED	ASSIGNED	
1	2	3	4	5	6
GENERAL FUND					
GENERAL FUND	\$79,050,121	\$-	\$30,000,000	\$-	\$49,050,121
TOTAL GENERAL FUND	\$79,050,121	\$-	\$30,000,000	\$-	\$49,050,121
SPECIAL REVENUE FUNDS					
AVIATION	\$176	\$-	\$-	\$-	\$176
FISH AND WILDLIFE	\$5,821	\$-	\$-	\$-	\$5,821
HOME PROGRAM FUND	\$83	\$-	\$-	\$-	\$83
HOUSING SUCCESSOR	\$230,953	\$-	\$-	\$-	\$230,953
LIBRARY FUND	\$5,480,137	\$-	\$4,265,795	\$-	\$1,214,342
REALIGNMENT-HEALTH	\$24,195,569	\$-	\$19,743,584	\$-	\$4,451,985
REALIGNMENT-MENTAL HEALTH	\$25,205,022	\$-	\$8,706,358	\$-	\$16,498,664
REALIGNMENT-SOCIAL SERVICES	\$54,932,095	\$-	\$23,513,537	\$-	\$31,418,558
ROAD FUND	\$47,585,989	\$-	\$-	\$-	\$47,585,989
STRUCTURAL FIRE FUND	\$8,860,420	\$-	\$-	\$-	\$8,860,420
TOTAL SPECIAL REVENUE FUNDS	\$166,496,265	\$-	\$56,229,274	\$-	\$110,266,991
CAPITAL PROJECTS FUNDS					
CAPITAL PROJECTS/MAJOR MAINT.	\$32,003,830	\$-	\$3,593,179	\$-	\$28,410,651
TCICT PROJECTS	\$151,018	\$-	\$-	\$-	\$151,018
TOTAL CAPITAL PROJECTS FUNDS	\$32,154,848	\$-	\$3,593,179	\$-	\$28,561,669
DEBT SERVICE FUNDS					
BUILDING LOANS	\$13,389,880	\$-	\$-	\$12,712,614	\$677,266
PENSION OBLIGATION BOND	\$1,500	\$-	\$-	\$-	\$1,500
TOTAL DEBT SERVICE FUNDS	\$13,391,380	\$-	\$-	\$12,712,614	\$678,766
TOTAL GOVERNMENTAL FUNDS	\$291,092,614	\$-	\$89,822,453	\$12,712,614	\$188,557,547

STATE CONTROLLER SCHEDULES COUNTY BUDGET ACT		COUNTY OF TULARE OBLIGATED FUND BALANCES - BY GOVERNMENTAL FUNDS FISCAL YEAR 2021-22				SCHEDULE 4
FUND NAME AND FUND BALANCE DESCRIPTIONS	OBLIGATED FUND BALANCES JUNE 30, 2021	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	\$30,000,000	\$-	\$-	\$3,000,000	\$-	\$33,000,000
TOTAL GENERAL FUND	\$30,000,000	\$-	\$-	\$3,000,000	\$-	\$33,000,000
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	\$4,265,795	\$-	\$-	\$1,214,342	\$-	\$5,480,137
Realignment-Health						
Restricted - Health Care Programs	\$19,743,584	\$-	\$-	\$775,185	\$-	\$20,518,769
Realignment-Mental Health						
Restricted - Mental Health Care Programs	\$8,706,358	\$-	\$-	\$9,929,585	\$-	\$18,635,943
Realignment-Social Services						
Restricted - Social Services Programs	\$23,513,537	\$-	\$-	\$23,655,844	\$-	\$47,169,381
Road Fund						
--	\$-	\$-	\$-	\$-	\$-	\$-
Structural Fire Fund						
Assigned-Structural Fire	\$-	\$-	\$-	\$7,358,351	\$-	\$7,358,351
TC Workforce Investment Board						
--	\$-	\$-	\$-	\$-	\$-	\$-
Tobacco Settlement Revenue Fnd						
--	\$-	\$-	\$-	\$-	\$-	\$-
TOTAL SPECIAL REVENUE FUNDS	\$56,229,274	\$-	\$-	\$42,933,307	\$-	\$99,162,581
CAPITAL PROJECTS FUNDS						
Capital Projects/Major Maint.						
Committed - Capital Projects	\$3,593,179	\$-	\$-	\$306,852	\$-	\$3,900,031
TCiCT Projects						
Committed - ICT Special Projects	\$-	\$-	\$-	\$-	\$-	\$-

STATE CONTROLLER SCHEDULES COUNTY BUDGET ACT		COUNTY OF TULARE OBLIGATED FUND BALANCES - BY GOVERNMENTAL FUNDS FISCAL YEAR 2021-22				SCHEDULE 4
FUND NAME AND FUND BALANCE DESCRIPTIONS	OBLIGATED FUND BALANCES JUNE 30, 2021	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	\$3,593,179	\$-	\$-	\$306,852	\$-	\$3,900,031
DEBT SERVICE FUNDS						
Building Loans						
Assigned - Debt Service	\$12,712,614	\$-	\$-	\$5,850,960	\$-	\$18,563,574
Pension Obligation Bond						
Assigned -Debt Service	\$-	\$-	\$-	\$-	\$-	\$-
TOTAL DEBT SERVICE FUNDS	\$12,712,614	\$-	\$-	\$5,850,960	\$-	\$18,563,574
TOTAL GOVERNMENTAL FUNDS	\$102,535,067	\$-	\$-	\$52,091,119	\$-	\$154,626,186

STATE CONTROLLER SCHEDULES COUNTY BUDGET ACT	COUNTY OF TULARE SUMMARY OF ADDITIONAL FINANCING SOURCES BY SOURCE AND FUND GOVERNMENTAL FUNDS FISCAL YEAR 2021-22	SCHEDULE 5
---	---	-------------------

DESCRIPTION	2019-20 ACTUAL	2020-21 ACTUAL ESTIMATED <input checked="checked" type="checkbox"/>	2021-22 RECOMMENDED	2021-22 ADOPTED BY THE BOARD OF SUPERVISORS
1	2	3	4	5

SUMMARIZATION BY SOURCE

TAXES	\$177,389,376	\$185,929,720	\$176,569,881	\$-
LIC.,PERMITS & FRANCHISE	\$10,771,930	\$10,998,097	\$11,151,180	\$-
FINES,FORFEIT.,PENALTIES	\$6,048,679	\$4,128,021	\$4,855,193	\$-
REV. FROM USE OF MONEY & PROP	\$10,378,256	\$6,565,888	\$6,743,374	\$-
INTERGOVERNMENTAL REVENUE	\$494,353,600	\$516,314,941	\$654,491,393	\$-
CHARGES FOR CURRENT SERV	\$74,506,941	\$65,681,811	\$91,545,575	\$-
MISCELLANEOUS REVENUE	\$22,731,688	\$26,088,455	\$7,726,268	\$-
OTHER FINANCING SOURCES	\$229,151,185	\$128,772,968	\$316,745,005	\$-
COWCAP	\$2,183,768	\$1,910,181	\$2,248,219	\$-
TOTAL SUMMARIZATION BY SOURCE	\$1,027,515,423	\$946,390,082	\$1,272,076,088	\$-

SUMMARIZATION BY FUND

GENERAL FUND	\$756,017,818	\$681,989,453	\$900,482,036	\$-
AVIATION	\$96,289	\$16,089	\$103,522	\$-
CHILD SUPPORT SERVICES	\$15,586,941	\$14,106,748	\$14,415,803	\$-
COMMUNITY DEVELOPMENT BLOCK GR	\$-	\$-	\$955,166	\$-
FISH AND WILDLIFE	\$2,938	\$4,115	\$-	\$-
HOUSING SUCCESSOR	\$60,132	\$1,922	\$31,500	\$-
INDIGENT HEALTHCARE AB75	\$731,795	\$549,766	\$1,050,000	\$-
LIBRARY FUND	\$5,534,779	\$5,603,967	\$5,710,529	\$-
REALIGNMENT-HEALTH	\$9,438,778	\$9,562,138	\$9,415,186	\$-
REALIGNMENT-MENTAL HEALTH	\$16,426,838	\$13,912,708	\$16,875,328	\$-
REALIGNMENT-SOCIAL SERVICES	\$86,870,934	\$87,774,577	\$107,861,422	\$-
ROAD FUND	\$48,974,167	\$46,053,013	\$68,002,734	\$-
STRUCTURAL FIRE FUND	\$21,345,354	\$31,905,123	\$28,920,393	\$-
TC WORKFORCE INVESTMENT BOARD	\$13,324,284	\$14,076,660	\$16,510,018	\$-
TOBACCO SETTLEMENT REVENUE FND	\$4,348,992	\$4,908,991	\$5,587,716	\$-
CAPITAL PROJECTS/MAJOR MAINT.	\$20,696,611	\$7,377,901	\$65,699,458	\$-
TCICT PROJECTS	\$2,791,253	\$8,553,409	\$3,643,412	\$-
BUILDING LOANS	\$5,294,360	\$499,186	\$6,980,421	\$-
PENSION OBLIGATION BOND	\$19,973,160	\$19,494,316	\$19,831,444	\$-
TOTAL SUMMARIZATION BY FUND	\$1,027,515,423	\$946,390,082	\$1,272,076,088	\$-

STATE CONTROLLER SCHEDULES COUNTY BUDGET ACT	COUNTY OF TULARE DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT GOVERNMENTAL FUNDS FISCAL YEAR 2021-22	SCHEDULE 6
--	---	------------

FUND NAME	FINANCING SOURCE CATEGORY	FINANCING SOURCE ACCOUNT	2019-20 ACTUAL	2020-21 ACTUAL ESTIMATED <input type="checkbox"/> <input checked="" type="checkbox"/>	2021-22 RECOMMENDED	2021-22 ADOPTED BY THE BOARD OF SUPERVISORS
1	2	3	4	5	6	7

GENERAL FUND

GENERAL FUND

PROPERTY TAXES

TAXES

PROPERTY TAXES-CURRENT SECURED	\$54,145,126	\$53,548,912	\$48,730,613	\$-
PROPERTY TAX-CURRENT UNSECURED	\$3,167,747	\$3,388,379	\$2,850,972	\$-
PROPERTY TAXES-PRIOR SECURED	\$953,582	\$934,890	\$858,223	\$-
PROPERTY TAXES-PRIOR UNSECURED	\$52,916	\$25,926	\$47,625	\$-
PROPERTY TAX IN-LIEU OF VLF	\$61,249,877	\$64,247,554	\$57,929,439	\$-
SUPPL PROP TAX-CURRENT SECURED	\$1,063,756	\$859,044	\$957,380	\$-
SUPPL PROPERTY TAXES-PRIOR	\$205,627	\$240,887	\$185,064	\$-
WILLIAMSON ACT LOCAL (AB 1265)	\$3,981,050	\$4,318,778	\$3,582,945	\$-
RESIDUAL DIST	\$2,491,231	\$3,585,922	\$2,242,108	\$-
PASS THROUGH - FACILITIES PORT	\$5,748,340	\$6,202,996	\$5,173,506	\$-
AVAILABLE OTHER ASSETS - H&S 3	\$-	\$-	\$1	\$-
PROCEEDS FROM SALE OF ASSETS -	\$15,242	\$15,441	\$1	\$-
RDA PASS THRU	\$2,623,724	\$1,695,596	\$3,000,000	\$-
TOTAL TAXES	\$135,698,218	\$139,064,325	\$125,557,877	\$-

TOTAL PROPERTY TAXES	\$135,698,218	\$139,064,325	\$125,557,877	\$-
----------------------	---------------	---------------	---------------	-----

OTHER TAXES

TAXES

SALES & USE TAXES	\$13,988,902	\$12,149,707	\$12,590,011	\$-
OTHER TAXES	\$62	\$-	\$1	\$-
TRANSIENT LODGING-ROOM OCCUP	\$2,925,098	\$2,302,636	\$2,682,588	\$-
PROPERTY TRANSFER TAX	\$1,743,170	\$1,974,133	\$2,218,600	\$-
TIMBER YIELD	\$1,693	\$1,479	\$1,524	\$-
AIRCRAFT	\$238,186	\$212,140	\$214,367	\$-
ADJUSTMENT OF PARTNERSHIP PROG	\$962,000	\$962,000	\$962,000	\$-
STATE - TOBACCO TAX PROP 10	\$125,093	\$40,550	\$-	\$-
TOTAL TAXES	\$19,984,204	\$17,642,645	\$18,669,091	\$-

TOTAL OTHER TAXES	\$19,984,204	\$17,642,645	\$18,669,091	\$-
-------------------	--------------	--------------	--------------	-----

LICENSES, PERMITS & FRANCHISES

LIC., PERMITS & FRANCHISE

ANIMAL LICENSES	\$70,371	\$58,857	\$100,000	\$-
REGISTRATION FEES	\$429,502	\$486,861	\$495,326	\$-
BUSINESS LICENSES	\$2,605,320	\$1,817,593	\$3,179,394	\$-
CONSTRUCTION PERMITS	\$2,917,424	\$3,505,123	\$2,882,921	\$-
DAIRY COMPLIANCE INVEST FEES	\$25,300	\$25,000	\$20,000	\$-
AG PRESERVE APPLICATION FEES	\$5,850	\$98,650	\$20,000	\$-

STATE CONTROLLER SCHEDULES COUNTY BUDGET ACT	COUNTY OF TULARE DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT GOVERNMENTAL FUNDS FISCAL YEAR 2021-22	SCHEDULE 6
--	---	------------

FUND NAME	FINANCING SOURCE CATEGORY	FINANCING SOURCE ACCOUNT	2019-20 ACTUAL	2020-21 ACTUAL ESTIMATED <input type="checkbox"/> <input checked="" type="checkbox"/>	2021-22 RECOMMENDED	2021-22 ADOPTED BY THE BOARD OF SUPERVISORS
1	2	3	4	5	6	7

FRANCHISES	\$4,247,649	\$4,454,981	\$3,836,677	\$-
OTHER LICENSES & PERMITS	\$356,368	\$442,286	\$513,361	\$-
AUTOMATION SURCHARGE	\$43,592	\$45,906	\$32,000	\$-
E.E. HOUSING PERMITS	\$57,415	\$57,063	\$55,000	\$-
REINSPECTION FEES	\$-	\$-	\$1,000	\$-
HOUSING CERTIFICATE OF NON-OP	\$1,300	\$200	\$1,500	\$-
HOUSING VERIFICATION OF US CIT	\$52	\$65	\$-	\$-
NOTICE OF APPEAL FEES-LIMITED	\$-	\$-	\$1	\$-

TOTAL LIC.,PERMITS & FRANCHISE	\$10,760,143	\$10,992,585	\$11,137,180	\$-
---	---------------------	---------------------	---------------------	------------

TOTAL LICENSES,PERMITS & FRANCHISES	\$10,760,143	\$10,992,585	\$11,137,180	\$-
-------------------------------------	--------------	--------------	--------------	-----

VEHICLE CODE FINES

FINES,FORFEIT.,PENALTIES

RED LIGHT VIOLATIONS	\$9,269	\$9,041	\$10,000	\$-
PROOF OF INSURANCE VIOLATIONS	\$35,967	\$37,859	\$40,000	\$-
PARKING FINES	\$41,884	\$22,992	\$49,000	\$-

TOTAL FINES,FORFEIT.,PENALTIES	\$87,120	\$69,892	\$99,000	\$-
---------------------------------------	-----------------	-----------------	-----------------	------------

TOTAL VEHICLE CODE FINES	\$87,120	\$69,892	\$99,000	\$-
--------------------------	----------	----------	----------	-----

OTHER COURT FINES

FINES,FORFEIT.,PENALTIES

OTHER COURT FINES	\$68,080	\$48,973	\$56,060	\$-
AUTO WARRANT SYS (FTA/FTP)	\$859	\$742	\$800	\$-
BICYCLE HELMET VIOLATIONS	\$701	\$290	\$550	\$-
STATE PENALTY ASSESSMENT	\$650,472	\$486,946	\$550,000	\$-
CRIME PREVENTION FINES	\$115	\$73	\$100	\$-
OFF-HIGHWAY VEHICLE FINES	\$291	\$201	\$250	\$-
GENERAL BASE FINE DISTRIBUTION	\$398,093	\$294,082	\$353,500	\$-
BASE FINE DISTRIBUTION-REALIGN	\$954,826	\$691,747	\$870,000	\$-
PC 1463.07 \$25 ADMIN SCRIN	\$1,093	\$867	\$1,000	\$-
P/C 1463.07 \$10 CITATION	\$35	\$60	\$60	\$-
TRAFFIC SCHOOL FEES #24	\$223,788	\$165,252	\$200,000	\$-

TOTAL FINES,FORFEIT.,PENALTIES	\$2,298,353	\$1,689,233	\$2,032,320	\$-
---------------------------------------	--------------------	--------------------	--------------------	------------

TOTAL OTHER COURT FINES	\$2,298,353	\$1,689,233	\$2,032,320	\$-
-------------------------	-------------	-------------	-------------	-----

FORFEITURES & PENALTIES

FINES,FORFEIT.,PENALTIES

ADMINISTRATIVE FINES	\$101,906	\$32,104	\$50,000	\$-
PENALTY ON DELINQUENT TAXES	\$2,207,194	\$1,407,742	\$1,300,000	\$-
COST OF PREPARING DELINQ TAXES	\$156,323	\$96,170	\$130,000	\$-
B&P 4337 PHARMACY PROH & OFF	\$-	\$-	\$1	\$-
PENALTY & ASSESSMENTS	\$77,375	\$127,540	\$61,002	\$-
BAIL ENHANCEMENT	\$79,620	\$59,817	\$78,500	\$-

STATE CONTROLLER SCHEDULES COUNTY BUDGET ACT		COUNTY OF TULARE DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT GOVERNMENTAL FUNDS FISCAL YEAR 2021-22				SCHEDULE 6
FUND NAME	FINANCING SOURCE CATEGORY	FINANCING SOURCE ACCOUNT	2019-20 ACTUAL	2020-21 ACTUAL ESTIMATED <input type="checkbox"/> ESTIMATED <input checked="" type="checkbox"/>	2021-22 RECOMMENDED	2021-22 ADOPTED BY THE BOARD OF SUPERVISORS
1	2	3	4	5	6	7
		CONTROLLED SUBSTANCE VIOLATION	\$54	\$127	\$250	\$-
		ADMIN FINES: MEDICAL MARIJUANA	\$334,803	\$110,103	\$125,000	\$-
		TOTAL FINES, FORFEIT., PENALTIES	\$2,957,275	\$1,833,603	\$1,744,753	\$-
		TOTAL FORFEITURES & PENALTIES	\$2,957,275	\$1,833,603	\$1,744,753	\$-
FROM USE OF MONEY & PROPERTY						
		REV. FROM USE OF MONEY & PROP				
		INTEREST	\$7,122,893	\$3,784,007	\$4,300,000	\$-
		FACILITY RENT	\$1,700,207	\$1,931,299	\$1,596,387	\$-
		TOTAL REV. FROM USE OF MONEY & PROP	\$8,823,100	\$5,715,306	\$5,896,387	\$-
		TOTAL FROM USE OF MONEY & PROPERTY	\$8,823,100	\$5,715,306	\$5,896,387	\$-
STATE AID						
		INTERGOVERNMENTAL REVENUE				
		STATE MOTOR VEHICLE-SUPPLEMENT	\$316,637	\$294,556	\$284,973	\$-
		STATE OTHER-IN LIEU TAX	\$10,012	\$-	\$5,000	\$-
		STATE-PUBLIC ASSISTANCE ADMIN	\$59,285,664	\$54,911,510	\$30,500,500	\$-
		STATE AID FOR CHILDREN	\$18,794,070	\$9,170,603	\$26,781,826	\$-
		STATE AID VLF REALIGNMENT	\$10,374,734	\$10,672,675	\$10,269,212	\$-
		AID FOR TUBERCULOSIS CONTROL	\$57,208	\$44,945	\$43,871	\$-
		STATE HEALTH PROGRAMS-OTHER	\$1,172,211	\$72,407	\$3,489,473	\$-
		STATE-AGRICULTURE	\$4,215,425	\$4,499,110	\$5,508,327	\$-
		STATE-WEIGHTS & MEASURES	\$15,385	\$12,578	\$16,912	\$-
		STATE AID FOR CORRECTION 84/85	\$-	\$1,348,285	\$-	\$-
		AID FOR TRNG POST	\$258,942	\$65,262	\$101,000	\$-
		STATE-DISASTER RELIEF	\$-	\$-	\$200,000	\$-
		STATE-VETERANS AFFAIRS	\$122,169	\$124,416	\$123,000	\$-
		ST-HOMEOWNERS PROP TAX RELIEF	\$436,083	\$230,318	\$392,474	\$-
		STATE- OTHER	\$26,060,112	\$18,900,727	\$32,539,561	\$-
		OTHER STATE GRANTS	\$4,807,054	\$7,901,381	\$5,569,628	\$-
		OTHER STATE CONTRACTS	\$296,579	\$779	\$-	\$-
		PROPERTY TAX ADMIN-AB818	\$-	\$-	\$1	\$-
		STATE REALIGNMENT 2011	\$58,099,861	\$57,839,931	\$61,733,075	\$-
		STATE AID FOR SB90	\$395,118	\$408,913	\$368,003	\$-
		PROP 172 PUB SAFETY FUND	\$35,778,234	\$34,825,140	\$32,200,411	\$-
		VICTIM WITNESS RESTITUTION	\$-	\$-	\$1	\$-
		REALIGNMENT BACKFILL	\$-	\$7,530,826	\$2	\$-
		TOTAL INTERGOVERNMENTAL REVENUE	\$220,495,498	\$208,854,362	\$210,127,250	\$-
		TOTAL STATE AID	\$220,495,498	\$208,854,362	\$210,127,250	\$-
FEDERAL AID						

STATE CONTROLLER SCHEDULES COUNTY BUDGET ACT	COUNTY OF TULARE DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT GOVERNMENTAL FUNDS FISCAL YEAR 2021-22	SCHEDULE 6
--	---	------------

FUND NAME	FINANCING SOURCE CATEGORY	FINANCING SOURCE ACCOUNT	2019-20 ACTUAL	2020-21 ACTUAL ESTIMATED <input type="checkbox"/> <input checked="" type="checkbox"/>	2021-22 RECOMMENDED	2021-22 ADOPTED BY THE BOARD OF SUPERVISORS
1	2	3	4	5	6	7

INTERGOVERNMENTAL REVENUE

FED-PUBLIC ASSISTANCE ADMINIST	\$43,598,190	\$41,200,860	\$95,984,496	\$-
FED-PUB-ASSISTANCE-CHILDREN	\$39,146,626	\$37,099,683	\$42,110,993	\$-
FED-WIC	\$4,407,918	\$2,712,318	\$5,558,422	\$-
FED ALCOHOL & DRUG PROGRAMS	\$2,144,611	\$1,276,175	\$2,255,015	\$-
FED-HEALTH ADMINISTRATION	\$1,946,614	\$1,652,074	\$3,364,924	\$-
FED-DISASTER RELIEF	\$-	\$16,019	\$150,609	\$-
FED-IN LIEU TAXES	\$3,604,796	\$3,966	\$3,244,316	\$-
FED-OTHER	\$1,131,123	\$1,030,116	\$903,001	\$-
OTHER FEDERAL GRANTS	\$6,964,021	\$2,499,040	\$12,517,612	\$-
OTHER FEDERAL CONTRACTS	\$654,129	\$442,132	\$993,840	\$-
FED-HOMELAND SECURITY	\$407,091	\$(374,772)	\$1,233,125	\$-
FED-BIOTERRORISM PREPAREDNESS	\$1,307,313	\$79,188	\$1,100,309	\$-
FOOD & NUTRITION SERVICES	\$134,899	\$68,949	\$150,000	\$-
FEMA GRANTS	\$204,729	\$(204,729)	\$-	\$-
CDBG-REHAB PROGRAM INCOME	\$25,218	\$27,058	\$28,750	\$-
CAL HOME	\$4,480	\$495	\$251,000	\$-
HOME REHAB PROGRAM INCOME	\$21,947	\$8,235	\$666,700	\$-
FEDERAL CARES FUNDING	\$2,255,547	\$44,777,192	\$17,541,659	\$-
ARPA	\$-	\$6,134,687	\$11,737,912	\$-

TOTAL INTERGOVERNMENTAL REVENUE	\$107,959,252	\$138,448,686	\$199,792,683	\$-
--	----------------------	----------------------	----------------------	------------

TOTAL FEDERAL AID	\$107,959,252	\$138,448,686	\$199,792,683	\$-
-------------------	---------------	---------------	---------------	-----

OTHER GOVERNMENTAL AID

INTERGOVERNMENTAL REVENUE

ADMIN FEE	\$78,047	\$37,627	\$23,503	\$-
OTHER-IN LIEU TAXES	\$21,231	\$21,639	\$19,108	\$-
OTHER GOV. AGENCIES	\$-	\$221,119	\$412,979	\$-

TOTAL INTERGOVERNMENTAL REVENUE	\$99,278	\$280,385	\$455,590	\$-
--	-----------------	------------------	------------------	------------

TOTAL OTHER GOVERNMENTAL AID	\$99,278	\$280,385	\$455,590	\$-
------------------------------	----------	-----------	-----------	-----

CHARGES FOR CURRENT SERVICES

CHARGES FOR CURRENT SERV

RPA FEES FOR HHSA	\$-	\$-	\$2,847,939	\$-
ASSESSMENTS & TAX COLLECT FEES	\$440,757	\$222,178	\$279,057	\$-
HR&D ADMIN FEES	\$62,231	\$66,860	\$106,431	\$-
DEFERRED COMP ADMIN	\$81,305	\$44,917	\$101,957	\$-
PROP TAX ADM-SB2557	\$2,147,482	\$2,129,977	\$1,932,734	\$-
AUDITING & ACCOUNTING FEES	\$9,380	\$8,235	\$8,001	\$-
BOND PROCESSING FEES	\$38,928	\$28,417	\$30,000	\$-
ELECTION SERVICES	\$57,597	\$369,847	\$50,000	\$-
FILING FEES	\$24,323	\$14,142	\$15,500	\$-

STATE CONTROLLER SCHEDULES COUNTY BUDGET ACT		COUNTY OF TULARE DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT GOVERNMENTAL FUNDS FISCAL YEAR 2021-22				SCHEDULE 6
FUND NAME	FINANCING SOURCE CATEGORY	FINANCING SOURCE ACCOUNT	2019-20 ACTUAL	2020-21 ACTUAL ESTIMATED <input type="checkbox"/> <input checked="" type="checkbox"/>	2021-22 RECOMMENDED	2021-22 ADOPTED BY THE BOARD OF SUPERVISORS
1	2	3	4	5	6	7
		LEGAL SERVICES	\$185,454	\$169,130	\$115,001	\$-
		COURT APPOINTED ATTORNEY FEES	\$285	\$4	\$-	\$-
		REG FEES - APPOINTED COUNSEL	\$31,968	\$38,612	\$1	\$-
		COMPLIANCE REP/MONITORING FEES	\$11,565	\$-	\$-	\$-
		PLANNING & ENGINEERING SERV	\$1,252,118	\$1,194,031	\$1,207,272	\$-
		AGRICULTURAL SERVICES	\$2,174,744	\$2,013,453	\$2,092,960	\$-
		CIVIL PROCESS SERVICES	\$142,800	\$66,445	\$100,000	\$-
		INSTALLMENT ACCOUNT FEES	\$35,566	\$18,115	\$35,000	\$-
		ACCOUNTS RECEIVABLE FEE	\$534	\$150	\$650	\$-
		CITATION PROCESSING FEES	\$16,297	\$13,615	\$-	\$-
		ADMINISTRATIVE SCREENING	\$1,019	\$1,001	\$-	\$-
		DOMESTIC VIOLENCE-RESTRAINING	\$-	\$13,758	\$1	\$-
		TRAFFIC SCHOOL FEES	\$277,293	\$202,151	\$250,000	\$-
		TRAFFIC SCHOOL REALIGNMENT FEE	\$959,306	\$699,613	\$875,000	\$-
		VEHICLE REPOSSESSION FEES	\$2,845	\$2,410	\$3,000	\$-
		TOWING FEE CHARGE	\$46,035	\$56,365	\$60,000	\$-
		ESTATE FEES	\$51,861	\$15,845	\$31,311	\$-
		HUMANE SERVICES	\$93,558	\$35,201	\$100,000	\$-
		BOOKING FEES	\$4,039	\$2,956	\$3,500	\$-
		OUTSIDE CONTRACTS	\$40,051	\$20,026	\$23,816	\$-
		WEEKENDER ADMINISTRATION FEES	\$6,380	\$1,940	\$1	\$-
		RETURN TO CUSTODY	\$93,421	\$75,637	\$75,000	\$-
		PROOF OF CORRECTION	\$34,665	\$19,648	\$21,500	\$-
		SWAP FEES	\$92,578	\$67,654	\$80,000	\$-
		FINGERPRINT FEES	\$192,305	\$83,449	\$150,000	\$-
		DISPATCH SERVICE	\$308,813	\$254,322	\$373,461	\$-
		RESEARCH FEES	\$1,376	\$1,567	\$1,700	\$-
		RECORDING FEES-MICROGRAPHICS	\$-	\$-	\$1	\$-
		LOCAL AGENCY FORMATION (LAFCO)	\$-	\$-	\$1	\$-
		FILED PROP TAX DOCUMENT FEES	\$-	\$-	\$1	\$-
		DMV SEARCH FEES	\$-	\$-	\$1	\$-
		TAX ESTIMATES FEE	\$7,938	\$9,342	\$10,000	\$-
		DMV-AUTO THEFT ASSESSMENT FEES	\$148,201	\$-	\$282,456	\$-
		RECORDING FEES	\$2,359,309	\$2,885,831	\$2,981,600	\$-
		BIRTHS, DEATHS & MARRIAGE CERT	\$165,127	\$200,499	\$253,281	\$-
		HEALTH FEES	\$28,585	\$10,604	\$19,348	\$-
		HEALTH FEES - MEDI-CAL	\$31,245,182	\$34,312,081	\$43,157,009	\$-
		MEDI-CAL-BLUE CROSS/MNGD CARE	\$5,675,304	\$3,628,543	\$4,670,852	\$-
		MEDI-CAL-HEALTHNET/MNGD CARE	\$18,906	\$17,805	\$-	\$-
		CAPITATION - KEY MEDICAL	\$43,351	\$17,838	\$40,000	\$-
		HEALTH FEES - MEDICARE	\$642,259	\$634,822	\$782,117	\$-
		HEALTH FEES - PRIVATE PAY	\$272,824	\$117,061	\$246,001	\$-
		HEALTH FEES - PATIENT INSUR	\$354,882	\$300,293	\$297,386	\$-
		MENTAL HEALTH SERVICES	\$146	\$50	\$200	\$-
		CALIF CHILDREN SERVICES	\$1,183,958	\$127,850	\$2,083,661	\$-
		INSTITUTIONAL CARE & SERVICES	\$77,208	\$15,646	\$3	\$-

STATE CONTROLLER SCHEDULES COUNTY BUDGET ACT	COUNTY OF TULARE DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT GOVERNMENTAL FUNDS FISCAL YEAR 2021-22	SCHEDULE 6
--	---	-------------------

FUND NAME	FINANCING SOURCE CATEGORY	FINANCING SOURCE ACCOUNT	2019-20 ACTUAL	2020-21 ACTUAL ESTIMATED <input type="checkbox"/> <input checked="" type="checkbox"/>	2021-22 RECOMMENDED	2021-22 ADOPTED BY THE BOARD OF SUPERVISORS
1	2	3	4	5	6	7

LIBRARY SERVICES	\$178,967	\$151,141	\$177,603	\$-
CHGS FOR SERV-WATER & SEWER	\$108,838	\$371,700	\$1,362,390	\$-
MUSEUM ENTRANCE FEES	\$6,754	\$8,249	\$10,000	\$-
CAMPING FEES	\$12,255	\$38,355	\$50,000	\$-
PARK ENTRANCE FEES	\$66,676	\$75,794	\$199,702	\$-
RESERVATION FEES	\$24,820	\$9,165	\$55,000	\$-
OTHER SERVICES	\$1,317,569	\$1,050,880	\$1,330,382	\$-
KTAAA ADMIN	\$1,091,346	\$792,150	\$1,295,218	\$-
SERVICES OF THE TREASURER	\$1,582,925	\$1,232,919	\$1,977,814	\$-
BILLED SVCS TO COURT	\$758,619	\$385,422	\$583,000	\$-
BURIAL SERVICE FEE	\$700	\$-	\$3,000	\$-
LOCAL GOV PERSONNEL SERVICES	\$20,779	\$-	\$26,370	\$-
SOLAR REVENUE	\$192,500	\$193,000	\$192,750	\$-
WATER VIOLATION	\$-	\$25	\$-	\$-
SPAY AND NEUTER CLINIC	\$-	\$-	\$225,000	\$-
BILLED PHONE REVENUE	\$101,411	\$111,004	\$159,144	\$-
ADMIN CHARGED	\$2,310,560	\$1,010,631	\$2,117,995	\$-
CO COUNSEL CHARGES	\$767,501	\$597,450	\$750,000	\$-
SERVICES TO OTHER DEPTS	\$786,770	\$166,336	\$931,150	\$-
COST PLAN RECOVERED	\$934,387	\$1,713,525	\$2,231,653	\$-
SERVICES TO RISK MANAGEMENT	\$2,081,358	\$-	\$2,517,143	\$-
GSA-COURIER	\$6,558	\$5,739	\$7,220	\$-
PROPERTY MANAGEMENT	\$44,131	\$49,812	\$54,884	\$-

TOTAL CHARGES FOR CURRENT SERV	\$63,537,483	\$58,193,233	\$82,052,129	\$-
---------------------------------------	---------------------	---------------------	---------------------	------------

TOTAL CHARGES FOR CURRENT SERVICES	\$63,537,483	\$58,193,233	\$82,052,129	\$-
------------------------------------	--------------	--------------	--------------	-----

INTERFUND REVENUE

CHARGES FOR CURRENT SERV

I/F REV-BILLED PHONE REVENUE	\$210,395	\$184,303	\$311,340	\$-
I/F REV-ADMIN CHARGED	\$2,150,956	\$1,918,816	\$2,329,328	\$-
I/F REV-COUNTY COUNSEL CHARGES	\$13,998	\$9,693	\$8,000	\$-
INTERFUND REV-SERV TO OTH DEPT	\$698,449	\$468,395	\$665,485	\$-
I/F REV-COURIER	\$56,772	\$53,745	\$70,055	\$-
I/F REV-PROPERTY MANAGEMENT	\$26,674	\$18,166	\$24,304	\$-
I/F REV SHERIFF ENGRAVING SHOP	\$7,526	\$1,725	\$6,000	\$-

TOTAL CHARGES FOR CURRENT SERV	\$3,164,770	\$2,654,843	\$3,414,512	\$-
---------------------------------------	--------------------	--------------------	--------------------	------------

TOTAL INTERFUND REVENUE	\$3,164,770	\$2,654,843	\$3,414,512	\$-
-------------------------	-------------	-------------	-------------	-----

MISCELLANEOUS REVENUE

MISCELLANEOUS REVENUE

WELFARE REPAYMENTS	\$1,061,608	\$619,995	\$450,001	\$-
FOOD STAMP REPAYMENTS	\$(1,635,276)	\$(534,881)	\$2	\$-
WELFARE REPAYMENTS & REFUNDS	\$278,957	\$519,002	\$-	\$-
RESTITUTION PAYMENTS	\$3,178	\$1,827	\$3,000	\$-

STATE CONTROLLER SCHEDULES COUNTY BUDGET ACT	COUNTY OF TULARE DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT GOVERNMENTAL FUNDS FISCAL YEAR 2021-22	SCHEDULE 6
--	---	------------

FUND NAME	FINANCING SOURCE CATEGORY	FINANCING SOURCE ACCOUNT	2019-20 ACTUAL	2020-21 ACTUAL ESTIMATED <input type="checkbox"/> <input checked="" type="checkbox"/>	2021-22 RECOMMENDED	2021-22 ADOPTED BY THE BOARD OF SUPERVISORS
1	2	3	4	5	6	7

DA RESTITUTION	\$700	\$900	\$1,001	\$-
VENDOR REBATES	\$551,720	\$959,540	\$1,005,001	\$-
ASSET FORFEITURES	\$1,865	\$2,448	\$69,405	\$-
OTHER SALES-TAXABLE	\$196,511	\$185,078	\$190,459	\$-
OTHER SALES-TAXABLE (VIS 8.50)	\$49,332	\$30,201	\$81,621	\$-
OTHER SALES-TAXABLE (PVL 9.25)	\$30,505	\$38,268	\$35,063	\$-
OTHER SALES-NON TAXABLE	\$47,672	\$65,860	\$65,002	\$-
LESS CONSIGNMENT SALES	\$(550)	\$(3,206)	\$-	\$-
OTHER REVENUE-PRIOR YEAR	\$14,070,497	\$14,199,371	\$7	\$-
PRIOR YEAR ADJUSTMENTS	\$370	\$-	\$-	\$-
VEHICLE USE REIMBURSEMENT	\$750	\$-	\$1,600	\$-
PUBLIC ADM REIMBURSEMENTS	\$15,892	\$41,983	\$28,000	\$-
RECOVERED BAD DEBTS	\$5,792	\$2,370	\$7,000	\$-
OTHER REVENUE	\$471,910	\$943,712	\$1,547,518	\$-
PROGRAM REPAYMENTS	\$2,972,942	\$1,909,888	\$1,219,859	\$-
INSURANCE PROCEEDS/RECOVERIES	\$137,893	\$91,677	\$89,008	\$-
WORKER'S COMP REIMBURSEMENT	\$-	\$-	\$3	\$-
OTH REV 10% REBATE VICTIM REST	\$85,261	\$71,884	\$100,000	\$-
OUTLAWED WARRANTS	\$225,814	\$244,456	\$70,025	\$-
CONFERENCE REGISTRATIONS	\$57,992	\$-	\$-	\$-
OTHER REVENUE-CASH OVERAGE	\$-	\$9	\$1	\$-
PRIVATE GRANTS/DONATIONS	\$48,533	\$130,905	\$268,017	\$-
NSF CHECKS	\$(1,250)	\$(671)	\$1	\$-
PRIOR A/P ACCRUALS ADJUSTMENT	\$3,434,234	\$4,534,368	\$5	\$-
TOTAL MISCELLANEOUS REVENUE	\$22,112,852	\$24,054,984	\$5,231,599	\$-

TOTAL MISCELLANEOUS REVENUE	\$22,112,852	\$24,054,984	\$5,231,599	\$-
-----------------------------	--------------	--------------	-------------	-----

MISCELLANEOUS REVENUE OTHER

OTHER FINANCING SOURCES

LITIGATION PROCEEDS	\$100,226	\$417,926	\$1	\$-
TOTAL OTHER FINANCING SOURCES	\$100,226	\$417,926	\$1	\$-

TOTAL MISCELLANEOUS REVENUE OTHER	\$100,226	\$417,926	\$1	\$-
-----------------------------------	-----------	-----------	-----	-----

OTHER FINANCING SOURCES

OTHER FINANCING SOURCES

SALE OF TAXABLE FIXED ASSETS	\$1,012	\$-	\$-	\$-
SALE OF FIXED ASSETS-NON TAX	\$174,976	\$315,654	\$211,548	\$-
OPERATING TRANSFERS-IN	\$5,724,392	\$813,260	\$13,378,585	\$-
TRANSFER IN 1991 REALIGNMENT	\$110,206,791	\$61,849,581	\$152,160,530	\$-
O/T-IN:VEH ACQUISITION 08/09	\$2,329,730	\$-	\$1,991,062	\$-
OPERATING TRANSFERS-IN HHSA TR	\$50,516	\$-	\$60,000	\$-
O/T-IN: LICENSES & PERMITS	\$103,356	\$-	\$1,273,344	\$-
O/T IN: FINES & PENALTIES	\$1,436,645	\$210,692	\$1,282,301	\$-
O/T IN: INTERGOVT. - STATE	\$33,120,027	\$6,448,005	\$57,239,709	\$-

STATE CONTROLLER SCHEDULES COUNTY BUDGET ACT		COUNTY OF TULARE DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT GOVERNMENTAL FUNDS FISCAL YEAR 2021-22				SCHEDULE 6
FUND NAME	FINANCING SOURCE CATEGORY	FINANCING SOURCE ACCOUNT	2019-20 ACTUAL	2020-21 ACTUAL ESTIMATED <input type="checkbox"/> <input checked="" type="checkbox"/>	2021-22 RECOMMENDED	2021-22 ADOPTED BY THE BOARD OF SUPERVISORS
1	2	3	4	5	6	7
		O/T IN: INTERGOVT. - FEDERAL	\$30,760	\$-	\$144,791	\$-
		O/T IN: CHARGES FOR SERVICES	\$341,740	\$-	\$1,141,101	\$-
		O/T IN: MISCELLANEOUS REV.	\$2,226,147	\$529,618	\$3,140,357	\$-
		TOTAL OTHER FINANCING SOURCES	\$155,746,092	\$70,166,810	\$232,023,328	\$-
		TOTAL OTHER FINANCING SOURCES	\$155,746,092	\$70,166,810	\$232,023,328	\$-
OPERATING REVENUES						
		CHARGES FOR CURRENT SERV				
		RECYCLING REVENUE	\$456	\$454	\$101	\$-
		EMPLOYEE SERVICES TO UNION	\$9,730	\$-	\$-	\$-
		WELLNESS INCENTIVE FUNDING	\$-	\$-	\$16	\$-
		TOTAL CHARGES FOR CURRENT SERV	\$10,186	\$454	\$117	\$-
		TOTAL OPERATING REVENUES	\$10,186	\$454	\$117	\$-
COWCAP						
		COWCAP				
		INTERFUND REV - COST PLAN CHAR	\$2,183,768	\$1,910,181	\$2,248,219	\$-
		TOTAL COWCAP	\$2,183,768	\$1,910,181	\$2,248,219	\$-
		TOTAL COWCAP	\$2,183,768	\$1,910,181	\$2,248,219	\$-
TOTAL GENERAL FUND FINANCING SOURCES			\$756,017,818	\$681,989,453	\$900,482,036	\$-
TOTAL GENERAL FUND FINANCING SOURCES			\$756,017,818	\$681,989,453	\$900,482,036	\$-
SPECIAL REVENUE FUNDS						
INDIGENT HEALTHCARE AB75						
VEHICLE CODE FINES						
		FINES,FORFEIT.,PENALTIES				
		VEHICLE CODE FINES	\$189,407	\$140,254	\$268,364	\$-
		TOTAL FINES,FORFEIT.,PENALTIES	\$189,407	\$140,254	\$268,364	\$-
		TOTAL VEHICLE CODE FINES	\$189,407	\$140,254	\$268,364	\$-
FORFEITURES & PENALTIES						
		FINES,FORFEIT.,PENALTIES				
		COUNTY PENALTY ASSESSMENT	\$513,586	\$390,924	\$710,756	\$-
		TOTAL FINES,FORFEIT.,PENALTIES	\$513,586	\$390,924	\$710,756	\$-
		TOTAL FORFEITURES & PENALTIES	\$513,586	\$390,924	\$710,756	\$-
FROM USE OF MONEY & PROPERTY						

STATE CONTROLLER SCHEDULES COUNTY BUDGET ACT	COUNTY OF TULARE DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT GOVERNMENTAL FUNDS FISCAL YEAR 2021-22	SCHEDULE 6
---	---	-------------------

FUND NAME	FINANCING SOURCE CATEGORY	FINANCING SOURCE ACCOUNT	2019-20 ACTUAL	2020-21 ACTUAL ESTIMATED <input type="checkbox"/> ESTIMATED <input checked="" type="checkbox"/>	2021-22 RECOMMENDED	2021-22 ADOPTED BY THE BOARD OF SUPERVISORS
1	2	3	4	5	6	7

REV. FROM USE OF MONEY & PROP

INTEREST	\$11,049	\$4,362	\$42,000	\$-
----------	----------	---------	----------	-----

TOTAL REV. FROM USE OF MONEY & PROP	\$11,049	\$4,362	\$42,000	\$-
-------------------------------------	-----------------	----------------	-----------------	------------

TOTAL FROM USE OF MONEY & PROPERTY	\$11,049	\$4,362	\$42,000	\$-
------------------------------------	----------	---------	----------	-----

MISCELLANEOUS REVENUE

MISCELLANEOUS REVENUE

PROGRAM REPAYMENTS	\$17,753	\$14,226	\$28,880	\$-
--------------------	----------	----------	----------	-----

TOTAL MISCELLANEOUS REVENUE	\$17,753	\$14,226	\$28,880	\$-
-----------------------------	-----------------	-----------------	-----------------	------------

TOTAL MISCELLANEOUS REVENUE	\$17,753	\$14,226	\$28,880	\$-
-----------------------------	----------	----------	----------	-----

TOTAL INDIGENT HEALTHCARE AB75 FINANCING SOURCES	\$731,795	\$549,766	\$1,050,000	\$-
--	------------------	------------------	--------------------	------------

LIBRARY FUND

PROPERTY TAXES

TAXES

PROPERTY TAXES-CURRENT SECURED	\$4,368,115	\$4,161,732	\$4,440,000	\$-
--------------------------------	-------------	-------------	-------------	-----

PROPERTY TAX-CURRENT UNSECURED	\$250,194	\$268,234	\$274,000	\$-
--------------------------------	-----------	-----------	-----------	-----

PROPERTY TAXES-PRIOR SECURED	\$75,324	\$73,839	\$78,000	\$-
------------------------------	----------	----------	----------	-----

PROPERTY TAXES-PRIOR UNSECURED	\$4,180	\$2,048	\$2,300	\$-
--------------------------------	---------	---------	---------	-----

SUPPL PROP TAX-CURRENT SECURED	\$76,171	\$61,532	\$73,000	\$-
--------------------------------	----------	----------	----------	-----

SUPPL PROPERTY TAXES-PRIOR	\$14,688	\$17,228	\$15,000	\$-
----------------------------	----------	----------	----------	-----

RESIDUAL DIST	\$132,493	\$239,093	\$200,000	\$-
---------------	-----------	-----------	-----------	-----

PASS THROUGH - FACILITIES PORT	\$-	\$295,006	\$260,000	\$-
--------------------------------	-----	-----------	-----------	-----

PROCEEDS FROM SALE OF ASSETS -	\$1,381	\$1,323	\$1	\$-
--------------------------------	---------	---------	-----	-----

TOTAL TAXES	\$4,922,546	\$5,120,035	\$5,342,301	\$-
-------------	--------------------	--------------------	--------------------	------------

TOTAL PROPERTY TAXES	\$4,922,546	\$5,120,035	\$5,342,301	\$-
----------------------	-------------	-------------	-------------	-----

OTHER TAXES

TAXES

TIMBER YIELD	\$63	\$55	\$50	\$-
--------------	------	------	------	-----

TOTAL TAXES	\$63	\$55	\$50	\$-
-------------	-------------	-------------	-------------	------------

TOTAL OTHER TAXES	\$63	\$55	\$50	\$-
-------------------	------	------	------	-----

FROM USE OF MONEY & PROPERTY

REV. FROM USE OF MONEY & PROP

INTEREST	\$98,164	\$51,612	\$62,000	\$-
----------	----------	----------	----------	-----

TOTAL REV. FROM USE OF MONEY & PROP	\$98,164	\$51,612	\$62,000	\$-
-------------------------------------	-----------------	-----------------	-----------------	------------

STATE CONTROLLER SCHEDULES COUNTY BUDGET ACT		COUNTY OF TULARE DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT GOVERNMENTAL FUNDS FISCAL YEAR 2021-22				SCHEDULE 6
FUND NAME	FINANCING SOURCE CATEGORY	FINANCING SOURCE ACCOUNT	2019-20 ACTUAL	2020-21 ACTUAL ESTIMATED <input type="checkbox"/> <input checked="" type="checkbox"/>	2021-22 RECOMMENDED	2021-22 ADOPTED BY THE BOARD OF SUPERVISORS
1	2	3	4	5	6	7
TOTAL FROM USE OF MONEY & PROPERTY			\$98,164	\$51,612	\$62,000	\$-
STATE AID						
INTERGOVERNMENTAL REVENUE						
		ST-HOMEOWNERS PROP TAX RELIEF	\$34,313	\$18,201	\$27,000	\$-
		STATE- OTHER	\$90,177	\$10,000	\$1	\$-
		OTHER STATE GRANTS	\$99,395	\$130,474	\$147,723	\$-
		TOTAL INTERGOVERNMENTAL REVENUE	\$223,885	\$158,675	\$174,724	\$-
TOTAL STATE AID			\$223,885	\$158,675	\$174,724	\$-
FEDERAL AID						
INTERGOVERNMENTAL REVENUE						
		FEDERAL CARES FUNDING	\$104,911	\$217,117	\$1	\$-
		TOTAL INTERGOVERNMENTAL REVENUE	\$104,911	\$217,117	\$1	\$-
TOTAL FEDERAL AID			\$104,911	\$217,117	\$1	\$-
OTHER GOVERNMENTAL AID						
INTERGOVERNMENTAL REVENUE						
		OTHER GOV. AGENCIES	\$19,721	\$-	\$1	\$-
		TOTAL INTERGOVERNMENTAL REVENUE	\$19,721	\$-	\$1	\$-
TOTAL OTHER GOVERNMENTAL AID			\$19,721	\$-	\$1	\$-
CHARGES FOR CURRENT SERVICES						
CHARGES FOR CURRENT SERV						
		LIBRARY SERVICES	\$32,661	\$4,377	\$25,000	\$-
		TOTAL CHARGES FOR CURRENT SERV	\$32,661	\$4,377	\$25,000	\$-
TOTAL CHARGES FOR CURRENT SERVICES			\$32,661	\$4,377	\$25,000	\$-
INTERFUND REVENUE						
CHARGES FOR CURRENT SERV						
		INTERFUND REV-SERV TO OTH DEPT	\$67,164	\$51,445	\$75,001	\$-
		TOTAL CHARGES FOR CURRENT SERV	\$67,164	\$51,445	\$75,001	\$-
TOTAL INTERFUND REVENUE			\$67,164	\$51,445	\$75,001	\$-
MISCELLANEOUS REVENUE						
MISCELLANEOUS REVENUE						
		OTHER SALES-TAXABLE	\$3,153	\$56	\$2,000	\$-
		OTHER SALES-TAXABLE (VIS 8.50)	\$6,578	\$158	\$6,000	\$-

STATE CONTROLLER SCHEDULES COUNTY BUDGET ACT	COUNTY OF TULARE DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT GOVERNMENTAL FUNDS FISCAL YEAR 2021-22	SCHEDULE 6
--	---	------------

FUND NAME	FINANCING SOURCE CATEGORY	FINANCING SOURCE ACCOUNT	2019-20 ACTUAL	2020-21 ACTUAL ESTIMATED <input type="checkbox"/> <input checked="" type="checkbox"/>	2021-22 RECOMMENDED	2021-22 ADOPTED BY THE BOARD OF SUPERVISORS
1	2	3	4	5	6	7

OTHER SALES-TAXABLE (FAR 8.50)	\$405	\$-	\$300	\$-
OTHER SALES-TAXABLE (DIN 8.75)	\$2,029	\$-	\$1,500	\$-
OTHER REVENUE	\$-	\$-	\$100	\$-
OUTLAWED WARRANTS	\$153	\$-	\$100	\$-
PRIVATE GRANTS/DONATIONS	\$51,417	\$-	\$20,000	\$-
OTHER SALES-TAXABLE (WDLKE 8.7	\$211	\$-	\$150	\$-
TOTAL MISCELLANEOUS REVENUE	\$63,946	\$214	\$30,150	\$-

TOTAL MISCELLANEOUS REVENUE	\$63,946	\$214	\$30,150	\$-
-----------------------------	----------	-------	----------	-----

OTHER FINANCING SOURCES

OTHER FINANCING SOURCES

SALE OF FIXED ASSETS-NON TAX	\$-	\$424	\$1	\$-
------------------------------	-----	-------	-----	-----

TOTAL OTHER FINANCING SOURCES	\$-	\$424	\$1	\$-
--------------------------------------	------------	--------------	------------	------------

TOTAL OTHER FINANCING SOURCES	\$-	\$424	\$1	\$-
-------------------------------	-----	-------	-----	-----

OPERATING REVENUES

CHARGES FOR CURRENT SERV

WELLNESS INCENTIVE FUNDING	\$-	\$-	\$100	\$-
----------------------------	-----	-----	-------	-----

OTHER SALES-TAXABLE (8.75)	\$1,718	\$13	\$1,200	\$-
----------------------------	---------	------	---------	-----

TOTAL CHARGES FOR CURRENT SERV	\$1,718	\$13	\$1,300	\$-
---------------------------------------	----------------	-------------	----------------	------------

TOTAL OPERATING REVENUES	\$1,718	\$13	\$1,300	\$-
--------------------------	---------	------	---------	-----

TOTAL LIBRARY FUND FINANCING SOURCES	\$5,534,779	\$5,603,967	\$5,710,529	\$-
--------------------------------------	-------------	-------------	-------------	-----

FISH AND WILDLIFE

FORFEITURES & PENALTIES

FINES, FORFEIT., PENALTIES

FISH & GAME PENALTY ASSESSMENT	\$1,116	\$1,574	\$-	\$-
--------------------------------	---------	---------	-----	-----

FISH & GAME PRESERVATION FINES	\$1,822	\$2,541	\$-	\$-
--------------------------------	---------	---------	-----	-----

TOTAL FINES, FORFEIT., PENALTIES	\$2,938	\$4,115	\$-	\$-
---	----------------	----------------	------------	------------

TOTAL FORFEITURES & PENALTIES	\$2,938	\$4,115	\$-	\$-
-------------------------------	---------	---------	-----	-----

TOTAL FISH AND WILDLIFE FINANCING SOURCES	\$2,938	\$4,115	\$-	\$-
---	---------	---------	-----	-----

AVIATION

FROM USE OF MONEY & PROPERTY

REV. FROM USE OF MONEY & PROP

FACILITY RENT	\$10,445	\$23,147	\$17,880	\$-
---------------	----------	----------	----------	-----

STATE CONTROLLER SCHEDULES COUNTY BUDGET ACT	COUNTY OF TULARE DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT GOVERNMENTAL FUNDS FISCAL YEAR 2021-22	SCHEDULE 6
--	---	------------

FUND NAME	FINANCING SOURCE CATEGORY	FINANCING SOURCE ACCOUNT	2019-20 ACTUAL	2020-21 ACTUAL ESTIMATED <input type="checkbox"/> <input checked="" type="checkbox"/>	2021-22 RECOMMENDED	2021-22 ADOPTED BY THE BOARD OF SUPERVISORS
1	2	3	4	5	6	7

TOTAL REV. FROM USE OF MONEY & PROP	\$10,445	\$23,147	\$17,880	\$-
-------------------------------------	----------	----------	----------	-----

TOTAL FROM USE OF MONEY & PROPERTY	\$10,445	\$23,147	\$17,880	\$-
------------------------------------	----------	----------	----------	-----

STATE AID

INTERGOVERNMENTAL REVENUE

STATE-AVIATION	\$10,000	\$-	\$10,000	\$-
OTHER STATE GRANTS	\$421	\$-	\$-	\$-

TOTAL INTERGOVERNMENTAL REVENUE	\$10,421	\$-	\$10,000	\$-
---------------------------------	----------	-----	----------	-----

TOTAL STATE AID	\$10,421	\$-	\$10,000	\$-
-----------------	----------	-----	----------	-----

FEDERAL AID

INTERGOVERNMENTAL REVENUE

OTHER FEDERAL GRANTS	\$31,987	\$-	\$-	\$-
----------------------	----------	-----	-----	-----

TOTAL INTERGOVERNMENTAL REVENUE	\$31,987	\$-	\$-	\$-
---------------------------------	----------	-----	-----	-----

TOTAL FEDERAL AID	\$31,987	\$-	\$-	\$-
-------------------	----------	-----	-----	-----

MISCELLANEOUS REVENUE

MISCELLANEOUS REVENUE

OTHER REVENUE	\$79	\$-	\$-	\$-
PRIOR A/P ACCRUALS ADJUSTMENT	\$-	\$(7,058)	\$-	\$-

TOTAL MISCELLANEOUS REVENUE	\$79	\$(7,058)	\$-	\$-
-----------------------------	------	-----------	-----	-----

TOTAL MISCELLANEOUS REVENUE	\$79	\$(7,058)	\$-	\$-
-----------------------------	------	-----------	-----	-----

OTHER FINANCING SOURCES

OTHER FINANCING SOURCES

OPERATING TRANSFERS-IN	\$43,357	\$-	\$75,642	\$-
------------------------	----------	-----	----------	-----

TOTAL OTHER FINANCING SOURCES	\$43,357	\$-	\$75,642	\$-
-------------------------------	----------	-----	----------	-----

TOTAL OTHER FINANCING SOURCES	\$43,357	\$-	\$75,642	\$-
-------------------------------	----------	-----	----------	-----

TOTAL AVIATION FINANCING SOURCES	\$96,289	\$16,089	\$103,522	\$-
----------------------------------	----------	----------	-----------	-----

STRUCTURAL FIRE FUND

PROPERTY TAXES

TAXES

PROPERTY TAXES-CURRENT SECURED	\$8,391,869	\$8,450,881	\$8,865,232	\$-
PROPERTY TAX-CURRENT UNSECURED	\$512,631	\$544,493	\$535,500	\$-
PROPERTY TAXES-PRIOR SECURED	\$155,096	\$151,292	\$170,865	\$-
PROPERTY TAXES-PRIOR UNSECURED	\$8,607	\$4,196	\$10,631	\$-

STATE CONTROLLER SCHEDULES COUNTY BUDGET ACT		COUNTY OF TULARE DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT GOVERNMENTAL FUNDS FISCAL YEAR 2021-22				SCHEDULE 6
FUND NAME	FINANCING SOURCE CATEGORY	FINANCING SOURCE ACCOUNT	2019-20 ACTUAL	2020-21 ACTUAL ESTIMATED <input type="checkbox"/> <input checked="" type="checkbox"/>	2021-22 RECOMMENDED	2021-22 ADOPTED BY THE BOARD OF SUPERVISORS
1	2	3	4	5	6	7
		SUPPL PROP TAX-CURRENT SECURED	\$146,426	\$117,392	\$198,493	\$-
		SUPPL PROPERTY TAXES-PRIOR	\$28,724	\$33,324	\$28,232	\$-
		RESIDUAL DIST	\$212,341	\$343,429	\$203,000	\$-
		PASS THROUGH - FACILITIES PORT	\$149,859	\$164,450	\$148,050	\$-
		PROCEEDS FROM SALE OF ASSETS -	\$207	\$4,069	\$1,000	\$-
		TOTAL TAXES	\$9,605,760	\$9,813,526	\$10,161,003	\$-
		TOTAL PROPERTY TAXES	\$9,605,760	\$9,813,526	\$10,161,003	\$-
OTHER TAXES						
		TAXES				
		TIMBER YIELD	\$43	\$38	\$100	\$-
		TOTAL TAXES	\$43	\$38	\$100	\$-
		TOTAL OTHER TAXES	\$43	\$38	\$100	\$-
LICENSES, PERMITS & FRANCHISES						
		LIC., PERMITS & FRANCHISE				
		OTHER LICENSES & PERMITS	\$11,787	\$5,112	\$2,000	\$-
		TOTAL LIC., PERMITS & FRANCHISE	\$11,787	\$5,112	\$2,000	\$-
		TOTAL LICENSES, PERMITS & FRANCHISES	\$11,787	\$5,112	\$2,000	\$-
FROM USE OF MONEY & PROPERTY						
		REV. FROM USE OF MONEY & PROP				
		INTEREST	\$55,099	\$14,901	\$45,000	\$-
		FACILITY RENT	\$11,056	\$-	\$-	\$-
		TOTAL REV. FROM USE OF MONEY & PROP	\$66,155	\$14,901	\$45,000	\$-
		TOTAL FROM USE OF MONEY & PROPERTY	\$66,155	\$14,901	\$45,000	\$-
STATE AID						
		INTERGOVERNMENTAL REVENUE				
		STATE-OES REIMBURSEMENT	\$544,495	\$5,074,434	\$-	\$-
		ST-HOMEOWNERS PROP TAX RELIEF	\$70,224	\$36,914	\$75,600	\$-
		OTHER STATE GRANTS	\$313,988	\$567,239	\$468,290	\$-
		TOTAL INTERGOVERNMENTAL REVENUE	\$928,707	\$5,678,587	\$543,890	\$-
		TOTAL STATE AID	\$928,707	\$5,678,587	\$543,890	\$-
FEDERAL AID						
		INTERGOVERNMENTAL REVENUE				
		FED-DISASTER RELIEF	\$-	\$474	\$-	\$-
		FEMA GRANTS	\$-	\$81,753	\$-	\$-

STATE CONTROLLER SCHEDULES COUNTY BUDGET ACT		COUNTY OF TULARE DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT GOVERNMENTAL FUNDS FISCAL YEAR 2021-22				SCHEDULE 6
FUND NAME	FINANCING SOURCE CATEGORY	FINANCING SOURCE ACCOUNT	2019-20 ACTUAL	2020-21 ACTUAL ESTIMATED <input type="checkbox"/> <input checked="" type="checkbox"/>	2021-22 RECOMMENDED	2021-22 ADOPTED BY THE BOARD OF SUPERVISORS
1	2	3	4	5	6	7
		FEDERAL CARES FUNDING	\$104,852	\$4,625,441	\$-	\$-
		ARPA	\$-	\$-	\$6,713,394	\$-
		TOTAL INTERGOVERNMENTAL REVENUE	\$104,852	\$4,707,668	\$6,713,394	\$-
		TOTAL FEDERAL AID	\$104,852	\$4,707,668	\$6,713,394	\$-
		CHARGES FOR CURRENT SERVICES				
		CHARGES FOR CURRENT SERV				
		PLANNING & ENGINEERING SERV	\$420,275	\$469,242	\$455,000	\$-
		DISPATCH SERVICE	\$-	\$26,201	\$30,000	\$-
		SUPPRESSION COST REIMBURSEMENT	\$42,150	\$106,255	\$300,000	\$-
		OTHER SERVICES	\$72,250	\$20,013	\$593,715	\$-
		SERVICES TO OTHER DEPTS	\$233,342	\$73,329	\$141,916	\$-
		TOTAL CHARGES FOR CURRENT SERV	\$768,017	\$695,040	\$1,520,631	\$-
		TOTAL CHARGES FOR CURRENT SERVICES	\$768,017	\$695,040	\$1,520,631	\$-
		INTERFUND REVENUE				
		CHARGES FOR CURRENT SERV				
		INTERFUND REV-SERV TO OTH DEPT	\$353,193	\$9,143	\$9,000	\$-
		TOTAL CHARGES FOR CURRENT SERV	\$353,193	\$9,143	\$9,000	\$-
		TOTAL INTERFUND REVENUE	\$353,193	\$9,143	\$9,000	\$-
		MISCELLANEOUS REVENUE				
		MISCELLANEOUS REVENUE				
		INSURANCE PROCEEDS/RECOVERIES	\$-	\$677,759	\$-	\$-
		OUTLAWED WARRANTS	\$14	\$1,467	\$500	\$-
		PRIOR A/P ACCRUALS ADJUSTMENT	\$192	\$-	\$-	\$-
		TOTAL MISCELLANEOUS REVENUE	\$206	\$679,226	\$500	\$-
		TOTAL MISCELLANEOUS REVENUE	\$206	\$679,226	\$500	\$-
		OTHER FINANCING SOURCES				
		OTHER FINANCING SOURCES				
		OPERATING TRANSFERS-IN	\$19,630	\$-	\$1,800,000	\$-
		O/T-IN:FIRE	\$9,480,541	\$10,301,882	\$8,124,875	\$-
		O/T IN: INTERGOVT. - FEDERAL	\$6,463	\$-	\$-	\$-
		TOTAL OTHER FINANCING SOURCES	\$9,506,634	\$10,301,882	\$9,924,875	\$-
		TOTAL OTHER FINANCING SOURCES	\$9,506,634	\$10,301,882	\$9,924,875	\$-
		TOTAL STRUCTURAL FIRE FUND FINANCING SOURCES	\$21,345,354	\$31,905,123	\$28,920,393	\$-
		ROAD FUND				

STATE CONTROLLER SCHEDULES COUNTY BUDGET ACT	COUNTY OF TULARE DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT GOVERNMENTAL FUNDS FISCAL YEAR 2021-22	SCHEDULE 6
--	---	------------

FUND NAME	FINANCING SOURCE CATEGORY	FINANCING SOURCE ACCOUNT	2019-20 ACTUAL	2020-21 ACTUAL ESTIMATED <input type="checkbox"/> <input checked="" type="checkbox"/>	2021-22 RECOMMENDED	2021-22 ADOPTED BY THE BOARD OF SUPERVISORS
1	2	3	4	5	6	7

PROPERTY TAXES

TAXES

PROCEEDS FROM MEASURE R LOCAL	\$5,232,436	\$7,136,483	\$4,829,134	\$-
-------------------------------	-------------	-------------	-------------	-----

TOTAL TAXES	\$5,232,436	\$7,136,483	\$4,829,134	\$-
--------------------	--------------------	--------------------	--------------------	------------

TOTAL PROPERTY TAXES	\$5,232,436	\$7,136,483	\$4,829,134	\$-
----------------------	-------------	-------------	-------------	-----

OTHER TAXES

TAXES

MEASURE R SALES TAX PROCEEDS	\$862,936	\$1,015,195	\$5,430,775	\$-
------------------------------	-----------	-------------	-------------	-----

LTF-ART 8 STREETS & ROADS	\$1,083,170	\$6,137,418	\$6,579,550	\$-
---------------------------	-------------	-------------	-------------	-----

TOTAL TAXES	\$1,946,106	\$7,152,613	\$12,010,325	\$-
--------------------	--------------------	--------------------	---------------------	------------

TOTAL OTHER TAXES	\$1,946,106	\$7,152,613	\$12,010,325	\$-
-------------------	-------------	-------------	--------------	-----

LICENSES, PERMITS & FRANCHISES

LIC., PERMITS & FRANCHISE

CONSTRUCTION PERMITS	\$-	\$-	\$12,000	\$-
----------------------	-----	-----	----------	-----

ROAD PRIVILEGES & PERMITS	\$-	\$400	\$-	\$-
---------------------------	-----	-------	-----	-----

TOTAL LIC., PERMITS & FRANCHISE	\$-	\$400	\$12,000	\$-
--	------------	--------------	-----------------	------------

TOTAL LICENSES, PERMITS & FRANCHISES	\$-	\$400	\$12,000	\$-
--------------------------------------	-----	-------	----------	-----

FROM USE OF MONEY & PROPERTY

REV. FROM USE OF MONEY & PROP

INTEREST	\$982,912	\$428,475	\$350,000	\$-
----------	-----------	-----------	-----------	-----

FACILITY RENT	\$1,200	\$600	\$500	\$-
---------------	---------	-------	-------	-----

TOTAL REV. FROM USE OF MONEY & PROP	\$984,112	\$429,075	\$350,500	\$-
--	------------------	------------------	------------------	------------

TOTAL FROM USE OF MONEY & PROPERTY	\$984,112	\$429,075	\$350,500	\$-
------------------------------------	-----------	-----------	-----------	-----

STATE AID

INTERGOVERNMENTAL REVENUE

STATE-HIGHWAY USER TAX-2104A	\$3,792,410	\$3,231,450	\$4,391,189	\$-
------------------------------	-------------	-------------	-------------	-----

STATE-HIGHWAY USER TAX-2103A	\$4,638,732	\$3,859,890	\$5,272,542	\$-
------------------------------	-------------	-------------	-------------	-----

STATE-HIGHWAY USER TAX-2105	\$3,168,589	\$2,654,916	\$3,577,600	\$-
-----------------------------	-------------	-------------	-------------	-----

STATE-HIGHWAY USER TAX-2106A	\$565,914	\$479,314	\$693,246	\$-
------------------------------	-----------	-----------	-----------	-----

STATE OTHER-IN LIEU TAX	\$2,333	\$1,535	\$1,500	\$-
-------------------------	---------	---------	---------	-----

STATE-DISASTER RELIEF	\$82,091	\$34,358	\$75,000	\$-
-----------------------	----------	----------	----------	-----

STATE- OTHER	\$270,899	\$-	\$-	\$-
--------------	-----------	-----	-----	-----

RD EXCHANGE FUNDS	\$987,784	\$987,784	\$987,784	\$-
-------------------	-----------	-----------	-----------	-----

STATE-HIGHWAY PROJECTS	\$1,272,270	\$88,460	\$463,500	\$-
------------------------	-------------	----------	-----------	-----

HUTA SB1 LOAN REPAYMENT	\$756,907	\$-	\$-	\$-
-------------------------	-----------	-----	-----	-----

HUTA SB1 RMRA	\$12,071,332	\$11,163,252	\$13,143,819	\$-
---------------	--------------	--------------	--------------	-----

STATE CONTROLLER SCHEDULES COUNTY BUDGET ACT	COUNTY OF TULARE DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT GOVERNMENTAL FUNDS FISCAL YEAR 2021-22	SCHEDULE 6
--	---	------------

FUND NAME	FINANCING SOURCE CATEGORY	FINANCING SOURCE ACCOUNT	2019-20 ACTUAL	2020-21 ACTUAL ESTIMATED <input type="checkbox"/> <input checked="" type="checkbox"/>	2021-22 RECOMMENDED	2021-22 ADOPTED BY THE BOARD OF SUPERVISORS
1	2	3	4	5	6	7

RTPA/RSTP	\$1,173,935	\$-	\$870,000	\$-
TOTAL INTERGOVERNMENTAL REVENUE	\$28,783,196	\$22,500,959	\$29,476,180	\$-

TOTAL STATE AID	\$28,783,196	\$22,500,959	\$29,476,180	\$-
-----------------	--------------	--------------	--------------	-----

FEDERAL AID

INTERGOVERNMENTAL REVENUE

FED-DISASTER RELIEF	\$-	\$807	\$-	\$-
FED-FOREST RESERVE REVENUE	\$169,993	\$149,742	\$-	\$-
FED-OTHER	\$5,591	\$5,561	\$4,000	\$-
FED-HIGHWAY PROJECTS	\$5,756,192	\$3,718,154	\$17,010,400	\$-
FEDERAL CARES FUNDING	\$-	\$57,284	\$-	\$-

TOTAL INTERGOVERNMENTAL REVENUE	\$5,931,776	\$3,931,548	\$17,014,400	\$-
--	--------------------	--------------------	---------------------	------------

TOTAL FEDERAL AID	\$5,931,776	\$3,931,548	\$17,014,400	\$-
-------------------	-------------	-------------	--------------	-----

CHARGES FOR CURRENT SERVICES

CHARGES FOR CURRENT SERV

PLANNING & ENGINEERING SERV	\$163,699	\$179,766	\$235,000	\$-
ROAD & STREET SERVICES	\$103,889	\$469,324	\$100,000	\$-
DESIGN SERVICES	\$2,417	\$-	\$10,000	\$-
SERVICES TO OTHER DEPTS	\$-	\$77,106	\$100,000	\$-
ROAD YARD BILLING (INCL FUEL)	\$3,762,732	\$1,179,951	\$1,396,421	\$-
I/F-RD YD BILLING (INCL FUEL)	\$1,867,346	\$1,514,663	\$1,726,239	\$-

TOTAL CHARGES FOR CURRENT SERV	\$5,900,083	\$3,420,810	\$3,567,660	\$-
---------------------------------------	--------------------	--------------------	--------------------	------------

TOTAL CHARGES FOR CURRENT SERVICES	\$5,900,083	\$3,420,810	\$3,567,660	\$-
------------------------------------	-------------	-------------	-------------	-----

MISCELLANEOUS REVENUE

MISCELLANEOUS REVENUE

OTHER SALES-TAXABLE	\$2,800	\$-	\$-	\$-
OTHER SALES-TAXABLE (VIS 8.50)	\$1,604	\$783	\$1,000	\$-
OTHER REVENUE-PRIOR YEAR	\$-	\$-	\$250,000	\$-
OTHER REVENUE	\$4,309	\$12,716	\$470,182	\$-
INSURANCE PROCEEDS/RECOVERIES	\$32,866	\$136,326	\$7	\$-
OUTLAWED WARRANTS	\$3,983	\$1,136,609	\$8	\$-
PRIOR A/P ACCRUALS ADJUSTMENT	\$1,842	\$59,944	\$10	\$-

TOTAL MISCELLANEOUS REVENUE	\$47,404	\$1,346,378	\$721,207	\$-
------------------------------------	-----------------	--------------------	------------------	------------

TOTAL MISCELLANEOUS REVENUE	\$47,404	\$1,346,378	\$721,207	\$-
-----------------------------	----------	-------------	-----------	-----

OTHER FINANCING SOURCES

OTHER FINANCING SOURCES

SALE OF FIXED ASSETS-NON TAX	\$67,865	\$109,171	\$8	\$-
------------------------------	----------	-----------	-----	-----

STATE CONTROLLER SCHEDULES COUNTY BUDGET ACT		COUNTY OF TULARE DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT GOVERNMENTAL FUNDS FISCAL YEAR 2021-22			SCHEDULE 6	
FUND NAME	FINANCING SOURCE CATEGORY	FINANCING SOURCE ACCOUNT	2019-20 ACTUAL	2020-21 ACTUAL ESTIMATED <input type="checkbox"/> <input checked="" type="checkbox"/>	2021-22 RECOMMENDED	2021-22 ADOPTED BY THE BOARD OF SUPERVISORS
1	2	3	4	5	6	7
		OPERATING TRANSFERS-IN	\$81,189	\$25,576	\$21,313	\$-
		TOTAL OTHER FINANCING SOURCES	\$149,054	\$134,747	\$21,321	\$-
		TOTAL OTHER FINANCING SOURCES	\$149,054	\$134,747	\$21,321	\$-
		OPERATING REVENUES				
		CHARGES FOR CURRENT SERV				
		RECYCLING REVENUE	\$-	\$-	\$7	\$-
		TOTAL CHARGES FOR CURRENT SERV	\$-	\$-	\$7	\$-
		TOTAL OPERATING REVENUES	\$-	\$-	\$7	\$-
		TOTAL ROAD FUND FINANCING SOURCES	\$48,974,167	\$46,053,013	\$68,002,734	\$-
		TC WORKFORCE INVESTMENT BOARD				
		FROM USE OF MONEY & PROPERTY				
		REV. FROM USE OF MONEY & PROP				
		INTEREST	\$10,210	\$6,449	\$7,000	\$-
		FACILITY RENT	\$224,320	\$216,756	\$224,605	\$-
		OVERHEAD - WIOA MOU REQUIREMEN	\$86,021	\$64,711	\$66,502	\$-
		TOTAL REV. FROM USE OF MONEY & PROP	\$320,551	\$287,916	\$298,107	\$-
		TOTAL FROM USE OF MONEY & PROPERTY	\$320,551	\$287,916	\$298,107	\$-
		FEDERAL AID				
		INTERGOVERNMENTAL REVENUE				
		WIOA REVENUE	\$10,271,644	\$11,674,889	\$13,017,722	\$-
		FEDERAL CARES FUNDING	\$-	\$123,959	\$-	\$-
		TOTAL INTERGOVERNMENTAL REVENUE	\$10,271,644	\$11,798,848	\$13,017,722	\$-
		TOTAL FEDERAL AID	\$10,271,644	\$11,798,848	\$13,017,722	\$-
		CHARGES FOR CURRENT SERVICES				
		CHARGES FOR CURRENT SERV				
		CHARGES FOR CURRENT SERVICES	\$671,666	\$652,453	\$880,217	\$-
		TOTAL CHARGES FOR CURRENT SERV	\$671,666	\$652,453	\$880,217	\$-
		TOTAL CHARGES FOR CURRENT SERVICES	\$671,666	\$652,453	\$880,217	\$-
		MISCELLANEOUS REVENUE				
		MISCELLANEOUS REVENUE				
		OTHER REVENUE	\$-	\$1,131	\$1	\$-
		WORKER'S COMP REIMBURSEMENT	\$-	\$-	\$1	\$-

STATE CONTROLLER SCHEDULES COUNTY BUDGET ACT		COUNTY OF TULARE DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT GOVERNMENTAL FUNDS FISCAL YEAR 2021-22				SCHEDULE 6
FUND NAME	FINANCING SOURCE CATEGORY	FINANCING SOURCE ACCOUNT	2019-20 ACTUAL	2020-21 ACTUAL ESTIMATED <input type="checkbox"/> <input checked="" type="checkbox"/>	2021-22 RECOMMENDED	2021-22 ADOPTED BY THE BOARD OF SUPERVISORS
1	2	3	4	5	6	7
		OUTLAWED WARRANTS	\$11,828	\$(2,343)	\$3	\$-
		CONFERENCE REGISTRATIONS	\$10,034	\$-	\$2	\$-
		WIB 3RD PARTY REIMBURSEMENT	\$-	\$-	\$1	\$-
		TOTAL MISCELLANEOUS REVENUE	\$21,862	\$(1,212)	\$8	\$-
		TOTAL MISCELLANEOUS REVENUE	\$21,862	\$(1,212)	\$8	\$-
OTHER FINANCING SOURCES						
		OTHER FINANCING SOURCES				
		OPERATING TRANSFERS-IN	\$1,963,882	\$1,338,655	\$2,313,963	\$-
		O/T IN: MISCELLANEOUS REV.	\$74,679	\$-	\$-	\$-
		TOTAL OTHER FINANCING SOURCES	\$2,038,561	\$1,338,655	\$2,313,963	\$-
		TOTAL OTHER FINANCING SOURCES	\$2,038,561	\$1,338,655	\$2,313,963	\$-
OPERATING REVENUES						
		CHARGES FOR CURRENT SERV				
		WELLNESS INCENTIVE FUNDING	\$-	\$-	\$1	\$-
		TOTAL CHARGES FOR CURRENT SERV	\$-	\$-	\$1	\$-
		TOTAL OPERATING REVENUES	\$-	\$-	\$1	\$-
TOTAL TC WORKFORCE INVESTMENT BOARD FINANCING SOURCES			\$13,324,284	\$14,076,660	\$16,510,018	\$-
CHILD SUPPORT SERVICES						
FROM USE OF MONEY & PROPERTY						
		REV. FROM USE OF MONEY & PROP				
		INTEREST	\$60,705	\$37,347	\$29,000	\$-
		TOTAL REV. FROM USE OF MONEY & PROP	\$60,705	\$37,347	\$29,000	\$-
		TOTAL FROM USE OF MONEY & PROPERTY	\$60,705	\$37,347	\$29,000	\$-
STATE AID						
		INTERGOVERNMENTAL REVENUE				
		STATE- OTHER	\$13,615	\$(1,151)	\$-	\$-
		STATE- CHILD SUPPORT ADMIN	\$5,834,976	\$4,657,489	\$4,735,655	\$-
		TOTAL INTERGOVERNMENTAL REVENUE	\$5,848,591	\$4,656,338	\$4,735,655	\$-
		TOTAL STATE AID	\$5,848,591	\$4,656,338	\$4,735,655	\$-
FEDERAL AID						
		INTERGOVERNMENTAL REVENUE				
		FED-CHILD SUPP ENFRMNT INCENT	\$9,632,884	\$7,760,164	\$9,483,919	\$-

STATE CONTROLLER SCHEDULES COUNTY BUDGET ACT		COUNTY OF TULARE DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT GOVERNMENTAL FUNDS FISCAL YEAR 2021-22				SCHEDULE 6
FUND NAME	FINANCING SOURCE CATEGORY	FINANCING SOURCE ACCOUNT	2019-20 ACTUAL	2020-21 ACTUAL ESTIMATED <input type="checkbox"/> <input checked="" type="checkbox"/>	2021-22 RECOMMENDED	2021-22 ADOPTED BY THE BOARD OF SUPERVISORS
1	2	3	4	5	6	7
		FEDERAL CARES FUNDING	\$10,761	\$-	\$-	\$-
		TOTAL INTERGOVERNMENTAL REVENUE	\$9,643,645	\$7,760,164	\$9,483,919	\$-
		TOTAL FEDERAL AID	\$9,643,645	\$7,760,164	\$9,483,919	\$-
		OTHER GOVERNMENTAL AID				
		INTERGOVERNMENTAL REVENUE				
		ADMIN FEE	\$30	\$-	\$1	\$-
		TOTAL INTERGOVERNMENTAL REVENUE	\$30	\$-	\$1	\$-
		TOTAL OTHER GOVERNMENTAL AID	\$30	\$-	\$1	\$-
		MISCELLANEOUS REVENUE				
		MISCELLANEOUS REVENUE				
		OTHER REVENUE	\$1,789	\$397	\$10,423	\$-
		OUTLAWED WARRANTS	\$790	\$262	\$500	\$-
		PRIOR A/P ACCRUALS ADJUSTMENT	\$(16)	\$-	\$1	\$-
		TOTAL MISCELLANEOUS REVENUE	\$2,563	\$659	\$10,924	\$-
		TOTAL MISCELLANEOUS REVENUE	\$2,563	\$659	\$10,924	\$-
		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	\$-	\$2,240	\$1	\$-
		OPERATING TRANSFERS-IN	\$1,704	\$1,650,000	\$156,290	\$-
		O/T IN: MISCELLANEOUS REV.	\$2,714	\$-	\$11	\$-
		TOTAL OTHER FINANCING SOURCES	\$31,407	\$1,652,240	\$156,304	\$-
		TOTAL OTHER FINANCING SOURCES	\$31,407	\$1,652,240	\$156,304	\$-
		TOTAL CHILD SUPPORT SERVICES FINANCING SOURCES	\$15,586,941	\$14,106,748	\$14,415,803	\$-
		REALIGNMENT-MENTAL HEALTH				
		STATE AID				
		INTERGOVERNMENTAL REVENUE				
		ST AID MNTL HLTH REALIGNMENT	\$15,399,206	\$13,606,429	\$15,837,396	\$-
		TOTAL INTERGOVERNMENTAL REVENUE	\$15,399,206	\$13,606,429	\$15,837,396	\$-
		TOTAL STATE AID	\$15,399,206	\$13,606,429	\$15,837,396	\$-
		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 2021-22	SCHEDULE 6
--	---	------------

FUND NAME	FINANCING SOURCE CATEGORY	FINANCING SOURCE ACCOUNT	2019-20 ACTUAL	2020-21 ACTUAL ESTIMATED <input type="checkbox"/> <input checked="" type="checkbox"/>	2021-22 RECOMMENDED	2021-22 ADOPTED BY THE BOARD OF SUPERVISORS
1	2	3	4	5	6	7

OTHER FINANCING SOURCES

TRANSFER IN 1991 REALIGNMENT	\$1,027,632	\$306,279	\$1,037,932	\$-
------------------------------	-------------	-----------	-------------	-----

TOTAL OTHER FINANCING SOURCES	\$1,027,632	\$306,279	\$1,037,932	\$-
--------------------------------------	--------------------	------------------	--------------------	------------

TOTAL OTHER FINANCING SOURCES	\$1,027,632	\$306,279	\$1,037,932	\$-
-------------------------------	-------------	-----------	-------------	-----

TOTAL REALIGNMENT-MENTAL HEALTH FINANCING SOURCES	\$16,426,838	\$13,912,708	\$16,875,328	\$-
--	---------------------	---------------------	---------------------	------------

REALIGNMENT-HEALTH

STATE AID

INTERGOVERNMENTAL REVENUE

STATE AID HEALTH REALIGNMENT	\$190,320	\$307,046	\$-	\$-
------------------------------	-----------	-----------	-----	-----

TOTAL INTERGOVERNMENTAL REVENUE	\$190,320	\$307,046	\$-	\$-
--	------------------	------------------	------------	------------

TOTAL STATE AID	\$190,320	\$307,046	\$-	\$-
-----------------	-----------	-----------	-----	-----

OTHER FINANCING SOURCES

OTHER FINANCING SOURCES

TRANSFER IN 1991 REALIGNMENT	\$9,248,458	\$9,255,092	\$9,415,186	\$-
------------------------------	-------------	-------------	-------------	-----

TOTAL OTHER FINANCING SOURCES	\$9,248,458	\$9,255,092	\$9,415,186	\$-
--------------------------------------	--------------------	--------------------	--------------------	------------

TOTAL OTHER FINANCING SOURCES	\$9,248,458	\$9,255,092	\$9,415,186	\$-
-------------------------------	-------------	-------------	-------------	-----

TOTAL REALIGNMENT-HEALTH FINANCING SOURCES	\$9,438,778	\$9,562,138	\$9,415,186	\$-
---	--------------------	--------------------	--------------------	------------

REALIGNMENT-SOCIAL SERVICES

STATE AID

INTERGOVERNMENTAL REVENUE

ST PUB ASST PROG REALIGNMENT	\$84,890,684	\$85,794,939	\$106,153,421	\$-
------------------------------	--------------	--------------	---------------	-----

TOTAL INTERGOVERNMENTAL REVENUE	\$84,890,684	\$85,794,939	\$106,153,421	\$-
--	---------------------	---------------------	----------------------	------------

TOTAL STATE AID	\$84,890,684	\$85,794,939	\$106,153,421	\$-
-----------------	--------------	--------------	---------------	-----

OTHER FINANCING SOURCES

OTHER FINANCING SOURCES

O/T-IN:HEALTH TRANSFER	\$-	\$264,249	\$-	\$-
------------------------	-----	-----------	-----	-----

TRANSFER IN 1991 REALIGNMENT	\$1,980,250	\$1,715,389	\$1,708,001	\$-
------------------------------	-------------	-------------	-------------	-----

TOTAL OTHER FINANCING SOURCES	\$1,980,250	\$1,979,638	\$1,708,001	\$-
--------------------------------------	--------------------	--------------------	--------------------	------------

TOTAL OTHER FINANCING SOURCES	\$1,980,250	\$1,979,638	\$1,708,001	\$-
-------------------------------	-------------	-------------	-------------	-----

STATE CONTROLLER SCHEDULES COUNTY BUDGET ACT		COUNTY OF TULARE DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT GOVERNMENTAL FUNDS FISCAL YEAR 2021-22				SCHEDULE 6
FUND NAME	FINANCING SOURCE CATEGORY	FINANCING SOURCE ACCOUNT	2019-20 ACTUAL	2020-21 ACTUAL ESTIMATED <input type="checkbox"/> <input checked="" type="checkbox"/>	2021-22 RECOMMENDED	2021-22 ADOPTED BY THE BOARD OF SUPERVISORS
1	2	3	4	5	6	7
TOTAL REALIGNMENT-SOCIAL SERVICES FINANCING SOURCES			\$86,870,934	\$87,774,577	\$107,861,422	\$-
TOBACCO SETTLEMENT REVENUE FND						
MISCELLANEOUS REVENUE OTHER						
OTHER FINANCING SOURCES						
		TOBACCO SETTLEMENT PROCEEDS	\$4,348,992	\$4,908,991	\$5,587,716	\$-
		TOTAL OTHER FINANCING SOURCES	\$4,348,992	\$4,908,991	\$5,587,716	\$-
		TOTAL MISCELLANEOUS REVENUE OTHER	\$4,348,992	\$4,908,991	\$5,587,716	\$-
TOTAL TOBACCO SETTLEMENT REVENUE FND FINANCING SOURCES			\$4,348,992	\$4,908,991	\$5,587,716	\$-
COMMUNITY DEVELOPMENT BLOCK GR						
FEDERAL AID						
INTERGOVERNMENTAL REVENUE						
		COMMUNITY DEVELOP BLOCK GRANT	\$-	\$-	\$490,166	\$-
		CDBG-REHAB PROGRAM INCOME	\$-	\$-	\$465,000	\$-
		TOTAL INTERGOVERNMENTAL REVENUE	\$-	\$-	\$955,166	\$-
		TOTAL FEDERAL AID	\$-	\$-	\$955,166	\$-
TOTAL COMMUNITY DEVELOPMENT BLOCK GR FINANCING SOURCES			\$-	\$-	\$955,166	\$-
HOUSING SUCCESSOR						
FROM USE OF MONEY & PROPERTY						
REV. FROM USE OF MONEY & PROP						
		INTEREST	\$3,975	\$2,222	\$2,500	\$-
		TOTAL REV. FROM USE OF MONEY & PROP	\$3,975	\$2,222	\$2,500	\$-
		TOTAL FROM USE OF MONEY & PROPERTY	\$3,975	\$2,222	\$2,500	\$-
MISCELLANEOUS REVENUE						
MISCELLANEOUS REVENUE						
		PROGRAM REPAYMENTS	\$56,157	\$(300)	\$29,000	\$-
		TOTAL MISCELLANEOUS REVENUE	\$56,157	\$(300)	\$29,000	\$-
		TOTAL MISCELLANEOUS REVENUE	\$56,157	\$(300)	\$29,000	\$-
TOTAL HOUSING SUCCESSOR FINANCING SOURCES			\$60,132	\$1,922	\$31,500	\$-

STATE CONTROLLER SCHEDULES COUNTY BUDGET ACT		COUNTY OF TULARE DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT GOVERNMENTAL FUNDS FISCAL YEAR 2021-22				SCHEDULE 6
FUND NAME	FINANCING SOURCE CATEGORY	FINANCING SOURCE ACCOUNT	2019-20 ACTUAL	2020-21 ACTUAL ESTIMATED <input type="checkbox"/> <input checked="" type="checkbox"/>	2021-22 RECOMMENDED	2021-22 ADOPTED BY THE BOARD OF SUPERVISORS
1	2	3	4	5	6	7
TOTAL SPECIAL REVENUE FUNDS FINANCING SOURCES			\$222,742,221	\$228,475,817	\$275,439,317	\$-
CAPITAL PROJECTS FUNDS						
CAPITAL PROJECTS/MAJOR MAINT.						
STATE AID						
INTERGOVERNMENTAL REVENUE						
		STATE AB900	\$3,398,431	\$-	\$40,000,000	\$-
		OTHER STATE GRANTS	\$17,565	\$-	\$-	\$-
		TOTAL INTERGOVERNMENTAL REVENUE	\$3,415,996	\$-	\$40,000,000	\$-
		TOTAL STATE AID	\$3,415,996	\$-	\$40,000,000	\$-
MISCELLANEOUS REVENUE						
MISCELLANEOUS REVENUE						
		OTHER SALES-TAXABLE (VIS 8.50)	\$14	\$387	\$-	\$-
		OTHER REVENUE	\$68,553	\$51	\$1,674,000	\$-
		OUTLAWED WARRANTS	\$249	\$900	\$-	\$-
		PRIOR A/P ACCRUALS ADJUSTMENT	\$340,050	\$-	\$-	\$-
		TOTAL MISCELLANEOUS REVENUE	\$408,866	\$1,338	\$1,674,000	\$-
		TOTAL MISCELLANEOUS REVENUE	\$408,866	\$1,338	\$1,674,000	\$-
OTHER FINANCING SOURCES						
OTHER FINANCING SOURCES						
		OPERATING TRANSFERS-IN	\$7,099,532	\$81,003	\$16,500,000	\$-
		O/T-IN:OTH CAP PROJECTS	\$6,272,217	\$3,795,560	\$4,025,458	\$-
		O/T-IN:PFA	\$3,500,000	\$3,500,000	\$3,500,000	\$-
		TOTAL OTHER FINANCING SOURCES	\$16,871,749	\$7,376,563	\$24,025,458	\$-
		TOTAL OTHER FINANCING SOURCES	\$16,871,749	\$7,376,563	\$24,025,458	\$-
TOTAL CAPITAL PROJECTS/MAJOR MAINT. FINANCING SOURCES			\$20,696,611	\$7,377,901	\$65,699,458	\$-
TCICT PROJECTS						
FEDERAL AID						
INTERGOVERNMENTAL REVENUE						
		FEDERAL CARES FUNDING	\$-	\$7,613,190	\$-	\$-
		TOTAL INTERGOVERNMENTAL REVENUE	\$-	\$7,613,190	\$-	\$-
		TOTAL FEDERAL AID	\$-	\$7,613,190	\$-	\$-

STATE CONTROLLER SCHEDULES COUNTY BUDGET ACT		COUNTY OF TULARE DETAIL OF ADDITIONAL FINANCING SOURCES BY FUND AND ACCOUNT GOVERNMENTAL FUNDS FISCAL YEAR 2021-22				SCHEDULE 6
FUND NAME	FINANCING SOURCE CATEGORY	FINANCING SOURCE ACCOUNT	2019-20 ACTUAL	2020-21 ACTUAL ESTIMATED <input type="checkbox"/> <input checked="" type="checkbox"/>	2021-22 RECOMMENDED	2021-22 ADOPTED BY THE BOARD OF SUPERVISORS
1	2	3	4	5	6	7
OTHER FINANCING SOURCES						
OTHER FINANCING SOURCES						
		OPERATING TRANSFERS-IN	\$2,791,253	\$940,219	\$3,643,412	\$-
		TOTAL OTHER FINANCING SOURCES	\$2,791,253	\$940,219	\$3,643,412	\$-
		TOTAL OTHER FINANCING SOURCES	\$2,791,253	\$940,219	\$3,643,412	\$-
TOTAL TCICT PROJECTS FINANCING SOURCES			\$2,791,253	\$8,553,409	\$3,643,412	\$-
TOTAL CAPITAL PROJECTS FUNDS FINANCING SOURCES			\$23,487,864	\$15,931,310	\$69,342,870	\$-
DEBT SERVICE FUNDS						
PENSION OBLIGATION BOND						
MISCELLANEOUS REVENUE OTHER						
OTHER FINANCING SOURCES						
		D.S. RETIREMENT- POB	\$19,973,160	\$19,494,316	\$19,831,444	\$-
		TOTAL OTHER FINANCING SOURCES	\$19,973,160	\$19,494,316	\$19,831,444	\$-
		TOTAL MISCELLANEOUS REVENUE OTHER	\$19,973,160	\$19,494,316	\$19,831,444	\$-
TOTAL PENSION OBLIGATION BOND FINANCING SOURCES			\$19,973,160	\$19,494,316	\$19,831,444	\$-
BUILDING LOANS						
OTHER FINANCING SOURCES						
OTHER FINANCING SOURCES						
		DEBT SRVC - EQUIPMENT	\$-	\$-	\$1,806,727	\$-
		DEBT SRVC - BUILDING	\$3,654,609	\$-	\$3,566,048	\$-
		O/T-IN:FOR ENERGY CONSERVATION	\$624,583	\$499,186	\$607,646	\$-
		O/T IN: FINES & PENALTIES	\$1,015,168	\$-	\$1,000,000	\$-
		TOTAL OTHER FINANCING SOURCES	\$5,294,360	\$499,186	\$6,980,421	\$-
		TOTAL OTHER FINANCING SOURCES	\$5,294,360	\$499,186	\$6,980,421	\$-
TOTAL BUILDING LOANS FINANCING SOURCES			\$5,294,360	\$499,186	\$6,980,421	\$-
TOTAL DEBT SERVICE FUNDS FINANCING SOURCES			\$25,267,520	\$19,993,502	\$26,811,865	\$-
TOTAL ALL FUNDS			\$1,027,515,423	\$946,390,082	\$1,272,076,088	\$-

STATE CONTROLLER SCHEDULES COUNTY BUDGET ACT		COUNTY OF TULARE SUMMARY OF FINANCING USES BY FUNCTION AND FUND GOVERNMENTAL FUNDS FISCAL YEAR 2021-22			SCHEDULE 7
DESCRIPTION	2019-20 ACTUAL	2020-21 ACTUAL ESTIMATED <input type="checkbox"/> <input checked="" type="checkbox"/>	2021-22 RECOMMENDED	2021-22 ADOPTED BY THE BOARD OF SUPERVISORS	
1	2	3	4	5	
SUMMARIZATION BY FUNCTION					
GENERAL	\$81,927,689	\$65,029,521	\$176,362,850	\$-	
PUBLIC PROTECTION	\$265,317,990	\$250,871,383	\$324,498,558	\$-	
PUBLIC WAYS AND FACILITIES	\$50,672,286	\$50,937,827	\$115,692,421	\$-	
HEALTH AND SANITATION	\$199,386,717	\$182,977,383	\$275,355,286	\$-	
PUBLIC ASSISTANCE	\$385,325,755	\$321,575,221	\$479,079,107	\$-	
EDUCATION	\$5,371,497	\$5,546,151	\$6,952,090	\$-	
RECREATION AND CULTURAL SERVICES	\$3,287,389	\$2,263,742	\$3,362,166	\$-	
RETIREMENT OF LONG TERM DEBT	\$20,073,313	\$17,839,157	\$22,240,038	\$-	
TOTAL FINANCING USES BY FUNCTION	\$1,011,362,636	\$897,040,385	\$1,403,542,516	\$-	
APPROPRIATIONS FOR CONTINGENCIES					
GENERAL FUND	\$-	\$-	\$5,000,000	\$-	
TOTAL APPROPRIATIONS FOR CONTINGENCIES	\$-	\$-	\$5,000,000	\$-	
SUBTOTAL FINANCING USES	\$1,011,362,636	\$897,040,385	\$1,408,542,516	\$-	
PROVISIONS FOR OBLIGATED FUND BALANCES					
GENERAL FUND	\$-	\$-	\$3,000,000	\$-	
LIBRARY FUND	\$-	\$-	\$1,214,342	\$-	
STRUCTURAL FIRE FUND	\$-	\$-	\$7,358,351	\$-	
REALIGNMENT-MENTAL HEALTH	\$-	\$-	\$9,929,585	\$-	
REALIGNMENT-HEALTH	\$-	\$-	\$775,185	\$-	
REALIGNMENT-SOCIAL SERVICES	\$-	\$-	\$23,655,844	\$-	
BUILDING LOANS	\$-	\$-	\$5,850,960	\$-	
CAPITAL PROJECTS/MAJOR MAINT.	\$-	\$-	\$306,852	\$-	
TOTAL OBLIGATED FUND BALANCES	\$-	\$-	\$52,091,119	\$-	
TOTAL FINANCING USES	\$1,011,362,636	\$897,040,385	\$1,460,633,635	\$-	

STATE CONTROLLER SCHEDULES COUNTY BUDGET ACT		COUNTY OF TULARE SUMMARY OF FINANCING USES BY FUNCTION AND FUND GOVERNMENTAL FUNDS FISCAL YEAR 2021-22			SCHEDULE 7
DESCRIPTION	2019-20 ACTUAL	2020-21 ACTUAL <input type="checkbox"/> ESTIMATED <input checked="" type="checkbox"/>	2021-22 RECOMMENDED	2021-22 ADOPTED BY THE BOARD OF SUPERVISORS	
1	2	3	4	5	
SUMMARIZATION BY FUND					
GENERAL FUND	\$759,460,958	\$684,096,233	\$949,532,157	\$-	
INDIGENT HEALTHCARE AB75	\$731,798	\$123,523	\$1,050,000	\$-	
LIBRARY FUND	\$4,457,418	\$4,432,154	\$6,924,871	\$-	
FISH AND WILDLIFE	\$4,560	\$3,175	\$5,821	\$-	
AVIATION	\$96,289	\$412,529	\$103,698	\$-	
STRUCTURAL FIRE FUND	\$20,846,370	\$24,016,528	\$37,780,813	\$-	
ROAD FUND	\$50,575,997	\$50,525,298	\$115,588,723	\$-	
TC WORKFORCE INVESTMENT BOAR	\$13,324,280	\$13,751,091	\$16,510,018	\$-	
CHILD SUPPORT SERVICES	\$15,586,943	\$13,592,305	\$14,415,803	\$-	
REALIGNMENT-MENTAL HEALTH	\$16,259,651	\$4,597,030	\$33,373,992	\$-	
REALIGNMENT-HEALTH	\$9,703,168	\$264,249	\$13,867,171	\$-	
REALIGNMENT-SOCIAL SERVICES	\$84,243,973	\$57,252,551	\$139,279,980	\$-	
TOBACCO SETTLEMENT REVENUE FI	\$4,348,992	\$4,908,991	\$5,587,716	\$-	
PENSION OBLIGATION BOND	\$18,920,279	\$19,494,316	\$19,832,944	\$-	
BUILDING LOANS	\$624,580	\$1,319,326	\$7,657,687	\$-	
CAPITAL PROJECTS/MAJOR MAINT.	\$9,701,581	\$9,026,906	\$94,110,109	\$-	
TCICT PROJECTS	\$2,470,878	\$9,217,922	\$3,794,430	\$-	
COMMUNITY DEVELOPMENT BLOCK GR	\$-	\$-	\$955,166	\$-	
HOME PROGRAM FUND	\$-	\$-	\$83	\$-	
HOUSING SUCCESSOR	\$4,921	\$6,258	\$262,453	\$-	
TOTAL FINANCING USES	\$1,011,362,636	\$897,040,385	\$1,460,633,635	\$-	

STATE CONTROLLER SCHEDULES COUNTY BUDGET ACT		COUNTY OF TULARE DETAIL OF FINANCING USES BY FUNCTION, ACTIVITY AND BUDGET UNIT GOVERNMENTAL FUNDS FISCAL YEAR 2021-22			SCHEDULE 8
FUNCTION, ACTIVITY AND BUDGET UNIT	2019-20 ACTUAL	2020-21 ACTUAL ESTIMATED <input type="checkbox"/>	2021-22 RECOMMENDED	2021-22 ADOPTED BY THE BOARD OF SUPERVISORS	
1	2	3	4	5	
GENERAL					
LEGISLATIVE AND ADMINISTRATIVE					
BOARD OF SUPERVISORS	\$4,981,605	\$9,098,992	\$4,889,641	\$-	
ADMINISTRATIVE OFFICER	\$34,070,544	\$18,985,225	\$37,079,715	\$-	
TOTAL LEGISLATIVE AND ADMINISTRATIVE	\$39,052,149	\$28,084,217	\$41,969,356	\$-	
FINANCE					
AUDITOR-CONTROLLER	\$1,928,012	\$886,192	\$2,504,972	\$-	
TREASURER	\$1,652,692	\$1,332,470	\$1,977,817	\$-	
ASSESSOR	\$7,992,452	\$7,311,837	\$10,385,567	\$-	
TAX COLLECTOR	\$2,532,464	\$2,303,362	\$4,034,317	\$-	
PURCHASING AGENT	\$726,461	\$323,938	\$486,657	\$-	
TOTAL FINANCE	\$14,832,081	\$12,157,799	\$19,389,330	\$-	
COUNSEL					
COUNTY COUNSEL	\$3,907,396	\$2,883,573	\$5,098,523	\$-	
TOTAL COUNSEL	\$3,907,396	\$2,883,573	\$5,098,523	\$-	
PERSONNEL					
PERSONNEL	\$880,754	\$533,299	\$1,328,794	\$-	
TOTAL PERSONNEL	\$880,754	\$533,299	\$1,328,794	\$-	
ELECTIONS					
REGISTRAR OF VOTERS	\$3,080,558	\$3,165,996	\$4,340,426	\$-	
TOTAL ELECTIONS	\$3,080,558	\$3,165,996	\$4,340,426	\$-	
COMMUNICATIONS					
TELEPHONE AND RADIO SYSTEMS	\$350,558	\$397,299	\$600,771	\$-	
MESSANGER AND DELIVERY DEPARTM	\$85,307	\$78,430	\$100,401	\$-	
TOTAL COMMUNICATIONS	\$435,865	\$475,729	\$701,172	\$-	

STATE CONTROLLER SCHEDULES COUNTY BUDGET ACT		COUNTY OF TULARE DETAIL OF FINANCING USES BY FUNCTION, ACTIVITY AND BUDGET UNIT GOVERNMENTAL FUNDS FISCAL YEAR 2021-22			SCHEDULE 8
FUNCTION, ACTIVITY AND BUDGET UNIT	2019-20 ACTUAL	2020-21 ACTUAL ESTIMATED	2021-22 RECOMMENDED	2021-22 ADOPTED BY THE BOARD OF SUPERVISORS	
1	2	3	4	5	
PROPERTY MANAGEMENT					
MAINTENANCE DEPARTMENTS	\$2,043,185	\$743,221	\$1,704,451	\$-	
DEPARTMENTS	\$2,490,042	\$2,021,241	\$2,324,914	\$-	
TOTAL PROPERTY MANAGEMENT	\$4,533,227	\$2,764,462	\$4,029,365	\$-	
PLANT ACQUISITION					
PLANT ACQUISITION	\$10,676,066	\$18,037,921	\$96,562,062	\$-	
TOTAL PLANT ACQUISITION	\$10,676,066	\$18,037,921	\$96,562,062	\$-	
OTHER GENERAL					
SURVEYOR AND ENGINEER	\$2,016,606	\$72,854	\$110,198	\$-	
DATA PROCESSING	\$62,307	\$-	\$200,000	\$-	
CENTRAL SERVICES, STORES	\$2,347,339	\$2,142,837	\$2,507,089	\$-	
DEFERRED COMP	\$103,341	\$63,417	\$126,535	\$-	
TOTAL OTHER GENERAL	\$4,529,593	\$2,279,108	\$2,943,822	\$-	
TOTAL GENERAL	\$81,927,689	\$70,382,104	\$176,362,850	\$-	

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 2021-22		
FUNCTION, ACTIVITY AND BUDGET UNIT	2019-20 ACTUAL	2020-21 ACTUAL ESTIMATED <input type="checkbox"/> <input checked="" type="checkbox"/>	2021-22 RECOMMENDED	2021-22 ADOPTED BY THE BOARD OF SUPERVISORS
1	2	3	4	5
PUBLIC PROTECTION				
JUDICIAL				
COURTS	\$6,645,422	\$5,602,890	\$8,293,311	\$-
SHERIFF - COURTS	\$7,650,815	\$7,161,976	\$8,934,888	\$-
GRAND JURY	\$112,140	\$86,830	\$211,811	\$-
FAMILY SUPPORT - CHILD SUPPORT	\$15,586,943	\$13,592,305	\$14,415,803	\$-
LAW LIBRARY	\$213,497	\$191,950	\$249,380	\$-
DISTRICT ATTORNEY - PROSECUTIO	\$24,420,127	\$23,517,610	\$28,080,712	\$-
PUBLIC DEFENDER	\$11,377,572	\$10,868,142	\$13,561,400	\$-
TOTAL JUDICIAL	\$66,006,516	\$61,021,703	\$73,747,305	\$-
POLICE PROTECTION				
SHERIFF	\$57,668,971	\$56,898,227	\$66,036,604	\$-
DRUG & ALC ABUSE TESTS	\$152,239	\$128,193	\$150,000	\$-
TOTAL POLICE PROTECTION	\$57,821,210	\$57,026,420	\$66,186,604	\$-
DETENTION AND CORRECTION				
ADULT DETENTION	\$59,786,388	\$53,691,116	\$73,273,763	\$-
PROBATION	\$31,676,306	\$25,414,378	\$42,974,141	\$-
HONOR FARMS	\$911,330	\$754,152	\$1,262,101	\$-
TOTAL DETENTION AND CORRECTION	\$92,374,024	\$79,859,646	\$117,510,005	\$-
FIRE PROTECTION				
FIRE DEPARTMENT	\$20,846,370	\$24,016,528	\$30,422,462	\$-
TOTAL FIRE PROTECTION	\$20,846,370	\$24,016,528	\$30,422,462	\$-
FLOOD CONTROL AND SOIL AND WAT				
CHANNEL CONSTR AND MAINT	\$94,129	\$13,767	\$1,362,473	\$-
TOTAL FLOOD CONTROL AND SOIL AND WAT	\$94,129	\$13,767	\$1,362,473	\$-
PROTECTION INSPECTION				
AGRICULTURAL COMMISSIONER	\$8,199,758	\$8,505,780	\$10,093,589	\$-
BUILDING INSPECTOR	\$3,221,981	\$3,080,231	\$5,119,641	\$-
TOTAL PROTECTION INSPECTION	\$11,421,739	\$11,586,011	\$15,213,230	\$-

STATE CONTROLLER SCHEDULES COUNTY BUDGET ACT		COUNTY OF TULARE DETAIL OF FINANCING USES BY FUNCTION, ACTIVITY AND BUDGET UNIT GOVERNMENTAL FUNDS FISCAL YEAR 2021-22			SCHEDULE 8
FUNCTION, ACTIVITY AND BUDGET UNIT	2019-20 ACTUAL	2020-21 ACTUAL ESTIMATED	<div><input type="checkbox"/></div> <div><input checked="" type="checkbox"/></div>	2021-22 RECOMMENDED	2021-22 ADOPTED BY THE BOARD OF SUPERVISORS
1	2	3		4	5
OTHER PROTECTION					
COUNTY CLERK	\$558,042	\$518,500		\$701,139	\$-
RECORDER	\$843,492	\$749,627		\$1,372,418	\$-
PUBLIC ADMINISTRATOR	\$288,601	\$158,445		\$329,434	\$-
EMERGENCY SERVICES, DISASTER R	\$415,397	\$2,658,918		\$453,728	\$-
PUBLIC GUARDIAN	\$9,520,190	\$8,971,470		\$10,296,857	\$-
ENVIRONMENTAL PROTECTION PROGI	\$69,477	\$62,783		\$154,770	\$-
FISH AND GAME PROPAGATION	\$4,560	\$3,175		\$5,821	\$-
PLANNING AND ZONING	\$3,022,883	\$2,515,761		\$4,279,357	\$-
PREDATORY ANIMAL CONTROL	\$2,031,360	\$1,708,629		\$2,462,955	\$-
TOTAL OTHER PROTECTION	\$16,754,002	\$17,347,308		\$20,056,479	\$-
TOTAL PUBLIC PROTECTION	\$265,317,990	\$250,871,383		\$324,498,558	\$-
PUBLIC WAYS AND FACILITIES					
PUBLIC WAYS					
ROADS - PUBLIC WAYS	\$50,575,997	\$50,525,298		\$115,588,723	\$-
AIRPORTS	\$96,289	\$412,529		\$103,698	\$-
TOTAL PUBLIC WAYS	\$50,672,286	\$50,937,827		\$115,692,421	\$-
TOTAL PUBLIC WAYS AND FACILITIES	\$50,672,286	\$50,937,827		\$115,692,421	\$-

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 2021-22			
FUNCTION, ACTIVITY AND BUDGET UNIT	2019-20 ACTUAL	2020-21 ACTUAL ESTIMATED	<div><input type="checkbox"/></div> <div><input checked="" type="checkbox"/></div>	2021-22 RECOMMENDED	2021-22 ADOPTED BY THE BOARD OF SUPERVISORS
1	2	3		4	5
HEALTH AND SANITATION					
HEALTH					
PUBLIC HEALTH OFFICER	\$337,981	\$91,564		\$708,737	\$-
HEALTH DEPARTMENT	\$35,284,093	\$47,014,839		\$72,069,613	\$-
COMMUNITY MENTAL HEALTH	\$68,055,464	\$60,426,382		\$84,181,243	\$-
FAMILY PLANNING, FAMILY HEALTH	\$1,366,192	\$1,078,104		\$1,531,083	\$-
ALCOHOL AND DRUG ABUSE SERVICE	\$13,707,063	\$8,529,013		\$18,666,108	\$-
ENVIRONMENTAL HEALTH	\$641,099	\$7,699,743		\$3,274,431	\$-
TOTAL HEALTH	\$119,391,892	\$124,839,645		\$180,431,215	\$-
HOSPITAL CARE					
MEDICAL CARE SERVICES	\$79,644,243	\$57,805,519		\$94,288,696	\$-
MEDICALLY INDIGENT ADULTS	\$350,582	\$332,219		\$635,375	\$-
TOTAL HOSPITAL CARE	\$79,994,825	\$58,137,738		\$94,924,071	\$-
TOTAL HEALTH AND SANITATION	\$199,386,717	\$182,977,383		\$275,355,286	\$-

STATE CONTROLLER SCHEDULES		COUNTY OF TULARE DETAIL OF FINANCING USES BY FUNCTION, ACTIVITY AND BUDGET UNIT GOVERNMENTAL FUNDS FISCAL YEAR 2021-22			SCHEDULE 8
FUNCTION, ACTIVITY AND BUDGET UNIT	2019-20 ACTUAL	2020-21 ACTUAL ESTIMATED <input type="checkbox"/>	2021-22 RECOMMENDED	2021-22 ADOPTED BY THE BOARD OF SUPERVISORS	
1	2	3	4	5	
PUBLIC ASSISTANCE					
ADMINISTRATION					
ADMINISTRATION - SOCIAL SERVIC	\$186,806,062	\$142,668,561	\$235,322,387	\$-	
TOTAL ADMINISTRATION	\$186,806,062	\$142,668,561	\$235,322,387	\$-	
AID PROGRAMS					
AID PROGRAMS	\$151,468,357	\$136,182,628	\$183,539,968	\$-	
TOTAL AID PROGRAMS	\$151,468,357	\$136,182,628	\$183,539,968	\$-	
GENERAL RELIEF					
AID TO INDIGENTS - GENERAL REL	\$731,798	\$123,523	\$1,050,000	\$-	
TOTAL GENERAL RELIEF	\$731,798	\$123,523	\$1,050,000	\$-	
CARE OF COURT WARDS					
FOSTER CARE	\$32,629,206	\$28,018,639	\$38,611,589	\$-	
TOTAL CARE OF COURT WARDS	\$32,629,206	\$28,018,639	\$38,611,589	\$-	
VETERANS' SERVICES					
VETERANS SERVICES OFFICER	\$435,554	\$427,931	\$451,276	\$-	
TOTAL VETERANS' SERVICES	\$435,554	\$427,931	\$451,276	\$-	
OTHER ASSISTANCE					
WIA - VOCATIONAL TRAINING	\$12,908,883	\$13,349,824	\$16,056,290	\$-	
COMMUNITY DEVELOPMENT	\$345,895	\$804,115	\$4,047,597	\$-	
TOTAL OTHER ASSISTANCE	\$13,254,778	\$14,153,939	\$20,103,887	\$-	
TOTAL PUBLIC ASSISTANCE	\$385,325,755	\$321,575,221	\$479,079,107	\$-	

STATE CONTROLLER SCHEDULES		COUNTY OF TULARE DETAIL OF FINANCING USES BY FUNCTION, ACTIVITY AND BUDGET UNIT GOVERNMENTAL FUNDS FISCAL YEAR 2021-22			SCHEDULE 8
FUNCTION, ACTIVITY AND BUDGET UNIT	2019-20 ACTUAL	2020-21 ACTUAL ESTIMATED <input type="checkbox"/>	2021-22 RECOMMENDED	2021-22 ADOPTED BY THE BOARD OF SUPERVISORS	
1	2	3	4	5	
EDUCATION					
LIBRARY SERVICES					
COUNTY LIBRARY	\$4,647,249	\$4,606,631	\$5,912,432	\$-	
TOTAL LIBRARY SERVICES	\$4,647,249	\$4,606,631	\$5,912,432	\$-	
AGRICULTURAL EDUCATION					
AGRICULTURAL EXTENSION SERVIC	\$724,248	\$939,520	\$1,039,658	\$-	
TOTAL AGRICULTURAL EDUCATION	\$724,248	\$939,520	\$1,039,658	\$-	
TOTAL EDUCATION	\$5,371,497	\$5,546,151	\$6,952,090	\$-	
RECREATION AND CULTURAL SERVICES					
RECREATION FACILITIES					
PARKS	\$2,833,297	\$1,870,097	\$2,899,192	\$-	
TOTAL RECREATION FACILITIES	\$2,833,297	\$1,870,097	\$2,899,192	\$-	
CULTURAL SERVICES					
MUSEUM	\$454,092	\$393,645	\$462,974	\$-	
TOTAL CULTURAL SERVICES	\$454,092	\$393,645	\$462,974	\$-	
TOTAL RECREATION AND CULTURAL SERVICES	\$3,287,389	\$2,263,742	\$3,362,166	\$-	
RETIREMENT OF LONG TERM DEBT					
DEBT SERVICES					
RETIREMENT OF LONG TERM DEBT	\$20,073,313	\$17,839,157	\$22,240,038	\$-	
TOTAL DEBT SERVICES	\$20,073,313	\$17,839,157	\$22,240,038	\$-	
TOTAL RETIREMENT OF LONG TERM DEBT	\$20,073,313	\$17,839,157	\$22,240,038	\$-	
GRAND TOTAL FINANCING USES BY FUNCTION	\$1,011,362,636	\$902,392,968	\$1,403,542,516	\$-	

STATE CONTROLLER SCHEDULES COUNTY BUDGET ACT		COUNTY OF TULARE SPECIAL DISTRICTS AND OTHER AGENCIES SUMMARY - NON ENTERPRISE FISCAL YEAR 2021-22					SCHEDULE 12
DISTRICT/AGENCY NAME	TOTAL FINANCING SOURCES				TOTAL FINANCING USES		
	FUND BALANCE AVAILABLE JUNE 30, 2021	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	\$4,550,841	\$928,074	\$647,121	\$6,126,036	\$6,126,036	\$-	\$6,126,036
TOTAL TULARE CO FLOOD CONTROL	\$4,550,841	\$928,074	\$647,121	\$6,126,036	\$6,126,036	\$-	\$6,126,036
TOTAL SPECIAL DISTRICTS AND OTHER AGENCIES	\$4,550,841	\$928,074	\$647,121	\$6,126,036	\$6,126,036	\$-	\$6,126,036

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 2021-22			ESTIMATED <input checked="" type="checkbox"/>
DISTRICT/AGENCY NAME	TOTAL FUND BALANCE JUNE 30, 2021	LESS: OBLIGATED FUND BALANCES			FUND BALANCE AVAILABLE JUNE 30, 2021
		ENCUMBRANCES	NONSPENDABLE, RESTRICTED AND COMMITTED	ASSIGNED	
1	2	3	4	5	6
TULARE CO FLOOD CONTROL					
TULARE CO FLOOD CONTROL	\$5,478,915	\$-	\$928,074	\$-	\$4,550,841
TOTAL TULARE CO FLOOD CONTROL	\$5,478,915	\$-	\$928,074	\$-	\$4,550,841
TOTAL SPECIAL DISTRICTS AND OTHER AGENCIES	\$5,478,915	\$-	\$928,074	\$-	\$4,550,841

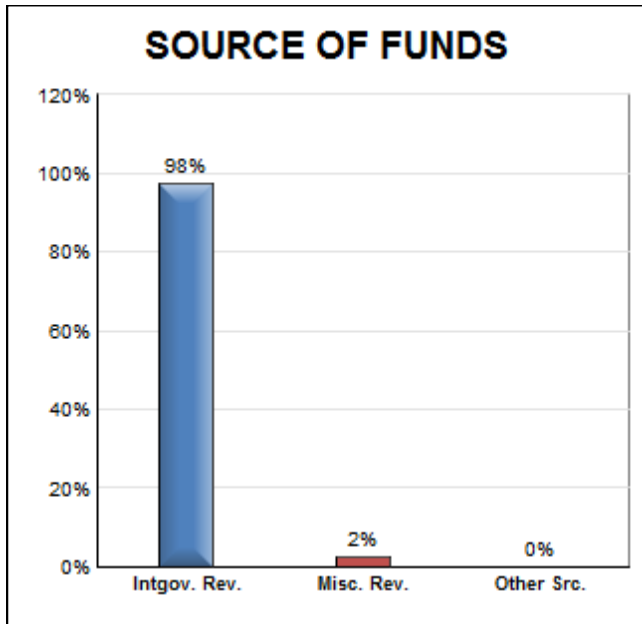
STATE CONTROLLER SCHEDULES COUNTY BUDGET ACT		COUNTY OF TULARE SPECIAL DISTRICTS AND OTHER AGENCIES - NON ENTERPRISE OBLIGATED FUND BALANCES FISCAL YEAR 2021-22				SCHEDULE 14
DISTRICT/AGENCY NAME	OBLIGATED FUND BALANCES JUNE 30, 2021	DECREASES OR CANCELLATIONS		INCREASES OR NEW OBLIGATED FUND BALANCES		TOTAL OBLIGATED FUND BALANCES FOR JUNE 30, 2021
		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	\$-	\$-	\$-	\$-

Board Of Supervisors

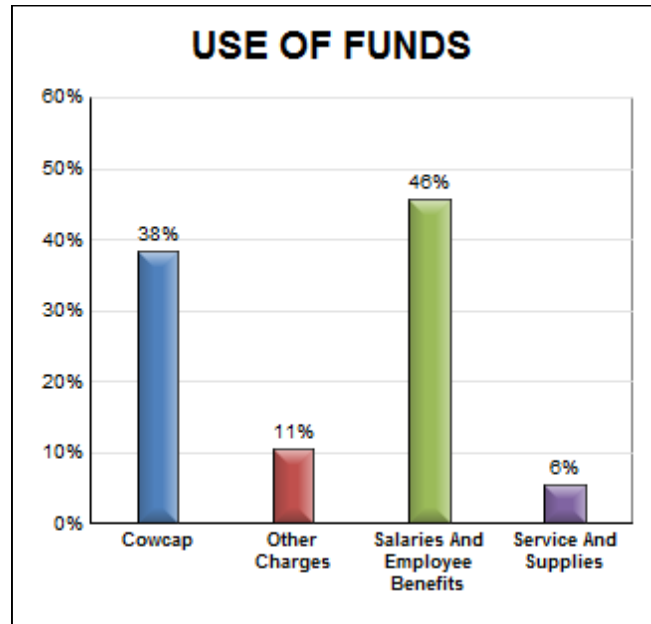
Amy Shuklian

Chair

Fund: 001				
Agency: 010				
SUMMARY OF APPROPRIATIONS AND REVENUES	2019/20 ACTUALS	2020/21 FINAL BUDGET	2021/22 CAO RECOMMEND	VARIANCE
ACTIVITY APPROPRIATIONS:				
Legislative And Administrative	\$2,651,875	\$2,837,209	\$2,898,579	\$61,370
TOTAL ACTIVITY APPROPRIATIONS	\$2,651,875	\$2,837,209	\$2,898,579	\$61,370
APPROPRIATIONS:				
Cowcap	\$910,156	\$1,308,449	\$1,110,201	\$(198,248)
Other Charges	\$173,148	\$239,654	\$306,856	\$67,202
Salaries And Employee Benefits	\$1,180,054	\$1,135,944	\$1,321,921	\$185,977
Service And Supplies	\$388,517	\$153,162	\$159,601	\$6,439
TOTAL APPROPRIATIONS:	\$2,651,875	\$2,837,209	\$2,898,579	\$61,370
REVENUES:				
Intergovernmental Revenue	\$8,329	\$9,000	\$8,000	\$(1,000)
Miscellaneous Revenue	\$23,001	\$200	\$200	\$-
Other Financing Sources	\$257,821	\$-	\$-	\$-
TOTAL REVENUES:	\$289,151	\$9,200	\$8,200	\$(1,000)
NET COUNTY COST	\$2,362,724	\$2,828,009	\$2,890,379	\$62,370



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, Public Facilities Corporation, 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 FY 2020/21

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. **Results:** This objective was partially completed. State Forest Management Task Force changed organizational structure.
- **Objective 2:** Establish partnerships with local, state, and federal agencies to identify and implement forest health projects by June 30, 2021. **Results:** This objective was completed. Staff worked on a partnership with the US Forest Service and American Forests on California Climate Initiative-Forest Health grants and worked with the National Parks Service to establish an initiative to protect Giant Sequoia Groves.
- **Objective 3:** Identify opportunities and support market development for forest products. **Results:** This objective was not completed. There were no opportunities identified due to the impacts of the COVID-19 pandemic.

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. **Results:** This objective was not completed. Due to the COVID-19 pandemic, the Resource Management Agency (RMA) was unable to initiate an Economic Development Strategic Plan.
- **Objective 2:** Adopt an Economic Development Strategic Plan to enhance the promotion and realization of economic development outcomes within Tulare County by June 2021. **Results:** This objective was not completed. Due to the COVID-19 pandemic, the creation of a strategic plan was not possible. RMA has incorporated the creation of an Economic Strategic plan into their annual workplan to be approved by the Board of Supervisors in June 2022.

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. **Results:** This objective was not completed. Due to the COVID-19 pandemic, the Vocational Education Center was not open for youth programming.

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. **Results:** This objective was partially completed. Due to the COVID-19 pandemic, collaboration with community partners were partially achieved as Project RoomKey and HomeKey were implemented. The Homeless Task Force continues to implement the “Pathway Home.”
- **Objective 2:** Maximize funding opportunities such as state allocations for homelessness and/or federal grants by June 30, 2021. **Results:** This objective was partially completed. Funding allocations through CARES Act, Homeless Housing Assistance Prevention Program, Homeless Emergency Aid Program, Project RoomKey, and Community Development Block Grant, provided resources to respond to homelessness, but not enough to completely address the homelessness epidemic in the county.

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. **Results:** This objective was not completed. Due to the impacts of the COVID-19 pandemic, there were no opportunities identified.

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. **Results:** This objective was completed. Bylaws for the Tulare County Regional Transit Agency (TCRTA) were approved and the Agency is scheduled to assume management of Dinuba and Woodlake.
- **Objective 2:** Appoint a full-time executive director to the JPA by June 2021. **Results:** This objective was completed. A full-time director for the TCRTA has been appointed and started in June 2021.

Other Accomplishments in FY 2020/21

- The Board of Supervisors approved the Project RoomKey and HomeKey services provided at Tagus Gardens and Sequoia Village.
- The Board of Supervisors directed HHSA to increase vaccination sites, offer mobile vaccinations, and increase vaccination efforts for farmworkers and individuals experiencing homelessness to decrease and contain COVID-19.
- The Board of Supervisors initiated Yettem-Seville community Service District(YSCSD) formation process. The Board transferred the two community water systems’ assets to the YSCSD, YSCSD began collecting fees and providing services to residents in the district.
- The Board of Supervisors approved a Tulare County Website Accessibility Policy and the implementation of SiteImprove for County websites to track and report progress.

Key Goals and Objectives for FY2021/22

Safety and Security

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

- **Objective 1:** Align the Tulare County Tree Mortality Task Force mission focus with State Forest Management Task Force.
- **Objective 2:** Identify and implement forest health projects through the Tree Mortality Task Force.
- **Objective 3:** Identify opportunities and support water and drought initiatives.

Economic Well-Being

Goal 1: Ensure economic development opportunities in Tulare County.

- **Objective 1:** Participate with the Tulare County Economic Development Corporation to attract a diverse business community in Tulare County.
- **Objective 2:** Maximize funding opportunities for local community technological advancement, such as broadband, for rural communities in Tulare County.
- **Objective 3:** Promote the County's business-friendly opportunities.

Quality of Life

Goal 1: Advocate for Tulare County residents to gain affordable housing and employment.

- **Objective 1:** Partner with community-based organizations through the Tulare County Homeless Task Force to effectively address homelessness.
- **Objective 2:** Maximize funding opportunities such as state allocations or federal grants for homelessness.
- **Objective 3:** Support programs that address employment for those at-risk for homelessness.

Organizational Performance

Goal 1: Review and enhance the County mission statement and strategic Initiatives.

- **Objective 1:** Establish a Board of Supervisors Ad Hoc Committee to re-evaluate the County's mission statement and strategic Initiatives.

Budget Request

The Requested Budget represents an overall increase of \$61,370 or 2% in expenditures and an overall decrease of \$1,000 or 11% in revenues when compared with the FY 2020/21 Final Budget. As a result, the Net County Cost increased \$62,370 or 2% when compared with the FY 2020/21 Final Budget.

Significant areas with major changes between the FY 2020/21 Final Budget and the FY 2021/22 Requested Budget are as follows:

- Salaries and Benefits will increase \$185,977 primarily based on the elimination of budgeted salary savings.
- Other Charges will increase \$67,202 primarily based on increased TCiCT charges.
- Countywide Cost Allocation Plan (COWCAP) charges will decrease \$198,248 primarily based on changes in the Plan.
- Revenue Projections will decrease \$1,000 primarily based on reduced Assessment Appeals Board revenue.

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 Administration

Jason T. Britt

County Administrative Officer

Fund: 001

Agency: 012

SUMMARY OF APPROPRIATIONS AND REVENUES

	2019/20 ACTUALS	2020/21 FINAL BUDGET	2021/22 CAO RECOMMEND	VARIANCE
ACTIVITY APPROPRIATIONS:				
Finance	\$18,729	\$275,000	\$475,000	\$200,000
Legislative And Administrative	\$26,877,943	\$27,643,535	\$28,074,555	\$431,020
Library Services	\$189,831	\$193,463	\$201,903	\$8,440
TOTAL ACTIVITY APPROPRIATIONS	\$27,086,503	\$28,111,998	\$28,751,458	\$639,460

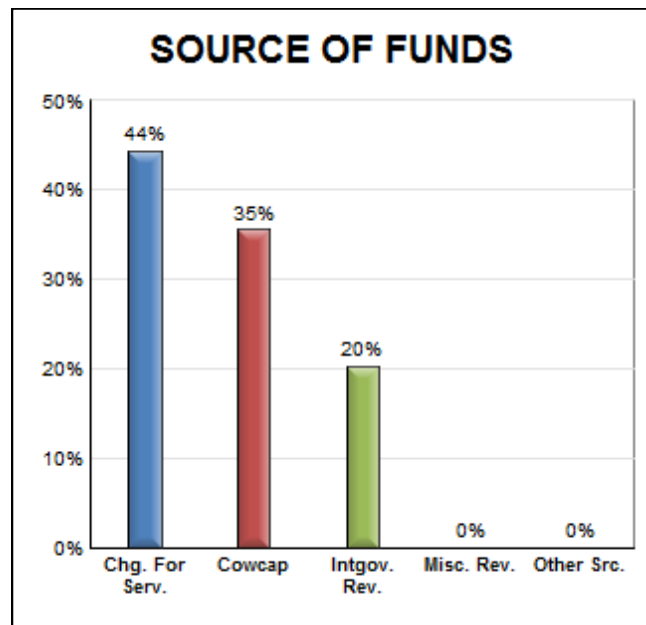
APPROPRIATIONS:

Cowcap	\$(2,656,156)	\$(2,995,756)	\$(2,628,346)	\$367,410
Other Charges	\$767,329	\$451,200	\$347,000	\$(104,200)
Other Financing Uses	\$26,922,901	\$21,933,723	\$22,152,934	\$219,211
Salaries And Employee Benefits	\$187,990	\$191,356	\$195,505	\$4,149
Service And Supplies	\$1,864,439	\$8,531,475	\$8,684,365	\$152,890
TOTAL APPROPRIATIONS:	\$27,086,503	\$28,111,998	\$28,751,458	\$639,460

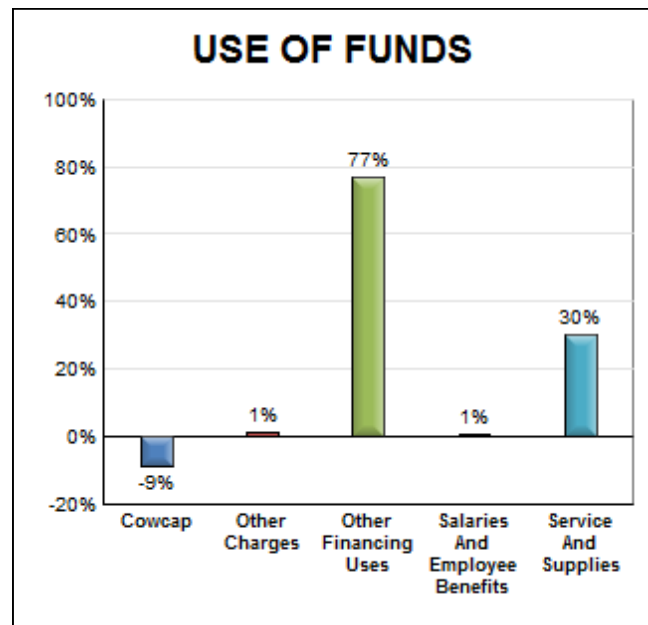
REVENUES:

Charges For Current Serv	\$180,659	\$476,699	\$780,569	\$303,870
Cowcap	\$383,138	\$688,282	\$626,475	\$(61,807)
Intergovernmental Revenue	\$448,690	\$310,715	\$358,747	\$48,032
Miscellaneous Revenue	\$1,358	\$3	\$4	\$1
Other Financing Sources	\$-	\$2,000,000	\$-	\$(2,000,000)
TOTAL REVENUES:	\$1,013,845	\$3,475,699	\$1,765,795	\$(1,709,904)

NET COUNTY COST	\$26,072,658	\$24,636,299	\$26,985,663	\$2,349,364
------------------------	---------------------	---------------------	---------------------	--------------------



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 (KTAAA) 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.
- Audit fees for County Single Audit and Comprehensive Annual Financial Report.

Budget Request

The Requested Budget represents an overall increase of \$639,460 or 2% in expenditures and an overall decrease of \$ 1,709,904 or 49% in revenues when compared with the FY 2020/21 Final Budget. As a result, the Net County Cost increased \$2,349,364 or 10% when compared with the FY 2020/21 Final Budget.

Significant areas with major changes between the FY 2020/21 Final Budget and the FY 2021/22 Requested Budget are as follows:

- Services and Supplies will increase \$152,890 primarily based on anticipated expenses for drought and SQF Complex Fire abatement.
- Other Charges will decrease \$104,200 primarily based on a reduction of contributions to other agencies.
- Other Financing Uses will increase \$219,211 primarily based on increasing operating transfers out to Capital Projects to cover Capital Improvement Plan costs.
- Countywide Cost Allocation Plan (COWCAP) charges will increase \$367,410 primarily based on changes in the plan.
- Revenue Projections will decrease \$1,709,904 primarily based on a reduction of operating transfer in.

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

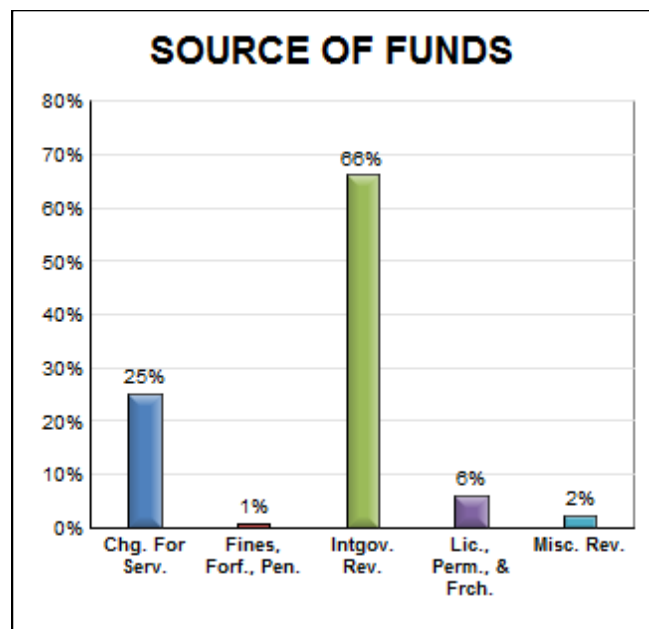
Tom Tucker, Agricultural Commissioner/ Sealer of Weights and Measures

Fund: 001

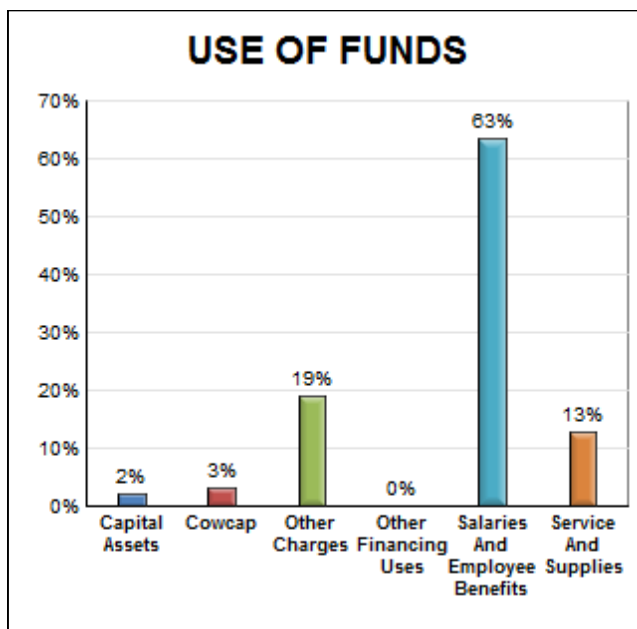
Agency: 015

SUMMARY OF APPROPRIATIONS AND REVENUES

	2019/20 ACTUALS	2020/21 FINAL BUDGET	2021/22 CAO RECOMMEND	VARIANCE
ACTIVITY APPROPRIATIONS:				
Protection Inspection	\$8,199,758	\$9,494,139	\$10,093,589	\$599,450
TOTAL ACTIVITY APPROPRIATIONS	\$8,199,758	\$9,494,139	\$10,093,589	\$599,450
APPROPRIATIONS:				
Capital Assets	\$41,321	\$176,000	\$219,000	\$43,000
Cowcap	\$71,822	\$415,858	\$297,012	\$ (118,846)
Other Charges	\$1,661,600	\$1,841,350	\$1,908,884	\$67,534
Other Financing Uses	\$75,000	\$1	\$1	\$-
Salaries And Employee Benefits	\$5,622,395	\$6,150,447	\$6,380,210	\$229,763
Service And Supplies	\$727,620	\$910,483	\$1,288,482	\$377,999
TOTAL APPROPRIATIONS:	\$8,199,758	\$9,494,139	\$10,093,589	\$599,450
REVENUES:				
Charges For Current Serv	\$2,175,944	\$2,339,299	\$2,094,205	\$ (245,094)
Fines, Forfeit., Penalties	\$77,375	\$122,637	\$61,002	\$ (61,635)
Intergovernmental Revenue	\$4,232,767	\$4,654,971	\$5,527,542	\$872,571
Lic., Permits & Franchise	\$429,502	\$456,605	\$495,326	\$38,721
Miscellaneous Revenue	\$192,731	\$175,752	\$192,643	\$16,891
TOTAL REVENUES:	\$7,108,319	\$7,749,264	\$8,370,718	\$621,454
NET COUNTY COST	\$1,091,439	\$1,744,875	\$1,722,871	\$ (22,004)



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 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 Objectives Results in FY 2020/21

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 the person-to-person spread of infectious diseases by June 2021. **Results:** This objective was completed. Working with the County's Risk and Human Resources Departments, a Covid – 19 Infection Prevention Plan and training was developed.

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. **Results:** This objective was completed. Geographic Information System (GIS) mapping technology was used to develop an interactive mapping tool in the Spring of 2021 for staff to record invasive pest locations and control activities.

- **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. **Results:** This objective was completed. An agreement between Tulare County and the California Department of Food and Agriculture was approved by the Board on March 9, 2021.

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. **Results:** This objective was completed. County staff has used recently created GIS technology to survey and catalog five different species at 207 different locations in the County. More than 165 hours were spent surveying for the pests and another 40 hours for their immediate treatment.
- **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. **Results:** This objective was completed. County staff created GIS mapping tools to pinpoint the 235 acres of hemp registered with the County.
- **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. **Results:** This objective was partially completed. The programs timekeeping aspects for the Department's 67 FTEs and 15-18 Extra help seasonal employees is fully operational as well as the time coding and reporting.

Key Goals and Objectives for FY 2021/22

Quality of Life

Goal 1: Research and purchase renewable energy alternatives when acquiring equipment and capital assets.

- **Objective 1:** Research and purchase Alternative Fuel Vehicles and Hybrid technology vehicles when possible and feasible.
- **Objective 2:** Budget for a solar system that will help to defray monthly costs and utilize clean energy to support the Agricultural Building located in Tulare.

Organizational Performance

Goal 1: Utilize new technology to improve operational efficiencies.

- **Objective 1:** Identify departmental needs regarding communication technologies, equipment, and services.
- **Objective 2:** Use the County's TCICT and other Internal Services abilities to improve the Department's data storage practices.

Safety and Security

Goal 1: Work with the agricultural industry to develop practices to safeguard the environment from pesticide accidents.

- **Objective 1:** Work with a trusted industry pesticide container recycler and develop a program to accept containers to keep them out of the landfills, contaminate the environment, and safely re-use the container.
- **Objective 2:** Study and consider the need and the costs of developing a pesticide disposal program to collect and eliminate old unwanted pesticides that may otherwise pose a health risk to the community and the environment.

Budget Request

The Requested Budget represents an overall increase of \$599,450 or 6% in expenditures and an overall increase of \$ 621,454 or 8% in revenues when compared with the FY 2020/21 Final Budget. As a result, the Net County Cost decreased \$22,004 or 1% when compared with the FY 2020/21 Final Budget.

Significant areas with major changes between the FY 2020/21 Final Budget and the FY 2021/22 Requested Budget are as follows:

- Salaries and Benefits will increase \$299,763 primarily based on cost of living adjustments.
- Services and Supplies will increase \$377,999 primarily based on increased department projects.
- Capital Assets will increase \$43,000 primarily based on increased requested vehicles.
- Countywide Cost Allocation Plan (COWCAP) charges will decrease \$118,846 primarily based on changes to the plan.
- Revenue Projections will increase \$621,454 primarily based on increased state grants.

Staffing changes reflected in the Requested Budget include the following:

- No staffing changes requested.

Capital asset requests reflected in the Requested Budget include the following:

- 8 Half-ton or smaller Pickups - \$206,000
- 2 All-Terrain Vehicles (ATV's) -\$13,000

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

Tara K. Freitas

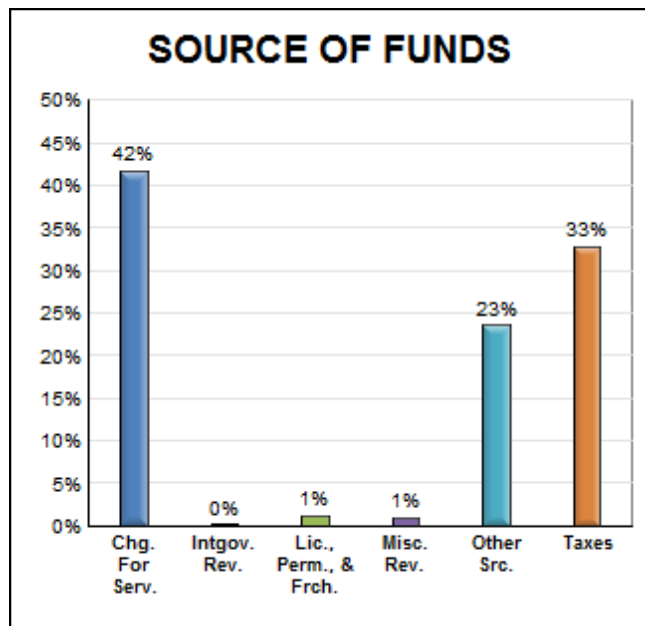
Assessor/Clerk-Recorder

Fund: 001

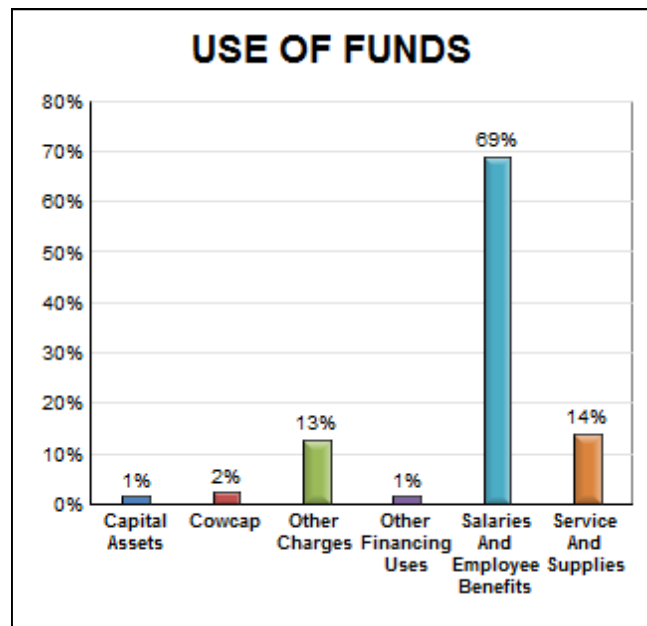
Agency: 025

SUMMARY OF APPROPRIATIONS AND REVENUES

	2019/20 ACTUALS	2020/21 FINAL BUDGET	2021/22 CAO RECOMMEND	VARIANCE
ACTIVITY APPROPRIATIONS:				
Finance	\$7,992,452	\$8,503,213	\$10,385,567	\$1,882,354
Other Protection	\$1,401,534	\$2,090,797	\$2,073,557	\$(17,240)
TOTAL ACTIVITY APPROPRIATIONS	\$9,393,986	\$10,594,010	\$12,459,124	\$1,865,114
APPROPRIATIONS:				
Capital Assets	\$-	\$70,000	\$170,000	\$100,000
Cowcap	\$167,416	\$292,016	\$264,930	\$(27,086)
Other Charges	\$1,213,527	\$1,434,479	\$1,575,962	\$141,483
Other Financing Uses	\$-	\$4	\$170,003	\$169,999
Salaries And Employee Benefits	\$7,578,650	\$7,846,268	\$8,558,380	\$712,112
Service And Supplies	\$434,393	\$951,243	\$1,719,849	\$768,606
TOTAL APPROPRIATIONS:	\$9,393,986	\$10,594,010	\$12,459,124	\$1,865,114
REVENUES:				
Charges For Current Serv	\$2,271,032	\$2,515,892	\$2,823,309	\$307,417
Intergovernmental Revenue	\$322,752	\$10,001	\$5,001	\$(5,000)
Lic.,Permits & Franchise	\$56,746	\$100,000	\$71,000	\$(29,000)
Miscellaneous Revenue	\$43,906	\$49,007	\$62,254	\$13,247
Other Financing Sources	\$155,944	\$565,002	\$1,590,003	\$1,025,001
Taxes	\$1,743,170	\$1,898,000	\$2,218,600	\$320,600
TOTAL REVENUES:	\$4,593,550	\$5,137,902	\$6,770,167	\$1,632,265
NET COUNTY COST	\$4,800,436	\$5,456,108	\$5,688,957	\$232,849



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, reported to the state, the County Administrative Office, the Auditor-Controller/Treasurer-Tax Collector, 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 owner(s), their representatives, and members of the local Assessment Appeals Board (AAB) in a formal appeal 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 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. **Results:** This objective was completed. The Department valued 174,218 property accounts, reviewed 11,830 properties under Proposition 8 decline-in-value consideration and 13,932 Williamson Act treated properties.
- **Objective 2:** Deliver an accurate and complete assessment roll to the County Auditor by July 2020. **Results:** This objective was completed. A complete and accurate assessment roll was delivered to the County Auditor in June 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. **Results:** This objective was completed. Potential replacements were identified by July 2020.
- **Objective 2:** Evaluate the viability of various replacement options by August 2020. **Results:** This objective was completed. All options were investigated, and Megabyte Property Tax System (MPTS) was selected as the best option in July 2020.
- **Objective 3:** Engage with a vendor that suits the needs of the Tax Collector, Auditor, and Assessor and begin implementation of the new property tax administration software by January 2021. **Results:** This objective was completed. A contract was entered into with MPTS in November 2020.

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. **Results:** This objective was completed. The parcel fabric schema was completed in March 2021.
- **Objective 2:** Contract with an outside vendor to craft a parcel fabric using all specified schema outlined requirements by February 2021. **Results:** This objective was completed. A contract was entered into with ProWest GIS in January 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. **Results:** This objective was completed. The process was streamlined for all departments involved using PALMS in July 2020.

Other Accomplishments in FY 2020/21

- Implemented a Tax Relief Program to grant eligible businesses a reduction in their business property or fixture assessments due to mandated governmental business closures as a result of COVID-19.
- As a result of unprecedented wildfires in 2020, worked with the Board of Supervisors to amend an ordinance pertaining to reassessment of property damaged by misfortune or calamity. The ordinance now allows for proactive reassessment in these situations rather than requiring property owners to file for such relief.

- Worked together with Resource Management Agency and the Board of Supervisors to lift the moratorium on accepting new agricultural preserves and Williamson Act contracts.

Key Goals and Objectives for FY 2021/22

Organizational Performance

Goal 1: Leverage technology to initiate process improvements to better serve taxpayers.

- **Objective 1:** Identify a project plan to digitize property records which would reduce office overhead and increase efficiency by October 2021.
- **Objective 2:** Increase access to resources and information available to the public by reorganizing and modernizing our website by April 2022.

Goal 2: 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 2021.

- **Objective 1:** Value approximately 174,000 property accounts, review approximately 11,000 for Proposition 8 decline-in-value and 14,000 Williamson Act assessment.
- **Objective 2:** Deliver a complete and accurate assessment roll to the County Auditor by July 2021.

Goal 3: Implement and develop an integrated GIS environment and database in the Assessor's Cadastral Division.

- **Objective 1:** Research and analyze best GIS practices to develop new mapping workflows by December 2021.
- **Objective 2:** Digitize and catalog retired Assessor's maps that will be integrated into the parcel fabric by June 2022.
- **Objective 3:** Upgrade property location services by creating web mapping applications for interdepartmental use by March 2022.

Goal 4: Implement the new Megabyte Property Tax System (MPTS) software.

- **Objective 1:** Supply MPTS with initial data sets by July 2021.
- **Objective 2:** Participate in thorough user acceptance testing in system by May 2022.

Budget Request

The Requested Budget represents an overall increase of \$1,865,114 or 18% in expenditures and an overall increase of \$1,632,265 or 32% in revenues when compared with the FY 2020/21 Final Budget. As a result, the Net County Cost increased \$232,849 or 4% when compared with the FY 2020/21 Final Budget.

Significant areas with major changes between the FY 2020/21 Final Budget and the FY 2021/22 Requested Budget are as follows:

- Salaries and Benefits will increase \$712,112 primarily based on decreased Salary Savings, added Accountant III-K position, and increased allowance for Extra Help positions.
- Services and Supplies will increase \$768,606 primarily based on implementation of Megabyte Property Tax System.
- Other Charges will increase \$141,483 primarily based on increased Insurance, Grounds, and Custodial charges.
- Capital Assets will increase \$100,000 primarily based on the purchase of 3 new vehicles.
- Other Financing Uses will increase \$169,999 primarily based on a transfer to Capital Projects for office modernization.
- Revenue Projections will increase \$1,632,265 primarily based on increased Recording Fees, Property Transfer Tax, and an Operating Transfer for the Megabyte Property Tax System project.

Staffing changes reflected in the Requested Budget include the following:

- Add 1 FTE position to address workload issues:
 - 1 Accountant III-K
- Delete 1 FTE position to fund newly created Accountant III-K position:
 - 1 Title & Admin Technician
- Adjust Salaries for two classifications to account for compaction issues:
 - Chief Appraiser (2.5%)
 - Chief Auditor-Appraiser (2.5%)

Capital asset requests reflected in the Requested Budget include the following:

- 3 Vehicles - \$100,000
- 2 Fujitsu Fi7900 Scanners - \$40,000
- Office Modernization Furniture - \$30,000

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

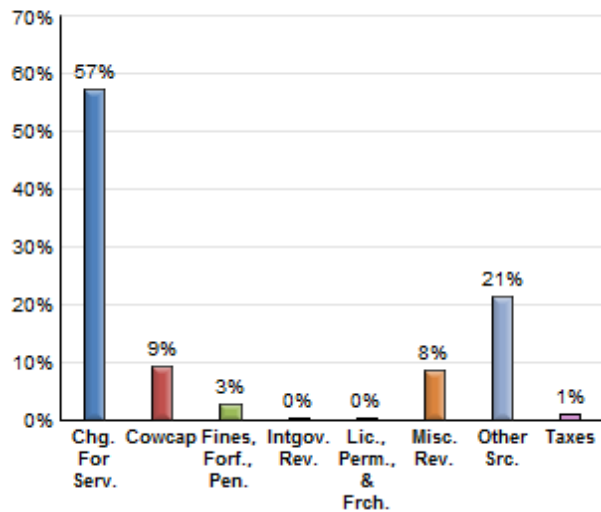
Fund: 001

Agency: 030

SUMMARY OF APPROPRIATIONS AND REVENUES

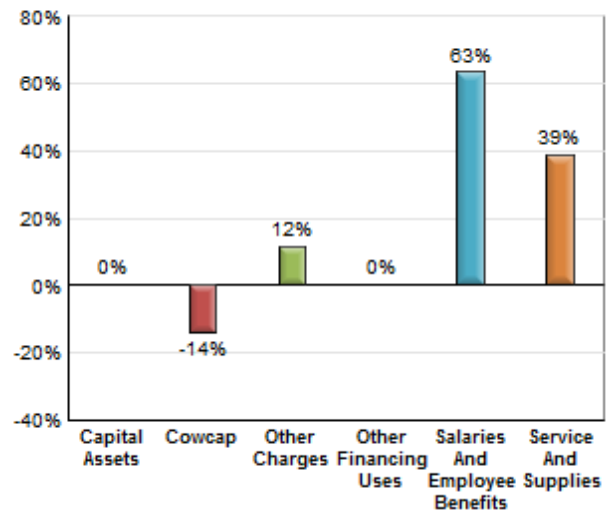
	2019/20 ACTUALS	2020/21 FINAL BUDGET	2021/22 CAO RECOMMEND	VARIANCE
ACTIVITY APPROPRIATIONS:				
Finance	\$6,094,439	\$6,202,925	\$8,042,106	\$1,839,181
Other General	\$103,341	\$130,947	\$126,535	\$(4,412)
TOTAL ACTIVITY APPROPRIATIONS	\$6,197,780	\$6,333,872	\$8,168,641	\$1,834,769
APPROPRIATIONS:				
Capital Assets	\$103,406	\$12,500	\$12,500	\$-
Cowcap	\$(1,368,789)	\$(1,510,795)	\$(1,125,008)	\$385,787
Other Charges	\$710,168	\$832,226	\$949,520	\$117,294
Other Financing Uses	\$780,000	\$-	\$-	\$-
Salaries And Employee Benefits	\$4,383,654	\$4,840,490	\$5,179,878	\$339,388
Service And Supplies	\$1,589,341	\$2,159,451	\$3,151,751	\$992,300
TOTAL APPROPRIATIONS:	\$6,197,780	\$6,333,872	\$8,168,641	\$1,834,769
REVENUES:				
Charges For Current Serv	\$2,523,365	\$2,853,410	\$2,906,069	\$52,659
Cowcap	\$308,227	\$476,222	\$459,863	\$(16,359)
Fines,Forfeit.,Penalties	\$156,323	\$130,000	\$130,000	\$-
Intergovernmental Revenue	\$37,204	\$24,700	\$17,500	\$(7,200)
Lic.,Permits & Franchise	\$11,525	\$11,001	\$10,001	\$(1,000)
Miscellaneous Revenue	\$553,114	\$334,003	\$426,037	\$92,034
Other Financing Sources	\$122,751	\$124,240	\$1,074,578	\$950,338
Taxes	\$-	\$50,000	\$50,000	\$-
TOTAL REVENUES:	\$3,712,509	\$4,003,576	\$5,074,048	\$1,070,472
NET COUNTY COST	\$2,485,271	\$2,330,296	\$3,094,593	\$764,297

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, safeguard county assets, ensure compliance with pertinent policies and procedures and laws and regulations, and 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 countywide 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.

Payroll

- 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 countywide 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 the 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 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 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. **Results:** This objective was completed.
- **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. **Results:** This objective was completed.

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. **Results:** This objective was completed.
- **Objective 2:** Evaluate the viability of various replacement options by August 2020. **Results:** This objective was completed.
- **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. **Results:** This objective was completed.

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. **Results:** This objective was not completed. The training was postponed due to the COVID-19 pandemic and is scheduled to resume in FY 2021/22.
- **Objective 2:** Perform an internal audit on late payments to identify any outstanding deficiencies in the vendor payment process by June 2021. **Results:** This objective was not completed. Internal review will take place after departments' account payable staff have been provided training in FY 2021/22.

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. **Results:** This objective was completed.
- **Objective 2:** Collaborate with departments to get all current countywide policies and procedures uploaded to the TCPolicies page by June 2021. **Results:** This objective was completed.

Other Accomplishments in FY 2020/21

- Reported CARES Act funding provided to the County.
- Implemented a new banking relationship with JP Morgan which resulted in increased investment yield, increased account security, enhanced fraud protection, and savings of over \$100,000 annually in fees.
- Increased operational efficiency by ordering high speed check scanners for departments.

Key Goals and Objectives for FY 2021/22

Organizational Performance

Goal 1: Monitor and report the American Rescue Plan (ARP) Act funding provided to the County.

- **Objective 1:** Review applicable departments' ARP Act expenses to verify accuracy and ensure eligibility requirements are met to allow the most accurate information to be reported for the County.
- **Objective 2:** Compile and report eligible ARP Act expenses to the federal government by the applicable reporting deadlines.

Goal 2: Monitor the Auditor Payroll overpayment database for accuracy and identify departments that may benefit from additional training regarding occurring errors to reduce repayment agreements.

- **Objective 1:** Work jointly with Tulare County Information Technology and Communication Department to produce a list of audit reports and determine a timeline in which these reports should be utilized by June 2022.
- **Objective 2:** Conduct an analysis relating to repayment agreements and review common errors in order to provide training opportunities.

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.
- **Objective 2:** Perform an internal review of late payments to identify any outstanding deficiencies in the vendor payment process.

Goal 4: Fully install a new property tax management system.

- **Objective 1:** Procure, establish, and design all necessary services and programming from existing vendors, new vendors, or County IT in order to fully integrate current processes with the incoming Megabyte Property Tax System by September 2021.
- **Objective 2:** Test all data and processes and train all staff on the new Megabyte Property Tax System by April 2022.
- **Objective 3:** Install and go live with the new Megabyte Property Tax System by June 2022.

Budget Request

The Requested Budget represents an overall increase of \$1,834,769 or 29% in expenditures and an overall increase of \$1,070,472 or 27% in revenues when compared with the FY 2020/21 Final Budget. As a result, the Net County Cost increased \$764,297 or 33% when compared with the FY 2020/21 Final Budget.

Significant areas with major changes between the FY 2020/21 Final Budget and the FY 2021/22 Requested Budget are as follows:

- Salaries and Benefits will increase \$339,388 primarily based on increases in retirement and benefits.
- Services and Supplies will increase \$992,300 primarily based on expenses for acquiring the new property tax management system.
- Other Charges will increase \$117,294 primarily based on an increase in custodial services, grounds, maintenance, and data processing charges.
- Countywide Cost Allocation Plan (COWCAP) charges will increase \$385,787 primarily based on changes in the Plan.
- Revenue Projections will increase \$1,070,472 primarily based on transfers in for the new property tax management system.

Staffing changes reflected in the Requested Budget include the following:

- No staffing changes requested.

Capital assets approved by the Board of Supervisors prior to the publication of this book include the following:

- 1 High volume check sealer - \$12,500

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

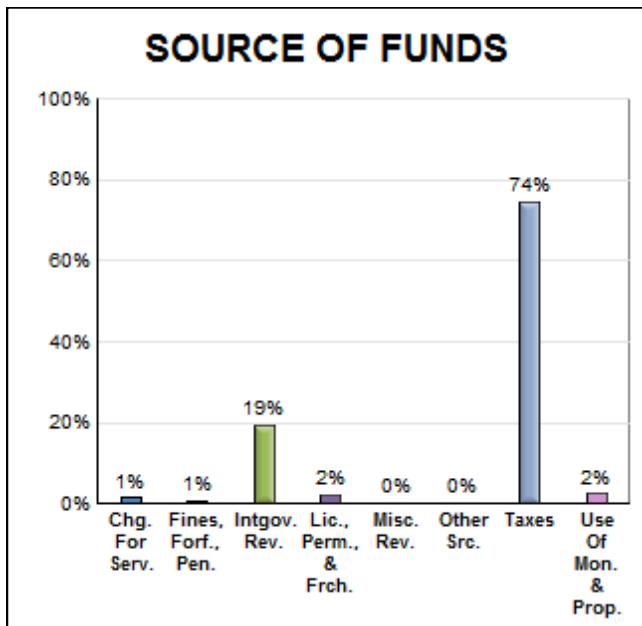
County Administrative Officer

Fund: 001

Agency: 031

SUMMARY OF APPROPRIATIONS AND REVENUES

	2019/20 ACTUALS	2020/21 FINAL BUDGET	2021/22 CAO RECOMMEND	VARIANCE
REVENUES:				
Charges For Current Serv	\$2,735,818	\$2,137,000	\$2,462,237	\$325,237
Fines,Forfeit.,Penalties	\$2,207,194	\$1,400,000	\$1,300,000	\$(100,000)
Intergovernmental Revenue	\$40,156,981	\$35,564,001	\$36,141,283	\$577,282
Lic.,Permits & Franchise	\$4,140,752	\$4,128,000	\$3,726,677	\$(401,323)
Miscellaneous Revenue	\$-	\$1	\$1	\$-
Other Financing Sources	\$100,226	\$1	\$1	\$-
Rev. from Use of Money & Prop	\$7,125,893	\$1,003,000	\$4,303,000	\$3,300,000
Taxes	\$151,190,435	\$133,888,824	\$138,958,368	\$5,069,544
TOTAL REVENUES:	\$207,657,299	\$178,120,827	\$186,891,567	\$8,770,740
NET COUNTY COST	\$(207,657,299)	\$(178,120,827)	\$(186,891,567)	\$(8,770,740)



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 \$ 8,770,740 or 5% in revenues when compared with the FY 2020/21 Final Budget.

Significant areas with major changes between the FY 2020/21 Final Budget and the FY 2021/22 Requested Budget are as follows:

- Revenue Projections will increase \$8,770,740 primarily based on the Tulare County assessed value roll for FY 2021/22 growing by approximately 5.35%.

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

Brooke Sisk

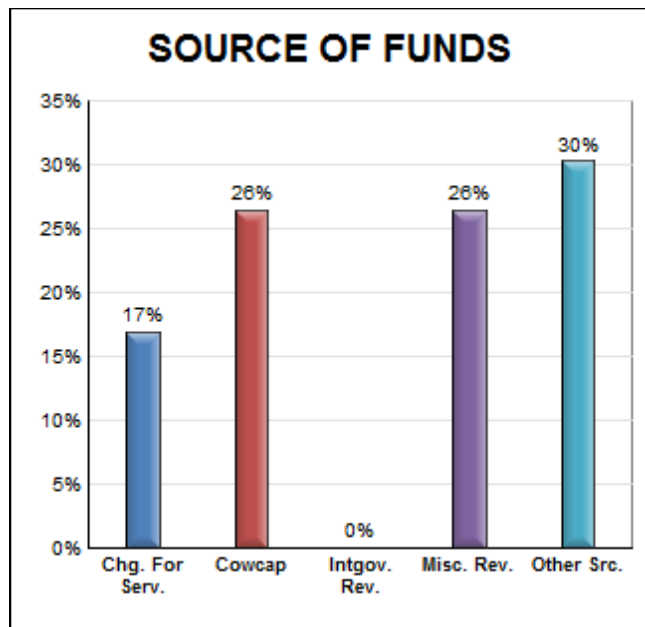
General Services Agency Director

Fund: 001

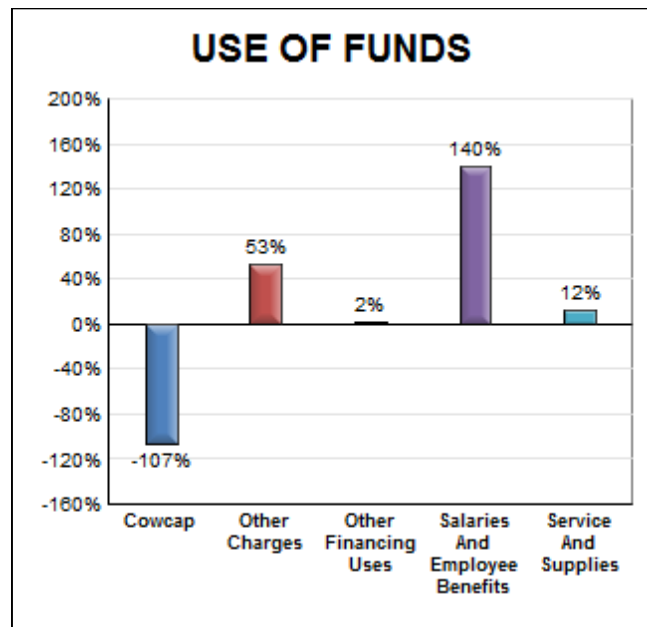
Agency: 032

SUMMARY OF APPROPRIATIONS AND REVENUES

	2019/20 ACTUALS	2020/21 FINAL BUDGET	2021/22 CAO RECOMMEND	VARIANCE
ACTIVITY APPROPRIATIONS:				
Finance	\$726,461	\$473,875	\$486,657	\$12,782
Other Protection	\$-	\$-	\$-	\$-
TOTAL ACTIVITY APPROPRIATIONS	\$726,461	\$473,875	\$486,657	\$12,782
APPROPRIATIONS:				
Cowcap	\$(244,187)	\$(486,321)	\$(522,815)	\$(36,494)
Other Charges	\$263,751	\$253,573	\$256,136	\$2,563
Other Financing Uses	\$761	\$-	\$9,875	\$9,875
Salaries And Employee Benefits	\$618,309	\$647,925	\$682,909	\$34,984
Service And Supplies	\$87,827	\$58,698	\$60,552	\$1,854
TOTAL APPROPRIATIONS:	\$726,461	\$473,875	\$486,657	\$12,782
REVENUES:				
Charges For Current Serv	\$122,477	\$146,181	\$118,392	\$(27,789)
Cowcap	\$123,321	\$182,317	\$184,993	\$2,676
Intergovernmental Revenue	\$26,381	\$-	\$-	\$-
Miscellaneous Revenue	\$102,974	\$185,000	\$185,000	\$-
Other Financing Sources	\$175,988	\$200,000	\$211,548	\$11,548
TOTAL REVENUES:	\$551,141	\$713,498	\$699,933	\$(13,565)
NET COUNTY COST	\$175,320	\$(239,623)	\$(213,276)	\$26,347



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 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 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. **Results:** This objective was completed.
- **Objective 2:** Implement bi-annual outreach meetings to update departments on changes in procurement processes and develop training videos by December 2020. **Results:** This objective was completed.
- **Objective 3:** Expand tracking tools for purchase orders to eliminate delays and reduce errors by December 2020. **Results:** This objective was completed.

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. **Results:** This objective was not completed. Due to the State's continued response to active emergencies and recovery, EOC Credentialing courses have not been offered. As courses are offered in the future, this objective will continue into FY 2021/22.

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. **Results:** This objective was partially completed. Purchasing agreements and exhibits were updated for compliance with federal law in November 2020, and Purchasing policies and practices will be submitted to the Board for approval in FY 2021/22.
- **Objective 2:** Update County Ordinance to include references to federal law for procurement in emergency situations by June 2021. **Results:** This objective was not completed. Due to active federal emergencies, modification of the current ordinance was delayed. A draft ordinance revision is completed and will be submitted to the Board for approval in FY 2021/22.

Other Accomplishments in FY 2020/21

- Provided centralized procurement services for personal protective equipment (PPE) supplies and materials for all County departments in response to the COVID-19 pandemic. This included identifying vendors with available supplies and ordering, receiving, distributing, and delivering over \$2 million of PPE goods.

Key Goals and Objectives for FY 2021/22

Organizational Performance

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

- **Objective 1:** Update the web-based interface to become a comprehensive resource tool for county departments by December 2021.
- **Objective 2:** Complete and upload training videos to the website by June 2022.

Goal 2: Offer opportunities for staff to increase knowledge, skills, and abilities regarding relevant procurement practices.

- **Objective 1:** Conduct cross-training with all staff by June 2022.
- **Objective 2:** Select staff will complete courses offered towards obtaining a Statewide EOC Position Credential by June 2022.

Goal 3: Improve the vehicle acquisition and disposition process.

- **Objective 1:** Modify existing vehicle procurement and disposition procedures by December 2021.
- **Objective 2:** Develop vehicle procurement training for departments by June 2022.

Budget Request

The Requested Budget represents an overall increase of \$12,782 or 3% in expenditures and an overall decrease of \$13,565 or 2% in revenues when compared with the FY 2020/21 Final Budget. As a result, the Net County Cost increased \$26,347 or 11% when compared with the FY 2020/21 Final Budget.

Significant areas with major changes between the FY 2020/21 Final Budget and the FY 2021/22 Requested Budget are as follows:

- Other Financing Uses will increase \$9,875 primarily based on internal borrowing to replace a vehicle.
- Countywide Cost Allocation Plan (COWCAP) charges will decrease \$36,494 primarily 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

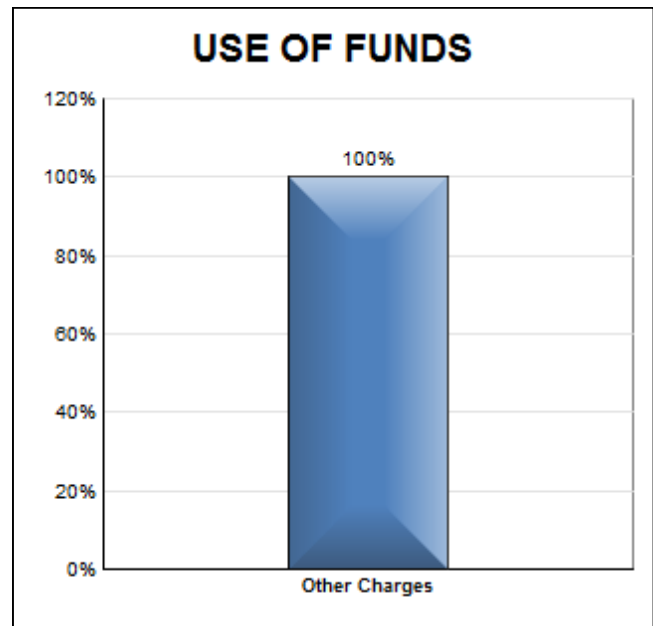
The Department Head concurs with the Recommended Budget.

Contingency

Jason T. Britt

County Administrative Officer

Fund: 001				
Agency: 050				
SUMMARY OF APPROPRIATIONS AND REVENUES	2019/20 ACTUALS	2020/21 FINAL BUDGET	2021/22 CAO RECOMMEND	VARIANCE
ACTIVITY APPROPRIATIONS:				
Legislative And Administrative	\$-	\$4,000,000	\$5,000,000	\$1,000,000
TOTAL ACTIVITY APPROPRIATIONS	\$-	\$4,000,000	\$5,000,000	\$1,000,000
APPROPRIATIONS:				
Other Charges	\$-	\$4,000,000	\$5,000,000	\$1,000,000
TOTAL APPROPRIATIONS:	\$-	\$4,000,000	\$5,000,000	\$1,000,000
NET COUNTY COST	\$0	\$4,000,000	\$5,000,000	\$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 increase of \$1,000,000 or 25% in expenditures when compared with the FY 2020/21 Final Budget. As a result, the Net County Cost increased \$1,000,000 or 25% when compared with the FY 2020/21 Final Budget.

Significant areas with major changes between the FY 2020/21 Final Budget and the FY 2021/22 Requested Budget are as follows:

- Other Charges will increase \$1,000,000 primarily based on the anticipation of revenues normalizing after 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

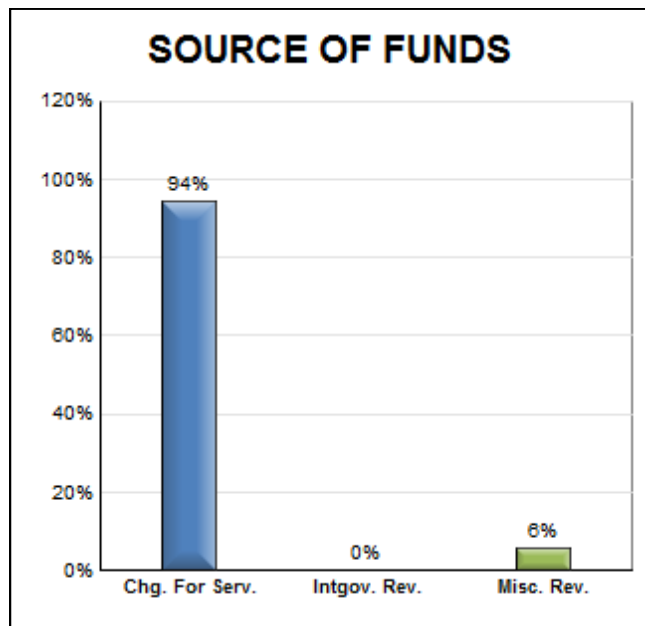
Regional Director

Fund: 001

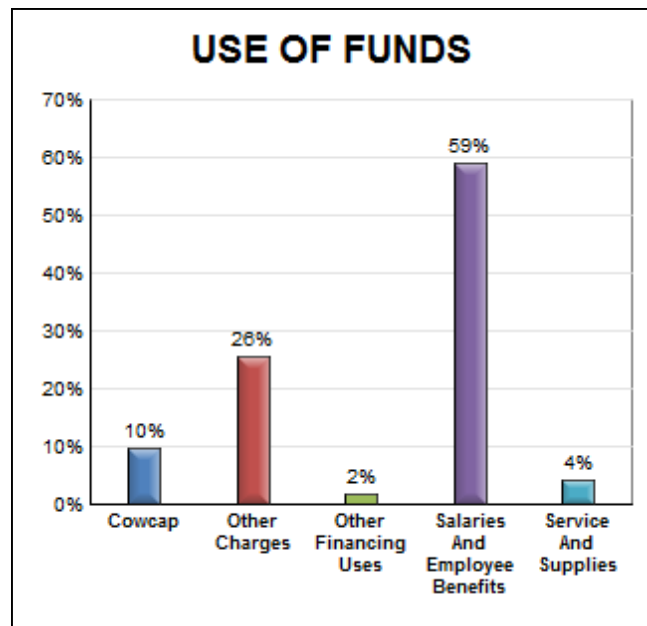
Agency: 055

SUMMARY OF APPROPRIATIONS AND REVENUES

	2019/20 ACTUALS	2020/21 FINAL BUDGET	2021/22 CAO RECOMMEND	VARIANCE
ACTIVITY APPROPRIATIONS:				
Agricultural Education	\$724,248	\$1,076,823	\$1,039,658	\$(37,165)
TOTAL ACTIVITY APPROPRIATIONS	\$724,248	\$1,076,823	\$1,039,658	\$(37,165)
APPROPRIATIONS:				
Cowcap	\$(24,057)	\$191,062	\$100,232	\$(90,830)
Other Charges	\$212,338	\$263,111	\$266,579	\$3,468
Other Financing Uses	\$-	\$8,875	\$17,309	\$8,434
Salaries And Employee Benefits	\$507,144	\$575,004	\$612,296	\$37,292
Service And Supplies	\$28,823	\$38,771	\$43,242	\$4,471
TOTAL APPROPRIATIONS:	\$724,248	\$1,076,823	\$1,039,658	\$(37,165)
REVENUES:				
Charges For Current Serv	\$20,779	\$25,582	\$26,371	\$789
Intergovernmental Revenue	\$-	\$1	\$2	\$1
Miscellaneous Revenue	\$753	\$1,640	\$1,640	\$-
TOTAL REVENUES:	\$21,532	\$27,223	\$28,013	\$790
NET COUNTY COST	\$702,716	\$1,049,600	\$1,011,645	\$(37,955)



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 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 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. **Results:** This objective was partially completed. The project was initially designed to give in-person talks to growers, managers, and fieldworkers in Spanish. However, COVID-19 restrictions limited our ability to give any in-person training. With support of the American Vineyard Foundation the department decided to switch to videos.

Economic Well-Being

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. **Results:** This objective was completed. Funds have been acquired this past year (and concurrent funding for long term projects) from Department of Pesticide Regulation, California Department of Food and Agriculture, Bureau of Reclamation, Citrus Research Board, and various Donors.
- **Objective 2:** Develop improved extension and outreach activities for local citrus producers by April 2021. **Results:** This objective was completed. The department held a virtual Spring meeting this year whereas the prior fall meeting was not conducted due to COVID-19.

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. **Results:** This objective was completed. Results from 2019 and 2020 seasons were shared with growers at the California Table Grape Commission meeting.
- **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. **Results:** This objective was completed. An important result was the effectiveness of the organic program evaluated during the experiment, providing a good alternative for organic growers.
- **Objective 3:** Train Spanish-speaking agricultural workers on integrated pest management. This data will be shared with producers and the industry by March 2021. **Results:** This objective was partially completed. The project was initially designed to give in-person talks to growers, managers, and fieldworkers in Spanish. However, COVID-19 restrictions limited our ability to give any in-person training. With support of the American Vineyard Foundation, the department decided to switch to videos.

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. **Results:** This objective was completed. Field studies were conducted on both pistachios and walnuts. The results of this work was shared with growers and industry stakeholders in extension meetings and short courses.
- **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. **Results:** This objective was completed. Eight genotypes are being evaluated in long-term plots. Yield and nut quality data were collected in October 2020. Results were extended to growers and industry stakeholders in two extension meetings.
- **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. **Results:** This objective was completed. Yield data and nematode population data collected in October 2020 indicate potential value in post-plant nematode treatments.

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. **Results:** This objective was not completed. Due to the lack of technical experience of our Master Gardener volunteers the department was unable to provide virtual educational workshops.
- **Objective 2:** Promote our Spanish language resources to extend water conservation and drought management strategies into the Spanish-speaking community by June 2021. **Results:** This objective was partially completed. The project was initially designed to give in-person talks to growers, managers, and fieldworkers in Spanish. However, COVID-19 restrictions limited our ability to give any in-person training. With support of the American Vineyard Foundation the department decided to switch to videos.

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 Expanded Food and Nutrition Education Program (EFNEP) programs by June 2021. **Results:** This objective was partially completed. Due to COVID-19, program delivery at approved sites were halted and or postponed. The CalFresh Healthy Living, UCCE program was able to support school districts and communities on a limited basis through virtual education and the provision of digital resources to meet distance learning needs.
- **Objective 2:** Expand MG mentorship in local school gardens by adding two additional sites by June 2021. **Results:** This objective was partially completed. Plans to start and establish two new gardens at two Tulare City School District preschool sites were scheduled to begin in May 2020. However, due to COVID-19 and school closures, plans were halted and put on hold until further notice.

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. **Results:** This objective was completed. 4-H Youth Development Programming remained in all existing 4-H Community Clubs within Tulare County, despite the constraints and restrictions of COVID-19. Club and project meetings were transitioned to Zoom meetings and youth participated in the various statewide 4-H Virtual Programming opportunities.
- **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. **Results:** This objective was not completed. This goal was not met due to COVID-19 and the adjustments that after school programs were facing.
- **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. **Results:** This objective was not completed. Due to COVID-19 and the UC ANR restrictions, it was not possible to participate in any community in-person events as most were canceled.

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 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. **Results:** This objective was partially completed. Cal Fresh Healthy Living (CFHL) UCCE, Tulare reached nearly 700 SNAP-Ed eligible participants through virtual nutrition education and physical activity literacy.
- **Objective 2:** Through Partnership/Coalition Work & Support: By September 2021, UCCE will work with and/or support ten partners and one coalition in support of increased healthy eating and physical activity behavior access. **Results:** This objective was partially completed. CFHL UCCE, Tulare has collaborated with at least nine school and community partners to support distance learning needs through virtual evidence-based nutrition education and policy, system, and environmental strategies to support school gardens.
- **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. Five sites will put sustainability measures in place to ensure changes to support healthy eating and physical activity are continued. **Results:** This objective was partially completed. CFHL UCCE, Tulare is currently working with at least seven school and community partners to promote and support healthy eating and physical activity interventions and sustain school gardens.

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. **Results:** This objective was partially completed. This program was severely impacted due to no in-person COVID-19 safety protocols but still managed to complete over 75 successful contacts.

Other Accomplishments in FY 2020/21

- Developed program for distance agricultural education, specifically addressing the use of cloning in animal and plant systems. The program was delivered to third graders in the Visalia Unified School District with grant support provided by the Tulare County Farm Bureau.
- Hosted first Statewide Walnut Day via virtual education attended by over 300 growers and stakeholders.
- The Expanded Food and Nutrition Education Program (EFNEP) & CFHL, UC team were recognized nationally at the National Extension Association of Family & Consumer Sciences Conference in October 2020. Department staff was recognized for winning the second place Western Region Award for SNAP-ED/EFNEP Category.
- The 4-H Youth Development Program partnered with the Tulare County Farm Bureau Youth Leadership Program and delivered the Money Talks, Living on My Own, curriculum via Zoom over a four-week period.

Key Goals and Objectives for FY 2021/22

Safety and Security

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

- **Objective 1:** To reach and train 100 Spanish-speaking agricultural workers on integrated pest management.
- **Objective 2:** Evaluate chemical compounds with more preferable, efficient properties to be used as an alternative to current chemicals with less desirable characteristics in grapes.

Economic Well-Being

Goal 1: Investigate cultural management strategies to improve economic sustainability of crops.

- **Objective 1:** Evaluate alternate pruning strategies in nut crops to reduce management costs while increasing yield.
- **Objective 2:** Develop a fungicide rotation program to mitigate powdery mildew resistance in table grapes in Tulare County and the entire San Joaquin Valley.

Quality of Life

Goal 1: UC SNAP-ED and EFNEP programs will impact Tulare County with direct education strategies to promote healthy eating, food resource management, and physical activity literacy.

- **Objective 1:** SNAP-Ed programs will reach 2,600 unduplicated eligible residents including preschool, youth, adults, and families.
- **Objective 2:** SNAP-Ed programs will work in 17 sites to engage the SNAP-Ed eligible community in program planning and implementation. Two sites will put sustainability measures in place to ensure changes to support healthy eating and physical activity continue.
- **Objective 3:** EFNEP Tulare will reach low-income families to promote diet quality, physical activity, food resource management, and food security.

Goal 2: Advance youth leadership and science literacy in natural resources, agriculture, and nutrition through the 4-H Youth Development Program.

- **Objective 1:** Gain back at least half of the 115 enrollments in Club programming that were lost due to COVID-19 during the 2020-2021 year.
- **Objective 2:** Implement the Tech Changemakers technology training program with at least nine youth members reaching the target goal of 300 adults.
- **Objective 3:** Participate in the Tulare County Office of Education Region VII STEM hub by providing training and guidance for implementation of 4-H curriculum and projects in after-school programs.

Budget Request

The Requested Budget represents an overall decrease of \$37,165 or 3% in expenditures and an overall increase of \$ 790 or 3% in revenues when compared with the FY 2020/21 Final Budget. As a result, the Net County Cost decreased \$37,955 or 4% when compared with the FY 2020/21 Final Budget.

Significant areas with major changes between the FY 2020/21 Final Budget and the FY 2021/22 Requested Budget are as follows:

- Services and Supplies will increase \$4,471 primarily based on increases to office expenses.
- Other Financing Uses will increase \$8,434 primarily based on the purchase of one replacement vehicle.
- Countywide Cost Allocation Plan (COWCAP) charges will decrease \$90,830 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.

County Counsel

Jennifer M. Flores

County Counsel

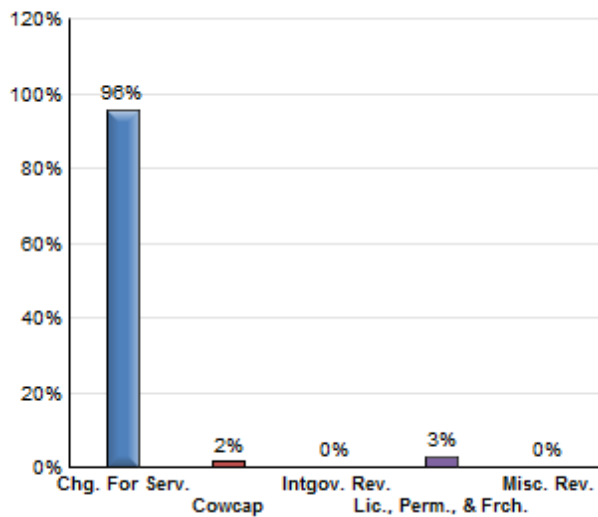
Fund: 001

Agency: 080

SUMMARY OF APPROPRIATIONS AND REVENUES

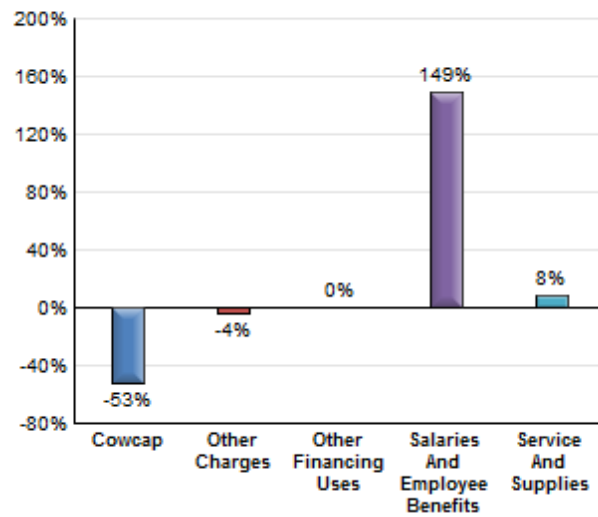
	2019/20 ACTUALS	2020/21 FINAL BUDGET	2021/22 CAO RECOMMEND	VARIANCE
ACTIVITY APPROPRIATIONS:				
Counsel	\$3,907,396	\$4,203,830	\$5,098,523	\$894,693
TOTAL ACTIVITY APPROPRIATIONS	\$3,907,396	\$4,203,830	\$5,098,523	\$894,693
APPROPRIATIONS:				
Cowcap	\$(2,487,323)	\$(3,303,598)	\$(2,715,885)	\$587,713
Other Charges	\$(265,274)	\$(211,618)	\$(205,626)	\$5,992
Other Financing Uses	\$450	\$469	\$487	\$18
Salaries And Employee Benefits	\$6,478,949	\$7,241,411	\$7,598,878	\$357,467
Service And Supplies	\$180,594	\$477,166	\$420,669	\$(56,497)
TOTAL APPROPRIATIONS:	\$3,907,396	\$4,203,830	\$5,098,523	\$894,693
REVENUES:				
Charges For Current Serv	\$2,956,346	\$3,486,133	\$3,606,706	\$120,573
Cowcap	\$74,382	\$77,684	\$57,807	\$(19,877)
Intergovernmental Revenue	\$3,923	\$-	\$-	\$-
Lic.,Permits & Franchise	\$106,897	\$85,000	\$110,000	\$25,000
Miscellaneous Revenue	\$1,290	\$1	\$1	\$-
TOTAL REVENUES:	\$3,142,838	\$3,648,818	\$3,774,514	\$125,696
NET COUNTY COST	\$764,558	\$555,012	\$1,324,009	\$768,997

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 2020/21

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. **Results:** This objective was completed.
- **Objective 2:** Conduct one training on new cases and legislation for Child Welfare Services staff by June 2021. **Results:** This objective was completed.
- **Objective 3:** Continue with Public Guardian and County Counsel training every two months through June 2021. **Results:** This objective was completed.

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. **Results:** This objective was partially completed. Revisions to contract boilerplate language are being prepared for distribution to the departments. This will be an ongoing objective.
- **Objective 2:** Provide contracts training for departments by January 2021. **Results:** This objective was completed.
- **Objective 3:** Provide regular updates to departments to enhance client awareness and legal knowledge related to contract matters through June 2021. **Results:** This objective was partially completed. Staff has provided some updates to enhance client awareness and legal knowledge related to contract matters. This will be an ongoing objective.

Goal 2: Improve the county fee-setting process.

- **Objective 1:** Conduct County fee-setting process training for departments by March 2021. **Results:** This objective was not completed due to staffing shortages and competing deadlines related to the COVID-19 pandemic. County Counsel intends to conduct this training again by March 2022.
- **Objective 2:** Partner with requesting departments to provide guidance in reviewing fee structure through June 2021. **Results:** This objective was completed.
- **Objective 3:** Document and update county processes for complying with Proposition 218 and prepare an ordinance for the same by January 2021. **Results:** This objective was partially completed. County Counsel and Resource Management Agency (RMA) staff expect to present an updated Proposition 218 ordinance to the Board for consideration in August or September 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. **Results:** This objective was partially completed. County Counsel provided extensive training for the Board, County Administrative Office (CAO), Board Clerk, County Departments, and Special District clients on temporary changes to the Brown Act due to the Governor's temporary suspension of some aspects of the Brown Act due to the COVID-19 pandemic. Various bills are pending in the Legislature to make some of these changes permanent and the Brown Act manual update will be completed when the fate of these bills is known in the summer or fall of 2021.
- **Objective 2:** Provide an agenda item preparation training to targeted county personnel to ensure compliance with county policies and regulations by June 2021. **Results:** This objective was not completed. This objective was delayed in favor of providing necessary training for the Board and Planning Commission on due process, entanglement, bias, and conflict of interest in land use matters, which was provided on February 25, 2021. Staff intends to conduct the agenda training again by June 2022.
- **Objective 3:** Provide Government 101 training for special districts by June 2021. **Results:** This objective was partially completed. The training materials were prepared, notices were sent in the usual way, and the training was to be held by Zoom on the evenings of April 28 and 29, 2020. However, due to a lack of registrants and a preference by the special districts for in-person training, training dates were postponed until the restrictions under the Governor's Blueprint for a Safer Economy were lifted and allowed for larger in-person gatherings for trainings. Staff plan to host in person Government 101 training in the summer or fall of 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. **Results:** This objective was partially completed. Implementation of improvements to the administrative appeal review processes at the departmental level was done, while the CAO and Board of Supervisors chose to suspend the implementation of the hearing officer portion of the revised administrative hearings and appeals ordinance. Staff is working with the CAO on simpler and less-costly ways to implement the hearing officer portion of the ordinance and expect to jointly present a revised proposal to the Board in the summer or fall of 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. **Results:** This objective was partially completed. This goal is in process as County Counsel works closely with RMA staff on details. The anticipated completion date is December 2021.

- **Objective 2:** Revise forms and instructions for use in coordination with the enforcement manual by June 2021. **Results:** This objective was not completed. This objective has been incorporated into Objective 1 and is in process as County Counsel works closely with RMA staff on details. The anticipated completion date is December 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. **Results:** This objective was not completed. Training sessions are scheduled for July and September of 2021 to allow for in-person training.
- **Objective 2:** Identify and assemble resources available for individual employees facing work-related legal proceedings and protocol for providing those resources by March 2021. **Results:** This objective was completed.
- **Objective 3:** Engage with departments to review litigation, hold processes and requirements, and identify improvements to existing protocols by June 2021. **Results:** This objective was completed.

Other Accomplishments in FY 2020/21

- Filed 401 Child Welfare Services petitions; pursued 24 appeals and appellate writs; appeared daily in the County's Juvenile Court for the protection of abused or neglected children while submitting 68 warrants to remove 133 children from dangerous home environments.
- Filed 33 new Lanterman-Petris Short (LPS) and Probate Conservatorship cases; appeared at least weekly in the County's Probate Court for adults who cannot care for their person and/or estate; Appeared in criminal court on 27 cases for a total of 66 appearances to assist the court and the parties in cases involving persons with mental illness who are incompetent to stand trial.
- County Counsel worked closely with the CAO, Health and Human Services (HHSA) and Human Resources and Development (HRD) in developing procedures, orders and policies related to the COVID-19 pandemic response.

Key Goals and Objectives for FY 2021/22

Safety and Security

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

- **Objective 1:** Conduct at least one training in the areas of: "Search and Seizure" and "New Cases and Legislation" for Child Welfare staff by June 2022.
- **Objective 2:** Conduct at least one training in "Current Issues" for Public Guardian staff by June 2022.

Economic Well-Being

Goal 1: Improve the County fee setting process.

- **Objective 1:** Conduct County Fee-Setting Process training for departments by March 2022.
- **Objective 2:** Partner with requesting departments to provide guidance in reviewing fee structures through June 2022.

Organizational Performance

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

- **Objective 1:** Update the Brown Act manual with recent case law developments by February 2022.
- **Objective 2:** Provide an Agenda Item Preparation training to targeted county personnel to ensure compliance with county policies and regulations by June 2022.
- **Objective 3:** Provide Government 101 training for special districts by June 2022.

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

- **Objective 1:** Continue to partner with Board Clerk and affected departments in development and implementation of improvements to the county administrative appeals and hearings procedures through June 2022.

Budget Request

The Requested Budget represents an overall increase of \$894,693 or 21% in expenditures and an overall increase of \$ 125,696 or 3% in revenues when compared with the FY 2020/21 Final Budget. As a result, the Net County Cost increased \$768,997 or 139% when compared with the FY 2020/21 Final Budget.

Significant areas with major changes between the FY 2020/21 Final Budget and the FY 2021/22 Requested Budget are as follows:

- Salaries and Benefits will increase \$357,467 primarily based on salary increases and retirement contributions.
- Services and Supplies will decrease \$56,497 primarily based on decreases in unemployment insurance costs and office expenses.
- Countywide Cost Allocation Plan (COWCAP) charges will decrease \$587,713 primarily based on changes in the plan.
- Revenue Projections will increase \$125,696 primarily based on increased services to Risk Management, franchises, and cost plan recovery.

Staffing changes reflected in the Requested Budget include the following:

- Amend 1 FTE position to create more opportunities for advancement:
 - 1 Account Clerk II-K to Account Clerk III-K

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

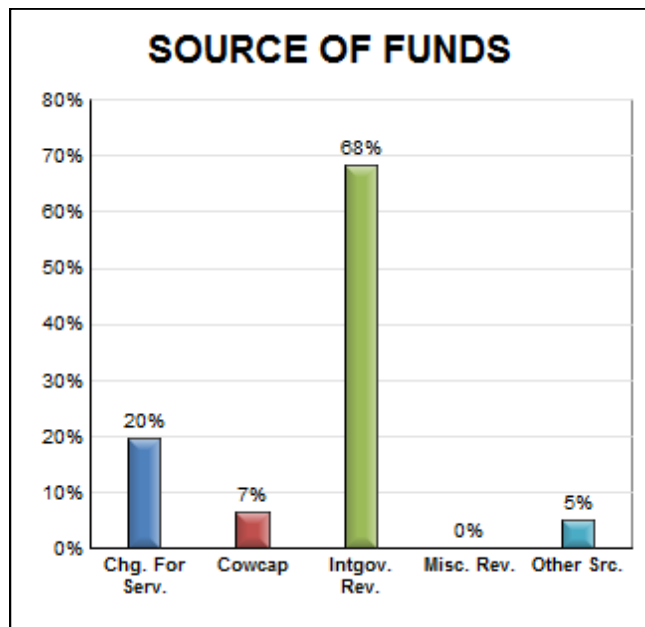
County Administrative Officer

Fund: 001

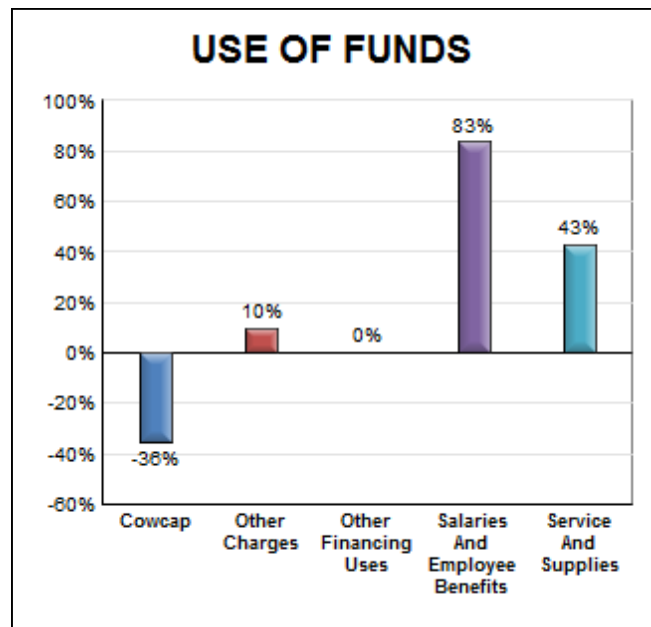
Agency: 085

SUMMARY OF APPROPRIATIONS AND REVENUES

	2019/20 ACTUALS	2020/21 FINAL BUDGET	2021/22 CAO RECOMMEND	VARIANCE
ACTIVITY APPROPRIATIONS:				
Legislative And Administrative	\$1,409,523	\$4,004,805	\$2,581,819	\$(1,422,986)
TOTAL ACTIVITY APPROPRIATIONS	\$1,409,523	\$4,004,805	\$2,581,819	\$(1,422,986)
APPROPRIATIONS:				
Cowcap	\$(2,093,213)	\$(798,861)	\$(925,651)	\$(126,790)
Other Charges	\$186,769	\$240,029	\$247,145	\$7,116
Other Financing Uses	\$400,000	\$-	\$-	\$-
Salaries And Employee Benefits	\$1,698,811	\$1,953,579	\$2,153,734	\$200,155
Service And Supplies	\$1,217,156	\$2,610,058	\$1,106,591	\$(1,503,467)
TOTAL APPROPRIATIONS:	\$1,409,523	\$4,004,805	\$2,581,819	\$(1,422,986)
REVENUES:				
Charges For Current Serv	\$(8,647)	\$60,334	\$244,968	\$184,634
Cowcap	\$556,598	\$(299,470)	\$82,086	\$381,556
Intergovernmental Revenue	\$1,345,947	\$2,338,001	\$850,002	\$(1,487,999)
Miscellaneous Revenue	\$-	\$2	\$2	\$-
Other Financing Sources	\$32,151	\$111,557	\$65,382	\$(46,175)
TOTAL REVENUES:	\$1,926,049	\$2,210,424	\$1,242,440	\$(967,984)
NET COUNTY COST	\$(516,526)	\$1,794,381	\$1,339,379	\$(455,002)



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

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. In addition, through the coordination of agency and departmental activities, the CAO works to ensure that the 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.
- Prepare financial analysis to support county operations.
- 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 2020/21

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. **Results:** This objective

was completed. Staff regularly met with Groundwater Sustainability Agency Managers to identify county processes, protocols, and regulations impacted by Groundwater Sustainability Plans. The County's well-permitting process was updated as a result.

- **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 was partially completed. County staff began a database identifying parcels, uses, and recharge potential. This effort is ongoing.

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. **Results:** This objective was completed. The County signed a Memorandum Of Understanding with the Yosemite Sequoia Resource Conservation and Development Council to utilize the Master Stewardship Agreement (MSA) to provide opportunities for collaboration that will leverage resources and provide future partnerships on projects to improve forest restoration, stewardship, and economic opportunities.

Quality of Life

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

- **Objective 1:** Work with CCC to complete the Final Report to the State of California Complete Count by December 2020. **Results:** This objective was completed. The County partnered with TCAG to conduct outreach and worked with local service providers to ensure Tulare County's population counts are included in the 2020 CCC final report to the State of California.

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. **Results:** This objective was completed. Due to the COVID-19 pandemic and challenges in completing the decennial census, the United States Census Bureau delayed the release of 2020 census data to states and other local jurisdictions. In response to the delay, the County adjusted its redistricting timeline, and Advisory Redistricting Commission Bylaws were presented to and approved by the Board of Supervisors in January 2021.
- **Objective 2:** Contract with a community outreach specialist to engage the public in the redistricting process by October 2020. **Results:** This objective was completed. A public outreach contract for redistricting was established with a local organization in May 2021.
- **Objective 3:** Create and launch a county redistricting website by November 2020. **Results:** This objective was completed. The County redistricting website, located at www.tularecounty.ca.gov/redistricting, went live in January 2021.

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. **Results:** This objective was partially completed. Due to impacts of the COVID-19 pandemic, this grant program was extended to September 30, 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. **Results:** This objective was not

completed. The State Water Resources Control Board, Division of Drinking Water and Financial Assistance did not adopt the rate assistance program; therefore, this funding was not accessible.

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. **Results:** This objective was completed. The agenda data migration into PrimGov's single solution was successful.
- **Objective 2:** Retire existing agenda management system and standardize county use of new system for go-live by October 2020. **Results:** This objective was completed. Existing agenda management system was retired, and the new agenda management system was implemented.
- **Objective 3:** Provide an improved constituent experience through a revamped and intuitive public search portal by October 2020. **Results:** This objective was completed. Public search portal was improved for constituents.
- **Objective 4:** Implement workflow and on-board each county department in self-service submittal of agenda items into the system by May 2021. **Results:** This objective was partially completed. Not all departments have completed their on-boarding for self-service submittal of agenda items and implementation of workflow is being developed.

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. **Results:** This objective was not completed. Due to COVID-19 pandemic, this goal was put on hold.

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. **Results:** This objective was completed. A project team was established with roles and responsibilities outlined in the County's implementation plan.
- **Objective 2:** Complete OpenGov's virtual training by August 2020. **Results:** This objective was completed.
- **Objective 3:** Train county departments on the new budget system by January 2021. **Results:** This objective was partially completed. A pilot program was established for department training and to obtain feedback on the OpenGov budget system.
- **Objective 4:** Go-live with the new budget system by April 2021. **Results:** This objective was not completed. The County is conducting a pilot program with selected departments to study the feasibility of using OpenGov as the County's new budgeting tool.

Other Accomplishments in FY 2020/21

- Developed a spending plan for CARES Act funding that was approved by the Board of Supervisors to mitigate the impacts of the COVID-19 pandemic on the county.
- Supported countywide Capital Improvement Plan and projects.
- Collaborated with the County Fire department and General Services Agency to establish a Master Equipment Lease/Purchasing agreement within the county, which included the lease/purchase of eleven fire trucks for the initial start of the program.
- Supported Tulare County's Economic Development program and activities, including solar projects.
- Established a task force for countywide coordination for recovery from the SQF Complex Fire.

Key Goals and Objectives for FY 2021/22

Safety and Security

Goal 1: Support the County's Capital Improvement Plan (CIP) to include projects for law enforcement, fire, roads, and emergency operations.

- **Objective 1:** Support projects identified in the County's CIP for public safety.
- **Objective 2:** Provide administrative and funding support for the County's CIP as adopted by the Board of Supervisors.

Economic Well-Being

Goal 1: Address the negative economic impacts caused by the COVID-19 pandemic on the County of Tulare through federal and state resources.

- **Objective 1:** Apply for funding from state and federal governments to obtain resources to address the public health emergency and negative impacts caused by pandemic on the communities of Tulare County.
- **Objective 2:** Develop an American Rescue Plan Act (ARPA) spending plan for federal resources to mitigate the pandemic impacts on the County of Tulare to be approved by the Board of Supervisors.

Quality of Life

Goal 1: Develop a plan to address water, sewer, and broadband infrastructure in the disadvantage communities of the county.

- **Objective 1:** Utilize ARPA funding to address countywide infrastructure needs.
- **Objective 2:** Partner and collaborate with Golden State Finance Authority to develop a countywide Strategic Broadband Plan.
- **Objective 3:** Work with local Groundwater Sustainability Agencies, CVSALTS Coalitions, and Irrigated Lands Regulatory Program Coalitions in coordination with State and Federal agencies to address drinking water supply challenges.

Organizational Performance

Goal 1: Complete a review of the County Administrative Regulations.

- **Objective 1:** Determine if an Administrative Regulation (AR) requires updating or removal.
- **Objective 2:** Revise AR's to provide guidance and clarity to county departments.
- **Objective 3:** Bring all updated AR's, along with those AR's that are being removed, back to the Board of Supervisors for approval.

Budget Request

The Requested Budget represents an overall decrease of \$1,422,986 or 36% in expenditures and an overall decrease of \$967,984 or 44% in revenues when compared with the FY 2020/21 Final Budget. As a result, the Net County Cost decreased \$455,002 or 25% when compared with the FY 2020/21 Final Budget.

Significant areas with major changes between the FY 2020/21 Final Budget and the FY 2021/22 Requested Budget are as follows:

- Salaries and Benefits will increase \$200,155 primarily based on an increase in additional pay, salary increases, merits, and the addition of 1 FTE request.
- Services and Supplies will decrease \$1,503,467 primarily based on a reduction of services and operational costs for state grant water programs.
- Countywide Cost Allocation Plan (COWCAP) charges will decrease \$126,790 primarily based on changes in the plan.
- Revenue Projections will decrease \$967,984 primarily based on a reduction in offsetting state grant revenues for water programs.

Staffing changes reflected in the Requested Budget include the following:

- Add 1 FTE to address workload issues within the County Administrative Office. The requested additional position is:
 - 1 Office Assistant IV-K

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

Brooke Sisk

Director

Fund: 001

Agency: 087

SUMMARY OF APPROPRIATIONS AND REVENUES

	2019/20 ACTUALS	2020/21 FINAL BUDGET	2021/22 CAO RECOMMEND	VARIANCE
--	--------------------	----------------------------	-----------------------------	----------

ACTIVITY APPROPRIATIONS:

Communications	\$85,307	\$96,582	\$100,401	\$3,819
Cultural Services	\$454,092	\$431,211	\$462,974	\$31,763
Property Management	\$4,533,227	\$3,851,757	\$4,029,365	\$177,608
Recreation Facilities	\$2,833,297	\$2,405,610	\$2,899,192	\$493,582
TOTAL ACTIVITY APPROPRIATIONS	\$7,905,923	\$6,785,160	\$7,491,932	\$706,772

APPROPRIATIONS:

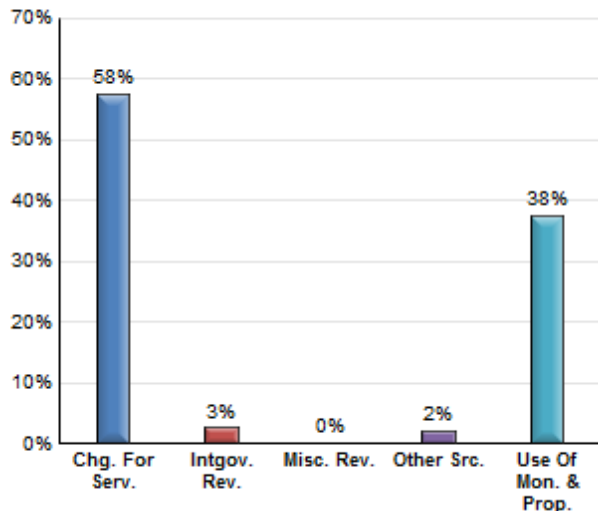
Capital Assets	\$-	\$-	\$366,806	\$366,806
Cowcap	\$1,364,264	\$294,585	\$212,502	\$(82,083)
Other Charges	\$507,758	\$730,765	\$927,047	\$196,282
Other Financing Uses	\$1,476,647	\$1,271,965	\$1,136,704	\$(135,261)
Salaries And Employee Benefits	\$3,459,446	\$3,603,842	\$3,836,835	\$232,993
Service And Supplies	\$1,097,808	\$884,003	\$1,012,038	\$128,035
TOTAL APPROPRIATIONS:	\$7,905,923	\$6,785,160	\$7,491,932	\$706,772

REVENUES:

Charges For Current Serv	\$2,450,044	\$2,293,916	\$2,445,222	\$151,306
Intergovernmental Revenue	\$27,812	\$10,000	\$110,000	\$100,000
Miscellaneous Revenue	\$28,579	\$3,900	\$4,000	\$100
Other Financing Sources	\$82,000	\$-	\$93,357	\$93,357
Rev. from Use of Money & Prop	\$1,697,207	\$1,463,502	\$1,593,387	\$129,885
TOTAL REVENUES:	\$4,285,642	\$3,771,318	\$4,245,966	\$474,648

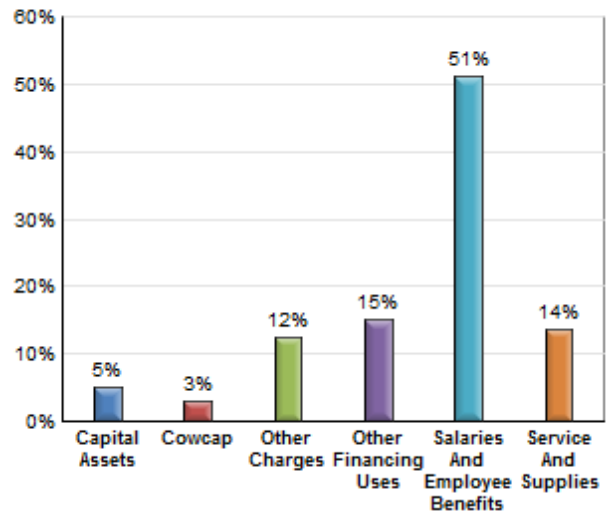
NET COUNTY COST	\$3,620,281	\$3,013,842	\$3,245,966	\$232,124
------------------------	--------------------	--------------------	--------------------	------------------

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 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. GSA Administration provides support 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, which allows the provision of 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 is responsible for property acquisition, disposition, lease negotiations, and tenant management.

Key Goals and Objectives Results in FY 2020/21

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. **Results:** This objective was not completed. It was delayed due to ongoing negotiations with the Judicial Council of CA and will continue into FY 2021/22.
- **Objective 2:** Secure lease renewal letters for tenants at the county-owned Tulare Akers Professional Center by September 2020. **Results:** This objective was completed.

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. **Results:** This objective was completed.
- **Objective 2:** Develop the required five core documents for accreditation through the American Alliance of Museums by March 2021. **Results:** This objective was completed.
- **Objective 3:** Collaborate with the community to construct a Westward Settlers exhibit by May 2021. **Results:** This objective was completed.

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

- **Objective 1:** Install shade trees and irrigation system by May 2021. **Results:** This objective was not completed. The project was delayed due to staffing shortages. GSA will seek a contractor to complete the installation in FY 2021/22.
- **Objective 2:** Host a community volunteer event where partners and members of the community can plant trees by June 2021. **Results:** This objective was not completed. The volunteer event was contingent on the completion of Objective 1. This objective will be continued in FY 2021/22.

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. **Results:** This objective was not completed. Staffing shortages related to the COVID-19 pandemic and the SQF Fire response hampered process improvement efforts. Based on current capacity, GSA will shift process improvement efforts in FY 2021/22 to a project-based model.
- **Objective 2:** Compile findings and make recommendations for improvement by January 2021. **Results:** This objective was not completed. This objective was contingent on the completion of Objective 1 and will be continued in FY 2021/22.
- **Objective 3:** Implement improvements by June 2021. **Results:** This objective was not completed. This objective was contingent on the completion of Objective 1 and will be continued in FY 2021/22.

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. **Results:** This objective was completed. It was delayed until January 2021 due to significant decreases in tenant-occupied space at the Tulare Akers Professional Center.
- **Objective 2:** Present recommendations to the Space Ad Hoc Committee by January 2021. **Results:** This objective was completed. It was delayed due to Objective 1 being deferred and recommendations were presented in February 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. **Results:** This objective was completed.
- **Objective 2:** Establish timekeeping policies and procedures by March 2021. **Results:** This objective was completed. It was delayed due to payroll staff turnover and objective was completed in June 2021.
- **Objective 3:** Train supervisory staff in timekeeping policies and procedures by May 2021. **Results:** This objective was not completed. This objective was contingent on the completion of Objective 2, and will be continued in FY 2021/22.
- **Objective 4:** Implement tracking of staff accruals in real-time software by June 2021. **Results:** This objective was not completed. This objective was contingent on the completion of Objective 2, and will be continued in FY 2021/22.

Other Accomplishments in FY 2020/21

- Implemented a new management structure to streamline reporting and reduce administrative overhead expenses.
- Acquired property in Springville for the construction of a new Springville County Library.
- Pruned 54 trees and removed 232 trees and stumps at County Parks.
- Submitted Statewide Park Development and Community Revitalization Program grant applications for Pixley Park and the Community Park of Goshen.

Key Goals and Objectives for FY 2021/22

Economic Well-Being

Goal 1: Identify potential uses for currently vacant or underutilized county property.

- **Objective 1:** Dispose of Tulare/Pixley Courthouse by December 2021.
- **Objective 2:** Identify options for future use of the former Porterville Courthouse by March 2022.
- **Objective 3:** Identify future use of the Visalia Main Jail by March 2022.

Quality of Life

Goal 1: Complete the Woodville Park Community Forest Establishment project.

- **Objective 1:** Install trees and irrigation system by January 2022.
- **Objective 2:** Host a community volunteer event where partners and members of the community can plant trees by February 2022.

Goal 2: Improve accessibility to the Museum by creating virtual tours.

- **Objective 1:** Write scripts for virtual tours and enlist narrators from local talent by November 2021.
- **Objective 2:** Coordinate with the Tulare County Office of Education to record narration and capture film of selected exhibits by December 2021.
- **Objective 3:** Upload virtual tours to the Museum website by May 2022.

Budget Request

The Requested Budget represents an overall increase of \$706,772 or 10% in expenditures and an overall increase of \$474,648 or 13% in revenues when compared with the FY 2020/21 Final Budget. As a result, the Net County Cost increased \$232,124 or 8% when compared with the FY 2020/21 Final Budget.

Significant areas with major changes between the FY 2020/21 Final Budget and the FY 2021/22 Requested Budget are as follows:

- Salaries and Benefits will increase \$232,993 primarily based on cost of living increase and a reduction in salary savings.
- Services and Supplies will increase \$128,035 primarily based on an increase in maintenance of buildings and improvement and unemployment insurance.
- Other Charges will increase \$196,282 primarily based on increase in Internal Service Funds and TCiCT charges.
- Capital Assets will increase \$366,806 primarily based on capital assets requested and approved on March 23, 2021, per Board Resolution 2021-0197, and will not be received by June 30, 2021.
- Other Financing Uses will decrease \$135,261 primarily based on reduction in net revenue from Tulare/Akers Professional building caused by reduction in the square footage being leased.
- Countywide Cost Allocation Plan (COWCAP) charges will decrease \$82,083 primarily based on changes in the Plan.
- Revenue Projections will increase \$474,648 primarily based on an increase in administrative services and costs.

Staffing changes reflected in the Requested Budget include the following:

- Amend 1 FTE position to better serve the administrative needs of the department:
 - 1 Secretary I
- Reclass 1 FTE position to align with the duties actually being performed:
 - 1 Clerk-Dispatcher

- Delete 3 FTE positions, which are no longer needed as a result of the department's restructure:
 - 1 Staff Services Analyst III
 - 1 Account Clerk
 - 1 General Services Manager
- Adjust the salary for one classification to properly benchmark and align the salary of the Parks & Grounds Operations Supervisor with that of a Maintenance Supervisor:
 - Park & Grounds Operations Supervisor (5%)

Capital asset requests reflected in the Requested Budget include the following:

- 1 Backhoe Loader - \$131,069
- 5 Electric Off-Road Vehicles - \$24,354 each
- 1 John Deere Mower - \$24,427

Capital assets approved by the Board of Supervisors prior to the publication of this book include the following:

- 2 John Deere 5075M Utility Tractors - \$44,770 each

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

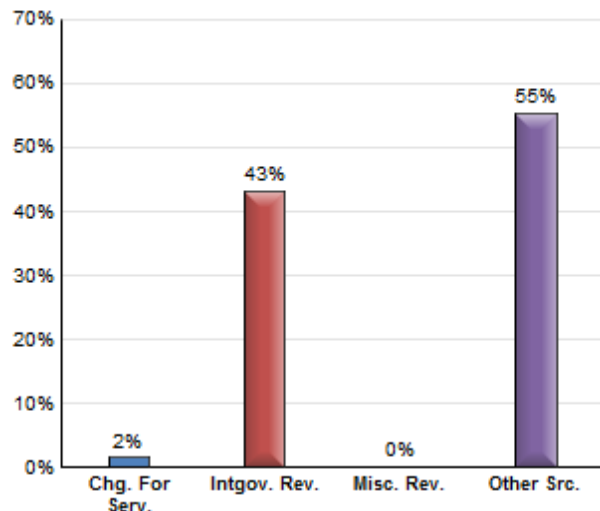
Fund: 001

Agency: 088

SUMMARY OF APPROPRIATIONS AND REVENUES

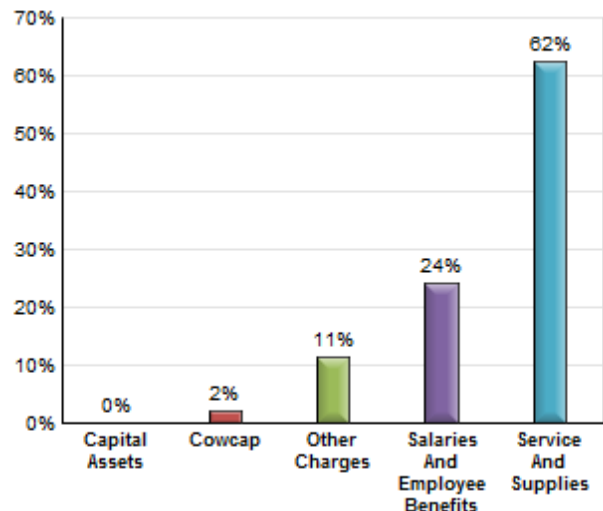
	2019/20 ACTUALS	2020/21 FINAL BUDGET	2021/22 CAO RECOMMEND	VARIANCE
ACTIVITY APPROPRIATIONS:				
Elections	\$3,080,558	\$4,014,387	\$4,340,426	\$326,039
TOTAL ACTIVITY APPROPRIATIONS	\$3,080,558	\$4,014,387	\$4,340,426	\$326,039
APPROPRIATIONS:				
Capital Assets	\$570,886	\$-	\$-	\$-
Cowcap	\$185,166	\$52,079	\$95,089	\$43,010
Other Charges	\$283,093	\$451,725	\$489,718	\$37,993
Salaries And Employee Benefits	\$908,090	\$1,180,053	\$1,047,108	\$(132,945)
Service And Supplies	\$1,133,323	\$2,330,530	\$2,708,511	\$377,981
TOTAL APPROPRIATIONS:	\$3,080,558	\$4,014,387	\$4,340,426	\$326,039
REVENUES:				
Charges For Current Serv	\$57,597	\$500,000	\$50,000	\$(450,000)
Intergovernmental Revenue	\$771,799	\$926,368	\$1,398,550	\$472,182
Miscellaneous Revenue	\$101,268	\$11,500	\$5,500	\$(6,000)
Other Financing Sources	\$900,582	\$1,685,440	\$1,790,420	\$104,980
TOTAL REVENUES:	\$1,831,246	\$3,123,308	\$3,244,470	\$121,162
NET COUNTY COST	\$1,249,312	\$891,079	\$1,095,956	\$204,877

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.

Key Goals and Objectives Results in FY 2020/21

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. **Results:** This objective was completed.
- **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. **Results:** This objective was completed.
- **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. **Results:** This objective was completed.

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. **Results:** This objective was completed.

- **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. **Results:** This objective was completed.
- **Objective 3:** Implement protocols by training staff by July 2020. **Results:** This objective was completed.

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. **Results:** This objective was completed.
- **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. **Results:** This objective was completed.

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. **Results:** This objective was completed.
- **Objective 2:** Establish procedures for processing a CVR for persons who missed the close of registration deadline by August 2020. **Results:** This objective was completed.
- **Objective 3:** Train poll workers to process a CVR at the polling locations by September 2020. **Results:** This objective was completed.

Other Accomplishments in FY 2020/21

- Provided Ballot-on-Demand printers during the 2020 Presidential General Election, allowing voters to vote at any of our twenty polling places.
- Implemented the DFM Lite System using real time to process voters and CVR at our polling places. We were able to process 2,206 CVR voters through the ballot tabulators at the polling place.
- Installed 12 new ballot drop-off boxes throughout Tulare County.

Key Goals and Objectives for FY 2021/22

Safety and Security

Goal 1: Install Imprivata OneSign on each computer for comprehensive identity access and multifactor authentication platform. Imprivata OneSign provides a secure, auditable chain of workstation access using a fingerprint biometric authentication for maximum workstation security.

- **Objective 1:** Coordinate with the Tulare County Information and Communications Technology (TCiCT) to identify authorized users within our office by July 2021.
- **Objective 2:** Coordinate the installation with the TCiCT by July 2021.
- **Objective 3:** Train staff to use the Imprivata OneSign system by August 2021.

Organizational Performance

Goal 1: Tulare County is one of six California counties in to participate in the National States Geographic Information Council Geo-Enabled Elections pilot project. The Geo-Enable Elections project will focus especially on the use of geospatial information in elections. Our goal is to work on the development of best practices guidance for the spatial auditing processes for precinct assignments.

- **Objective 1:** Attend monthly meetings with a state appointed GIS Apprentice on an ongoing basis to collaborate on goals and objectives through November 2021.

- **Objective 2:** Implement the established best practices guidance for ensuring precinct assignments by January 2022.

Goal 2: Participate in a mock election with the Secretary of State that will focus on redistricting, ballot processing, voter participation history, Ballot Trax and initiate VoteCal matches.

- **Objective 1:** Coordinate with TCICT to create a county test environment by July 2021.
- **Objective 2:** Participate in the Secretary of State's mock election scenarios by October 2021.
- **Objective 3:** Attend the mock debrief session to review results, investigate tickets, and catalog findings in November 2021.

Budget Request

The Requested Budget represents an overall increase of \$326,039 or 8% in expenditures and an overall increase of \$ \$121,162 or 4% in revenues when compared with the FY 2020/21 Final Budget. As a result, the Net County Cost increased \$204,877 or 23% when compared with the FY 2020/21 Final Budget.

Significant areas with major changes between the FY 2020/21 Final Budget and the FY 2021/22 Requested Budget are as follows:

- Salaries and Benefits will decrease \$132,945 primarily based on a reduction in Extra Help staff.
- Services and Supplies will increase \$377,981 primarily based on rent and lease equipment, employment services, and election day help to cover costs for the Gubernatorial Recall Election in 2021 and the June 2022 Gubernatorial Election.
- Countywide Cost Allocation Plan (COWCAP) charges will increase \$43,010 primarily based on changes in the plan.
- Revenue Projections will increase \$121,162 primarily based on state funding to cover the costs for the 2021 Gubernatorial Recall Election.

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 Services

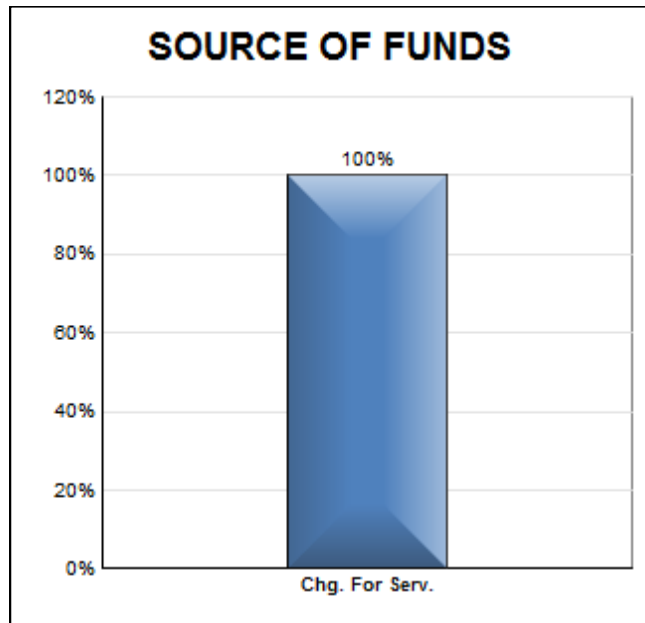
Kennon Keoseyan, Information & Communications Technology Director

Fund: 001

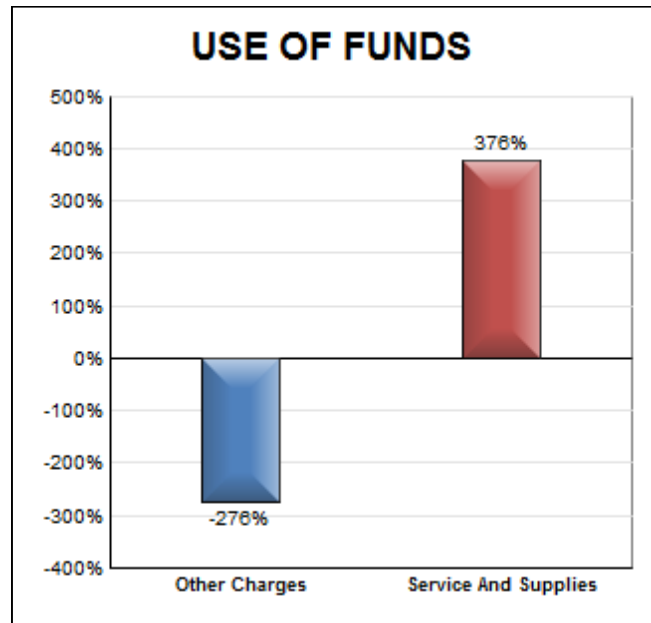
Agency: 091

SUMMARY OF APPROPRIATIONS AND REVENUES

	2019/20 ACTUALS	2020/21 FINAL BUDGET	2021/22 CAO RECOMMEND	VARIANCE
ACTIVITY APPROPRIATIONS:				
Communications	\$350,558	\$423,721	\$600,771	\$177,050
TOTAL ACTIVITY APPROPRIATIONS	\$350,558	\$423,721	\$600,771	\$177,050
APPROPRIATIONS:				
Other Charges	\$(1,286,562)	\$(1,105,056)	\$(1,658,981)	\$(553,925)
Service And Supplies	\$1,637,120	\$1,528,777	\$2,259,752	\$730,975
TOTAL APPROPRIATIONS:	\$350,558	\$423,721	\$600,771	\$177,050
REVENUES:				
Charges For Current Serv	\$350,560	\$423,721	\$600,771	\$177,050
TOTAL REVENUES:	\$350,560	\$423,721	\$600,771	\$177,050
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 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 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. **Results:** This objective was completed.
- **Objective 2:** Utilize the Telecom Audit and Optimization Service to evaluate communication products within departments and identify cost-saving opportunities by June 2021. **Results:** This objective was completed.
- **Objective 3:** Complete a Voice over Internet Protocol (VoIP) lease and upgrade of Cisco telecommunications equipment by June 2021. **Results:** This objective was completed.

Other Accomplishments in FY 2020/21

- Added dark fiber between data centers to enhance VoIP and video conferencing technologies.
- Connected the Tulare Agricultural Commissioner’s office to dark fiber, increasing bandwidth for VoIP and data services.
- Created and supported a thousand soft phones and multiple call centers for county employees for use during the COVID-19 pandemic and in support of remote workforce needs.
- Installed networking, VoIP, and video conferencing technology at the new Probation Headquarters, Cornerstone building in Porterville, the new Transit Operations & Maintenance Facility, and Fire Station One.

Key Goals and Objectives for FY 2021/22

Economic Well-Being

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

- **Objective 1:** Develop and implement a service audit in an effort to identify cost-savings countywide by June 2022.
- **Objective 2:** Complete a Voice over Inter Protocol (VoIP) audit to determine device end-of life and communicate a replacement and funding plan with all departments by June 2022.

Budget Request

The Requested Budget represents an overall increase of \$177,050 or 42% in expenditures and an overall increase of \$ 177,050 or 42% in revenues when compared with the FY 2020/21 Final Budget.

Significant areas with major changes between the FY 2020/21 Final Budget and the FY 2021/22 Requested Budget are as follows:

- Services and Supplies will increase \$730,975 primarily based on increased telecommunication charges to other departments.
- Other Charges will decrease \$553,925 primarily based on decreased depreciation expenses and telecommunication charges to 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.

Capital Acquisitions

Cass Cook

Auditor-Controller/Treasurer-Tax Collector

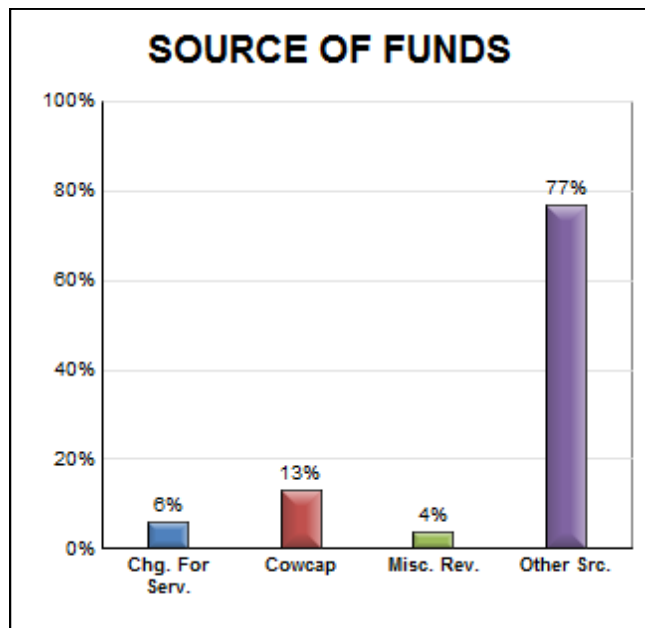
Fund: 001

Agency: 095

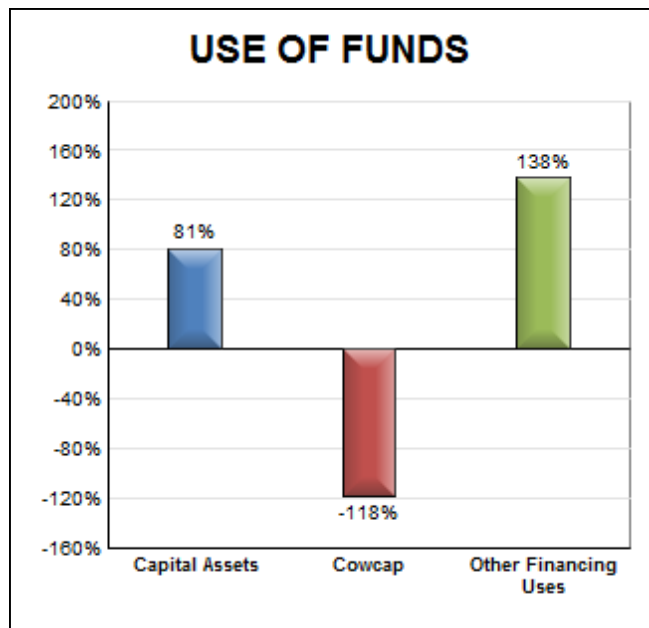
SUMMARY OF APPROPRIATIONS AND REVENUES

	2019/20 ACTUALS	2020/21 FINAL BUDGET	2021/22 CAO RECOMMEND	VARIANCE
ACTIVITY APPROPRIATIONS:				
Debt Services	\$528,454	\$604,687	\$600,367	\$(4,320)
Legislative And Administrative	\$2,329,730	\$1,848,163	\$1,991,062	\$142,899
TOTAL ACTIVITY APPROPRIATIONS	\$2,858,184	\$2,452,850	\$2,591,429	\$138,579
APPROPRIATIONS:				
Capital Assets	\$2,329,730	\$1,948,163	\$2,091,062	\$142,899
Cowcap	\$(3,188,631)	\$(2,986,651)	\$(3,065,681)	\$(79,030)
Other Financing Uses	\$3,717,085	\$3,491,338	\$3,566,048	\$74,710
TOTAL APPROPRIATIONS:	\$2,858,184	\$2,452,850	\$2,591,429	\$138,579
REVENUES:				
Charges For Current Serv	\$175,593	\$160,395	\$158,795	\$(1,600)
Cowcap	\$352,861	\$344,292	\$341,572	\$(2,720)
Miscellaneous Revenue	\$-	\$100,000	\$100,000	\$-
Other Financing Sources	\$2,329,730	\$1,848,163	\$1,991,062	\$142,899
TOTAL REVENUES:	\$2,858,184	\$2,452,850	\$2,591,429	\$138,579

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 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 increase of \$138,579 or 6% in expenditures and an overall increase of \$138,579 or 6% in revenues when compared with the FY 2020/21 Final Budget.

Significant areas with major changes between the FY 2020/21 Final Budget and the FY 2021/22 Requested Budget are as follows:

- Capital Assets will increase \$142,899 primarily based on additional vehicles purchased through the use of internal borrowing.
- Revenue Projections will increase \$138,579 primarily based on an increase 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

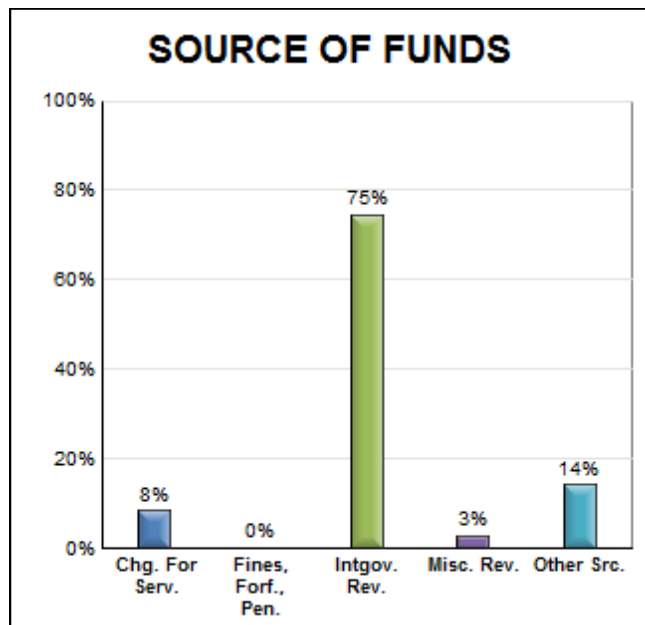
District Attorney

Fund: 001

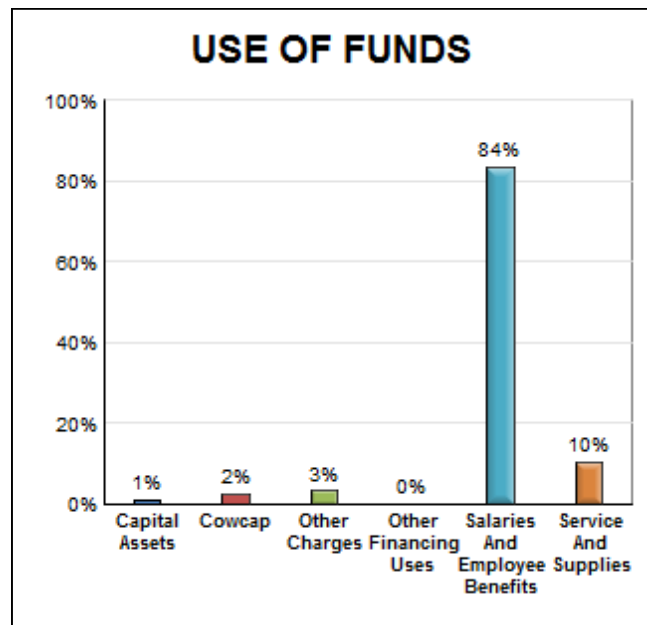
Agency: 100

SUMMARY OF APPROPRIATIONS AND REVENUES

	2019/20 ACTUALS	2020/21 FINAL BUDGET	2021/22 CAO RECOMMEND	VARIANCE
ACTIVITY APPROPRIATIONS:				
Judicial	\$24,281,483	\$26,757,761	\$27,736,411	\$978,650
Other Protection	\$288,601	\$297,496	\$329,434	\$31,938
TOTAL ACTIVITY APPROPRIATIONS	\$24,570,084	\$27,055,257	\$28,065,845	\$1,010,588
APPROPRIATIONS:				
Capital Assets	\$239,619	\$40,000	\$239,000	\$199,000
Cowcap	\$506,555	\$586,255	\$619,447	\$33,192
Other Charges	\$1,239,552	\$1,306,605	\$892,351	\$(414,254)
Other Financing Uses	\$161,799	\$1,871	\$1,946	\$75
Salaries And Employee Benefits	\$20,012,413	\$22,247,283	\$23,462,953	\$1,215,670
Service And Supplies	\$2,410,146	\$2,873,243	\$2,850,148	\$(23,095)
TOTAL APPROPRIATIONS:	\$24,570,084	\$27,055,257	\$28,065,845	\$1,010,588
REVENUES:				
Charges For Current Serv	\$312,569	\$448,245	\$435,974	\$(12,271)
Fines,Forfeit.,Penalties	\$682	\$501	\$501	\$-
Intergovernmental Revenue	\$3,574,121	\$4,056,018	\$3,851,005	\$(205,013)
Miscellaneous Revenue	\$32,446	\$110,421	\$139,418	\$28,997
Other Financing Sources	\$345,493	\$721,852	\$732,757	\$10,905
TOTAL REVENUES:	\$4,265,311	\$5,337,037	\$5,159,655	\$(177,382)
NET COUNTY COST	\$20,304,773	\$21,718,220	\$22,906,190	\$1,187,970



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 Functions

The core function of the District Attorney's Office is to prosecute crime and hold offenders accountable for their actions. The District Attorney's Office is divided into three bureaus: Criminal Prosecution – Special, Criminal Prosecution - General, and Investigations.

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 responsible for the processing of all criminal cases.
- The IT Unit oversees 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.

Bureau of Criminal Prosecutions - General

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 \$28 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 each 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) working 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 2020/21

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. **Results:** This objective was completed. The department switched to virtual meetings, further developed workplace safety policies, and conducted related training.
- **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. **Results:** This objective was completed. Utilizing the CARES Act funding, the Department purchased and installed plastic barriers and social distancing signs and markers. Masks and disinfectant spray were also purchased and distributed to department staff.

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). **Results:** This objective was completed. The collaboration agreement with the USDOLWHD was signed on September 22, 2020, when the partnership became official. Additionally, Kaweah Delta Hospital was added to the Task Force, hosting six community meetings on the human and labor trafficking issues during FY2020/21.

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. **Results:** This objective was partially completed. Although the majority of the relocation project was completed, the final phase is anticipated to be finished in July 2021.
- **Objective 2:** Build a Digital Forensic Unit laboratory for improved service to the public, prosecutors, and local law enforcement agencies by June 2021. **Results:** This objective was not completed. Due to the delay in Objective 1, Objective 2 was postponed. The department anticipates completing the objective by December 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. **Results:** This objective was partially completed. The quality control audit process is now in place, and the audits will be conducted during FY2021/22.

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. **Results:** This objective was partially completed. Due mainly to the COVID-19 pandemic and the complexity of the existing data set, this objective was delayed. The department anticipates full migration by October 2021.
- **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. **Results:** This objective was partially completed. With the assistance of the new case management system vendor, the training material was developed. By October 2021, the training and testing will be completed.

Other Accomplishments in FY 2020/21

- By utilizing grant funding, the department purchased specialized computers to provide seamless victim assistance services despite the COVID-19 pandemic. Also, using grant funding, cell phones and laptops were purchased for Victim Advocates to enable teleworking and real-time case updates.
- Successfully prosecuted the nationwide famous case, the Golden State Killer.
- The District Attorney advocated for the Office by appearing on four national televised interviews to spread awareness on the criminal justice reform effort in California.
- Despite the COVID-19 pandemic, the department continued the Memorial Quilt tradition by holding the event virtually.
- The District Attorney's Office was the first to air a self-produced bilingual television public service announcement on human and labor trafficking issues.

Key Goals and Objectives for FY 2021/22

Safety and Security

Goal 1: Develop a Mass Casualty Victimization Plan.

- **Objective 1:** Obtain a mobile command unit to be used for mass casualty victimization response by December 2021.
- **Objective 2:** Submit a comprehensive Mass Victimization Casualty Response Plan by January 2022.
- **Objective 3:** Identify community partners and prepare a collaborative agreement for approval by June 22.

Goal 2: Develop a Crisis Intervention Response Team (CIRT)

- **Objective 1:** Identify the CIRT members and stakeholders and host a planning meeting by October 2021.
- **Objective 2:** Develop a CIRT Protocol including after business hour crisis response procedures by December 2021.
- **Objective 3:** Host a CIRT training on crisis intervention and trauma-informed response by March 2022.

Organizational Performance

Goal 1: Further improve current evidence processing processes, including a storage facility.

- **Objective 1:** Relocate evidence from the Visalia office to the Porterville office to free up space, including reviewing and disposing of the expired evidence by December 2021.
- **Objective 2:** Research evidence management system options and make recommendations for purchase by June 2022.
- **Objective 3:** Conduct feasibility studies for a dedicated evidence property manager and make recommendations by June 2022.

Goal 2: Further improve the current Peer Counseling Program for the Bureau of Investigations

- **Objective 1:** Increase peer counselors from the current 8 to 12 by maximizing training opportunities by June 2022.
- **Objective 2:** Hold one general session on mental health issues for law enforcement personnel by December 2021.

Budget Request

The Requested Budget represents an overall increase of \$1,010,588 or 4% in expenditures and an overall decrease of \$ 177,382 or 3% in revenues when compared with the FY 2020/21 Final Budget. As a result, the Net County Cost increased \$1,187,970 or 5% when compared with the FY 2020/21 Final Budget.

Significant areas with major changes between the FY 2020/21 Final Budget and the FY 2021/22 Requested Budget are as follows:

- Salaries and Benefits will increase \$1,215,670 primarily based on a net addition of five FTEs and increases in salaries and benefits for existing positions.
- Other Charges will decrease \$414,254 primarily based on a reduction in General Liability insurance premium charges and an increase in billing for the Welfare Fraud program.
- Capital Assets will increase by \$199,000 primarily based on anticipated vehicle replacement charges.
- Revenue Projections will decrease by \$177,382 primarily based on a reduction in the SB90 recovery.
- Revenue Projections will decrease by \$177,382 primarily based on a reduction in the SB90 recovery funds.

Staffing changes reflected in the Requested Budget include the following:

- Add 5 FTE positions to bolster future recruitment and retention efforts while addressing current workload issues:
 - 1 Prosecution Assistant
 - 1 District Attorney I-IV (flexibly allocated)
 - 1 IT Business Intelligence Developer I/II (flexibly allocated)
 - 1 Digital Forensic Analyst I/II (flexibly allocated)
 - 1 Accountant II
- Amend 7 FTE positions to create more opportunities for advancement and retention of District Attorney personnel:
 - 1 Legal Office Assistant II to Legal Office Assistant IV
 - 6 Investigative Technician I to Investigative Technician II

Capital asset requests reflected in the Requested Budget include the following:

- 7 replacement vehicles \$239,000

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

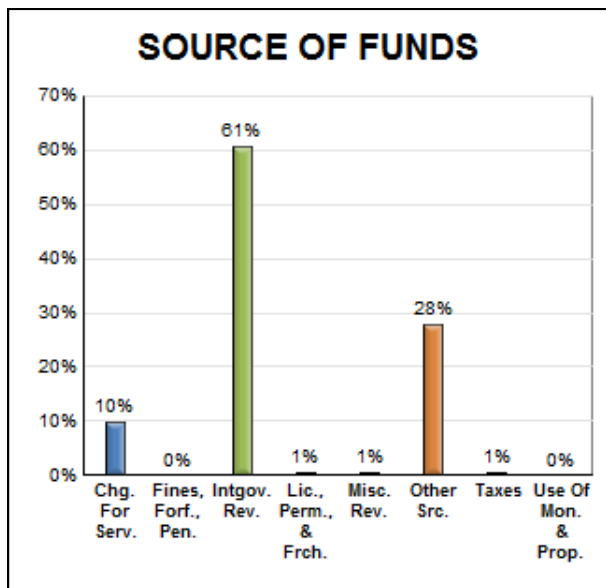
The Department Head concurs with the Recommended Budget.

Health & Human Services Agency

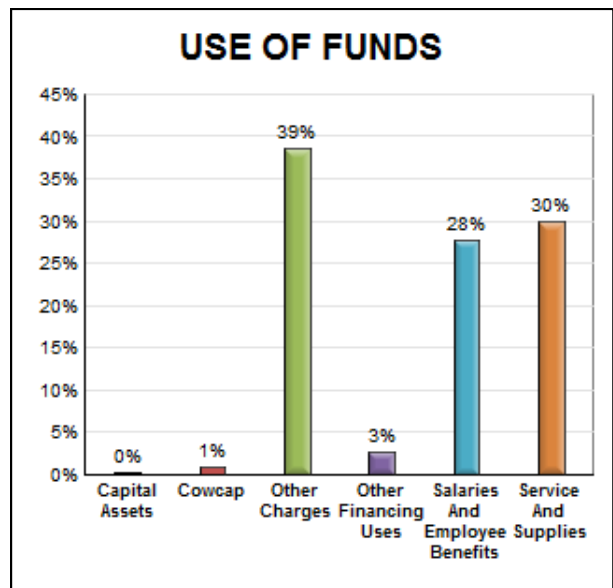
Timothy W. Lutz

Director

Fund: 001				
Agency: 142				
SUMMARY OF APPROPRIATIONS AND REVENUES	2019/20 ACTUALS	2020/21 FINAL BUDGET	2021/22 CAO RECOMMEND	VARIANCE
ACTIVITY APPROPRIATIONS:				
Administration	\$102,834,792	\$134,508,393	\$120,269,406	\$(14,238,987)
Aid Programs	\$151,468,357	\$180,144,982	\$183,539,968	\$3,394,986
Care Of Court Wards	\$32,485,670	\$34,695,779	\$38,603,417	\$3,907,638
Health	\$109,416,021	\$128,286,454	\$166,768,074	\$38,481,620
Hospital Care Other	\$63,735,174	\$70,326,989	\$71,479,664	\$1,152,675
Protection Veterans' Services	\$11,551,550	\$12,314,059	\$12,759,812	\$445,753
	\$435,554	\$400,932	\$451,276	\$50,344
TOTAL ACTIVITY APPROPRIATIONS:	\$471,927,118	\$560,677,588	\$593,871,617	\$33,194,029
APPROPRIATIONS:				
Capital Assets	\$873,979	\$655,694	\$1,392,058	\$736,364
Cowcap	\$4,723,332	\$4,654,062	\$5,009,101	\$355,039
Other Charges	\$189,777,542	\$225,433,942	\$229,210,741	\$3,776,799
Other Financing Uses Salaries And Employee Benefits Service And Supplies	\$16,324,520	\$14,329,497	\$16,014,292	\$1,684,795
	\$132,118,907	\$147,538,621	\$164,292,043	\$16,753,422
	\$128,108,838	\$168,065,772	\$177,953,382	\$9,887,610
TOTAL APPROPRIATIONS:	\$471,927,118	\$560,677,588	\$593,871,617	\$33,194,029
REVENUES:				
Charges For Current Serv	\$41,559,436	\$54,501,675	\$56,814,645	\$2,312,970
Fines, Forfeit., Penalties	\$965	\$805	\$603	\$(202)
Intergovernmental Revenue	\$271,840,316	\$319,144,671	\$349,268,970	\$30,124,299
Lic., Permits & Franchise	\$2,870,796	\$3,328,719	\$3,521,276	\$192,557
Miscellaneous Revenue Other	\$20,499,202	\$2,917,173	\$3,187,116	\$269,943
Financing Sources Rev. from Use of Money & Prop Taxes	\$115,448,570	\$161,110,012	\$161,064,177	\$(45,835)
	\$-	\$-	\$-	\$-
	\$2,623,724	\$3,000,000	\$3,000,000	\$-
TOTAL REVENUES:	\$454,843,009	\$544,003,055	\$576,856,787	\$32,853,732
NET COUNTY COST	\$17,084,109	\$16,674,533	\$17,014,830	\$340,297



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 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 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.

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, 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 for health care employees. Additional collaborations include: the Coordinated Care Operations Center 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, 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 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. **Results:** This objective was completed.
- **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. **Results:** This objective was partially completed. The Public Health Laboratory is actively working with the hospital to remedy electronic data security parameters. It is anticipated to be fully implemented by June 2022.
- **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. **Results:** This objective was completed.
- **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. **Results:** This objective was not completed. The Environmental Health Division had a decrease in funding due to business closures. Additionally, staff were redirected to COVID-19 and SQF Fire response.
- **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%. **Results:** This objective was not completed. Although Tulare County volunteered to attempt some degree of CalOAR implementation, TulareWORKs was unable to move forward due to the level of effort required to respond 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 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. **Results:** This objective was completed.

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. **Results:** This objective was completed.
- **Objective 2:** By December 2020, the Public Health Branch will achieve national accreditation by the Public Health Accreditation Board. **Results:** This objective was completed.

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. **Results:** This objective was not completed. Due to the COVID-19 pandemic, the WIC program closed office lobbies to the public and the health centers limited access to patients. Due to health risks associated with COVID-19, integration into the health care centers has been postponed until it is safe to do so.
- **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. **Results:** This objective was not completed. The onset of the COVID-19 pandemic delayed expansion of Veteran Services' outreach efforts as local community college courses transitioned to a virtual setting. It is anticipated to be complete by June 2022.
- **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 and augmented Board and Care placements. **Results:** This objective was partially completed. The COVID-19 pandemic limited the number of new consumers that could be placed in lower-level care facilities.
- **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. **Results:** This objective was partially completed. The onset of the COVID-19 pandemic and resulting staff shortage delayed full implementation of Animal Services' responsible pet ownership education program.

Other Accomplishments in FY 2020/21

- Animal Services began creating a low-cost veterinary clinic on the shelter premises which will increase humane care for animals in the shelter and provide affordable services to members of the community who may otherwise have no access to veterinary care for their pets.
- Animal Services has maintained a Life Release Rate of over 90% since June 2020.

Key Goals and Objectives for FY 2021/22

Quality of Life

Goal 1: Develop, expand, or improve services to ensure a safe and thriving community.

- **Objective 1:** The Mental Health Branch will develop and implement Assisted Outpatient Treatment, or "Laura's Law" as defined in AB 1976. This pilot program will provide court-ordered treatment, using intensive outpatient services, to treatment-refusing individuals with serious mental illness who have a recent history of arrests, psychiatric hospitalizations, harm to self or others, and/or at-risk of clinical deterioration by June 2022.

- **Objective 2:** TulareWORKs will resume the California Outcomes and Accountability Review (CalOAR) implementation, which is a new approach to measuring outcomes in our CalWORKs programs by utilizing the CalWORKs 2.0 service delivery approach by June 2022.
- **Objective 3:** Animal Services will open the new spay and neuter clinic and begin surgeries on both shelter animals and public-owned pets while also performing vaccinations and microchipping for owned pets by June 2022.

Goal 2: Evaluate and improve services to ensure services are provided in a collaborative and community-driven manner.

- **Objective 1:** The Public Health Branch will integrate Women, Infant, and Children (WIC) services into the Tulare County Health Care Centers. Services will be centered around lactation consulting and providing nutritional vouchers. Nutritional education will be provided to Tulare County Health Care Center patients as an extension of the traditional WIC offices by June 2022.
- **Objective 2:** The Immunizations program will develop and implement a COVID-19 vaccination plan which includes enhanced influenza vaccination coverage to build local capacity. The plan will incorporate the three phases of vaccine availability, ensure equitable vaccination access at each phase, and encourage widespread vaccine acceptance and uptake by June 2022.
- **Objective 3:** Child Welfare Services, in collaboration with InTelegy, will ensure successful implementation within the Resource Family Approval team, including a Workload Management Tool functionality to enhance and improve direct services to the community. This will manage the manual processes that relieve the impact of imbalanced referral patterns, supporting realignment of the Resource Family Approval team activity to direct casework by June 2022.

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:** The Public Health Branch will increase its capacity to seek and obtain grant funding by training administrative staff in grant writing and program development. In addition, the branch will apply for a minimum of three competitive grants to increase funding and enhance program services by June 2022.
- **Objective 2:** A minimum of 80% of Public Health Branch staff will complete quality improvement training to understand and carry out the branch's Performance Management and Quality Improvement Plan by June 2022.
- **Objective 3:** In line with the Governor's Master Plan for Aging, Tulare County Aging Services intends to partner with K/T AAA, Suicide Prevention Task Force, and others to help bridge the digital divide for local seniors. Senior isolation and loneliness are known to have adverse implications on health and well-being. Statewide, more than fifty percent of seniors age 75+ lack access to internet, devices to utilize it, or both. This concern has been exacerbated by the COVID-19 pandemic as seniors have needed to remain at home to minimize risk of exposure. Many have been disconnected from loved ones and community since the onset of the COVID-19 pandemic. The intent is to develop and operationalize programs that provide seniors with access to technology and internet that are catered specifically to their needs. Training/technical assistance needs of seniors will be addressed to strengthen digital literacy by June 2022.

Goal 2: Strengthen partnerships with community providers to maximize effectiveness, funding sustainability, and capacity building.

- **Objective 1:** The Public Health Branch will partner with the Regional Hospital Association to coordinate with local hospitals, Federally Qualified Health Centers, and community-based organizations to begin the Community Health Assessment process. By combining efforts with these partners, the Public Health Branch will be able to collect various primary and secondary data from the community to determine the health priorities and needs of Tulare County by June 2022.
- **Objective 2:** The Mental Health Branch will implement a portion of the California Advancing and Innovating Medi-Cal multi-year proposal which is a set of reforms to expand, transform, and streamline Medi-Cal service delivery and financing. The branch will be working with the managed care plans to develop Enhanced Care Management and In lieu of services as an option for Medi-Cal recipients who meet specific target populations within Tulare County by June 2022.
- **Objective 3:** The Tulare County Adult Protective Services and Public Guardian's Office will expand its collaboration and training to all county law enforcement departments. This collaboration will better identify the gaps in services; help continue to build working relationships with our law enforcement partners; and allow agencies to complete their investigations efficiently by June 2022.

Budget Request

The Requested Budget represents an overall increase of \$33,194,029 or 6% in expenditures and an overall increase of \$32,853,732 or 6% in revenues when compared with the FY 2020/21 Final Budget. As a result, the Net County Cost increased \$340,297 or 2% when compared with the FY 2020/21 Final Budget.

Significant areas with major changes between the FY 2020/21 Final Budget and the FY 2021/22 Requested Budget are as follows:

- Salaries and Benefits will increase \$16,753,422 primarily based on merit increases, cost-of-living adjustments, annual increases for the Pension Obligation Bond, and increased retirement and benefit costs.
- Services and Supplies will increase \$9,887,610 primarily based on increased contracted services to assist with COVID-19 response activities and provider payments in Behavioral Health.
- Other Charges will increase \$3,776,799 primarily based on increased mandated program assistance payments and increased expenses for services provided by other county departments.
- Capital Assets will increase \$736,364 primarily based on one-time state funding being used to purchase equipment to prepare for public safety power shutoffs.
- Other Financing Uses will increase \$1,684,795 primarily based on the projected increase in State Sales Tax and Vehicle License Fees (VLF) due to a recovering economy.
- Countywide Cost Allocation Plan (COWCAP) charges will increase \$355,039 primarily based on an increase in COWCAP distributed charges.
- Revenue Projections will increase \$32,853,732 primarily based on budgeted receipt of additional funding to be used towards COVID-19 pandemic response.

Staffing changes reflected in the Requested Budget include the following:

- Add 37 FTE positions to address workload issues and organizational changes as a result of taking on additional programmatic oversight. The requested additional positions include:
 - 2 Administrative Aide
 - 10 Administrative Specialist II
 - 1 Child Welfare Services Supervisor

- 1 Compliance Specialist – Lead
- 1 Division Manager HHS Self Sufficiency
- 1 Lab Assistant III
- 1 Lactation Coordinator
- 1 Nurse – Registered
- 4 Peer Support Specialist
- 2 Public Health Program Coordinator
- 3 Quality Assurance Nurse
- 8 Social Worker – Licensed
- 1 TulareWORKs Statistical Analyst
- 1 Veterinarian
- Delete 14 FTE vacant positions. The requested deleted positions include:
 - 2 Account Clerk II
 - 1 CalWIN Aid Claim Supervisor
 - 2 Community Health Technician
 - 2 Nutrition Assistant II
 - 1 Office Assistant III
 - 1 Self Sufficiency Support Asst II
 - 5 Staff Services Analyst
- Reclass 1 FTE positions to more accurately reflect actual job duties performed and the needs of the programs. The requested reclassified positions include:
 - 1 Paralegal II – K to Staff Services Analyst II

Capital asset requests reflected in the Requested Budget include the following:

- 2 Symmetra or equivalent Uninterrupted Power Supply LX 16K Model Number SYA16K16PXR - \$102,000
- 1 Licensed Microwave Link Model RW-7216-2000 - \$15,000
- 1 Cisco or equivalent Firewall Appliance Model number ASA5510 - \$19,000
- 1 Electric forklift truck battery for forklift EO 36volt, 1320 amperes model 7FBCU20 - \$8,800
- 1 Forklift Battery Charger Model Number LG18-1050F3B - \$9,350
- 1 AXIS rack server/ Camera station - \$8,300
- 1 WS-C3850 48 Port Switch - \$9,000
- 1 WS-C3850 48 Port Switch - \$9,000
- 2 WS-C3850 48 Port Switch - \$18,000
- 1 WS-C3850 48 Port Switch - \$9,000
- 1 AXIS Camera station/server - \$8,000
- 1 Laboratory-grade fluorescent/light microscope, Leica DM500 and supplementary parts - \$30,000
- 2 Ford cargo vans or equivalent - \$110,000
- 2 Two side-load trailers - \$50,000
- 1 Laboratory-grade refrigerator, VWR Model #GDM-23-SCI-HC-TSL01 - \$9,500
- 2 Full Size vaccine Refrigerator - \$44,882
- 5 Portable Freezer/Refrigerator - \$36,980
- 1 Ford F150 or similar - \$47,023
- 1 Ford F150 or similar - \$47,023
- 2 200kW class mobile diesel generators - \$300,000
- 2 40' Used seatrains containers with shelving and vents - \$20,500

Capital assets approved by the Board of Supervisors prior to the publication of this book include the following:

- 3 Automated liquid handler - \$480,700

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 & Development

Lupe Garza

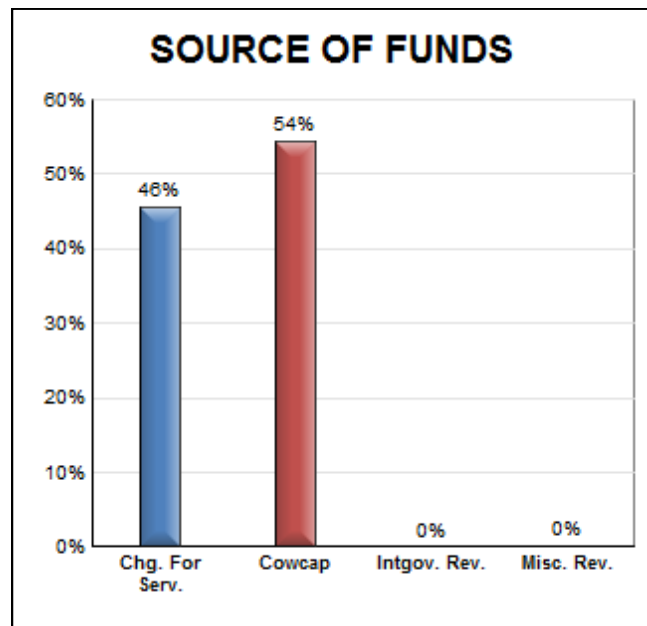
Director

Fund: 001

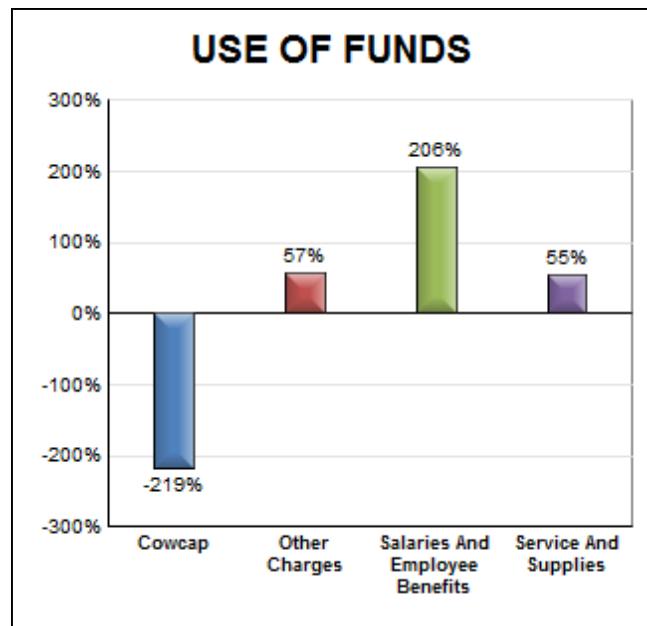
Agency: 200

SUMMARY OF APPROPRIATIONS AND REVENUES

	2019/20 ACTUALS	2020/21 FINAL BUDGET	2021/22 CAO RECOMMEND	VARIANCE
ACTIVITY APPROPRIATIONS:				
Personnel	\$880,754	\$1,464,342	\$1,328,794	\$(135,548)
TOTAL ACTIVITY APPROPRIATIONS	\$880,754	\$1,464,342	\$1,328,794	\$(135,548)
APPROPRIATIONS:				
Cowcap	\$(2,503,031)	\$(2,562,744)	\$(2,905,306)	\$(342,562)
Other Charges	\$413,176	\$699,427	\$761,377	\$61,950
Salaries And Employee Benefits	\$2,275,240	\$2,557,727	\$2,740,486	\$182,759
Service And Supplies	\$695,369	\$769,932	\$732,237	\$(37,695)
TOTAL APPROPRIATIONS:	\$880,754	\$1,464,342	\$1,328,794	\$(135,548)
REVENUES:				
Charges For Current Serv	\$321,165	\$394,658	\$415,027	\$20,369
Cowcap	\$385,241	\$440,854	\$495,423	\$54,569
Intergovernmental Revenue	\$34,524	\$-	\$-	\$-
Miscellaneous Revenue	\$252	\$502	\$502	\$-
TOTAL REVENUES:	\$741,182	\$836,014	\$910,952	\$74,938
NET COUNTY COST	\$139,572	\$628,328	\$417,842	\$(210,486)



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 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 with 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 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. **Results:** This objective was not completed. HR&D offered online wellness activities in place of the annual event.
- **Objective 2:** Incorporate open enrollment information for Fiscal Year 2020/21 by May 2021. **Results:** This objective was completed.

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. **Results:** This objective was completed.
- **Objective 2:** Convert Supervisory Academy courses to e-learning format by June 2021. **Results:** This objective was not completed. Supervisory Academy course conversion was delayed due to the COVID-19 pandemic and will be completed by June 2022.
- **Objective 3:** Develop a leadership academy for leads and entry level management by June 2021. **Results:** This objective was not completed. Leadership academy development was delayed due to the COVID-19 pandemic and will be completed by June 2022.

Other Accomplishments in FY 2020/21

- Created a virtual new employee orientation program.
- Implemented e-learning courses for AB 1825 and SB 1343 through the Relias online training platform. This platform supported 61 completed AB 1825 trainings and 599 completed SB 1343 trainings in FY 2020/21.
- Implemented a COVID-19 contact tracing program to meet new State and Federal regulations for the COVID-19 pandemic response.

Key Goals and Objectives for FY 2021/22

Organizational Performance

Goal 1: Evaluate, update, and restructure the Employee Wellness Program.

- **Objective 1:** Develop a working committee involving representatives from departments throughout the County by June 2022.
- **Objective 2:** Identify activities based on high-risk health insurance claims, employee survey feedback, and public health initiatives by June 2022.
- **Objective 3:** Implement an updated program for Plan Year 2022 by June 2022.

Goal 2: Assess and update the Training and Development Program.

- **Objective 1:** Conduct an assessment to determine the needs of the County Departments and employees by June 2022.
- **Objective 2:** Develop and implement a Customer Service Training Program by June 2022.
- **Objective 3:** Incorporate Relias mobile app learning by June 2022.

Goal 3: Administer Human Resource policy and programs effectively and efficiently, while maintaining internal customer satisfaction.

- **Objective 1:** Develop and implement a Client Satisfaction Survey by June 2022.
- **Objective 2:** Achieve internal customer satisfaction levels with HR&D services at or above 80% as measured by the annual survey by June 2022.

Budget Request

The Requested Budget represents an overall decrease of \$135,548 or 9% in expenditures and an overall increase of \$ 74,938 or 9% in revenues when compared with the FY 2020/21 Final Budget. As a result, the Net County Cost decreased \$210,486 or 33% when compared with the FY 2020/21 Final Budget.

Significant areas with major changes between the FY 2020/21 Final Budget and the FY 2021/22 Requested Budget are as follows:

- Salaries and Benefits will increase \$182,759 primarily based on the addition of 1.0 FTE in FY 2020/21 and cost of living increases.
- Countywide Cost Allocation Plan (COWCAP) charges will increase \$342,562 primarily based on a change in the plan.

Staffing changes reflected in the Requested Budget include the following:

- Reclass 1.0 FTE position to create more opportunities for advancement and align duties of the position:
 - 1 Office Assistant III-K to Secretary I

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

	2019/20 ACTUALS	2020/21 FINAL BUDGET	2021/22 CAO RECOMMEND	VARIANCE
ACTIVITY APPROPRIATIONS:				
Care Of Court Wards	\$143,536	\$269,738	\$8,172	\$(261,566)
Detention And Correction	\$38,722,429	\$51,502,313	\$54,620,107	\$3,117,794
TOTAL ACTIVITY APPROPRIATIONS	\$38,865,965	\$51,772,051	\$54,628,279	\$2,856,228

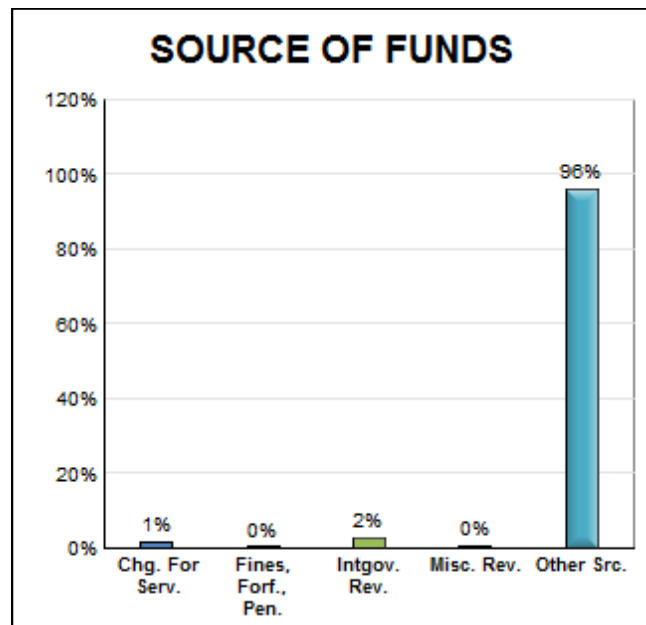
APPROPRIATIONS:

Capital Assets	\$166,950	\$426,250	\$526,000	\$99,750
Cowcap	\$1,512,477	\$1,201,186	\$1,229,877	\$28,691
Other Charges	\$6,835,163	\$7,498,198	\$7,465,977	\$(32,221)
Other Financing Uses	\$3,697,906	\$216,320	\$1,775,164	\$1,558,844
Salaries And Employee Benefits	\$22,628,987	\$32,680,140	\$34,241,209	\$1,561,069
Service And Supplies	\$4,024,482	\$9,749,957	\$9,390,052	\$(359,905)
TOTAL APPROPRIATIONS:	\$38,865,965	\$51,772,051	\$54,628,279	\$2,856,228

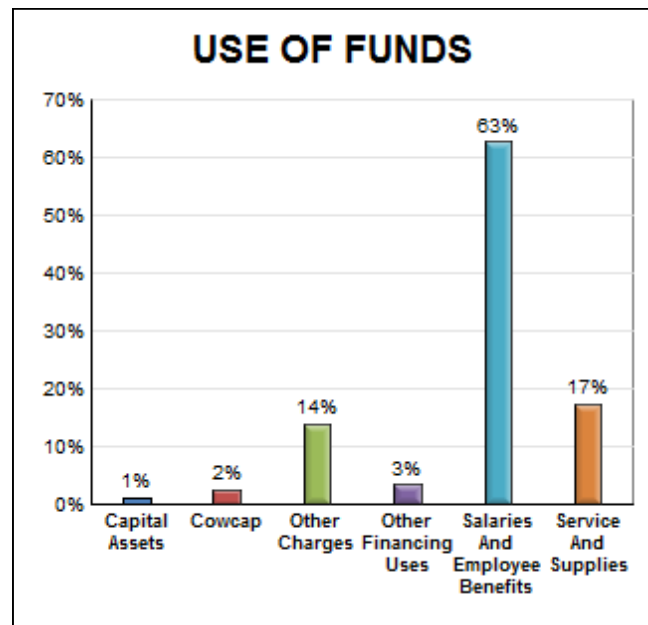
REVENUES:

Charges For Current Serv	\$680,223	\$809,777	\$418,950	\$(390,827)
Fines,Forfeit.,Penalties	\$19,599	\$20,501	\$20,501	\$-
Intergovernmental Revenue	\$1,080,047	\$1,958,480	\$753,515	\$(1,204,965)
Miscellaneous Revenue	\$92,447	\$108,507	\$108,508	\$1
Other Financing Sources	\$14,738,810	\$28,473,632	\$31,437,786	\$2,964,154
TOTAL REVENUES:	\$16,611,126	\$31,370,897	\$32,739,260	\$1,368,363

NET COUNTY COST	\$22,254,839	\$20,401,154	\$21,889,019	\$1,487,865
------------------------	---------------------	---------------------	---------------------	--------------------



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, and Spousal Abuse Felony Enforcement 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.

Juvenile Services Division

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 FY 2020/21

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. **Results:** This objective was completed.
- **Objective 2:** Enter into contract with identified service providers by March 2021. **Results:** This objective was partially completed. There was a delay in the construction of the Probation Connections Center, which caused a delay in the negotiation with providers.
- **Objective 3:** Assess the preliminary utilization of services by June 2021. **Results:** This objective was not completed. Due to the delay in construction, implementation of the Connections Center was delayed; thus, no assessment on utilization was possible.

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. **Results:** This objective was completed.
- **Objective 2:** Begin vocational trade instruction by February 2021. **Results:** This objective was completed.
- **Objective 3:** Provide 25 youth with instruction in the vocational education certificate program by June 2021. **Results:** This objective was partially completed. Due to COVID-19 pandemic, restrictions were put in place, limiting the number of participating youths to only 20.

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. **Results:** This objective was partially completed. Negotiation with a vendor was initiated. However, due to the COVID-19 pandemic, the contract was not executed. Negotiation will resume in July 2021.
- **Objective 2:** Conduct periodic random sampling to evaluate scoring accuracy by June 2021. **Results:** This objective was completed.
- **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. **Results:** This objective was completed.

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. **Results:** This objective was not completed. Due to the passage of AB1950, this objective is put on hold pending closure of all AB1950 eligible cases for better and more accurate evaluation.

- **Objective 2:** Implement modification to caseload assignment, supervision distribution, and division structures by January 2021. **Results:** This objective was partially completed. Initial modifications were made based upon current numbers; however, the full impact will be realized upon the closure of AB1950 impacted clients.

Other Accomplishments in FY 2020/21

- Transitional Unit was created to support client's transition from in-custody care to out-of-custody care, supporting a continuum of care.
- The department updated its vision, and values statements and launched a new logo which more appropriately aligns with the department's functions.
- Probation Department consolidated three offices, moved to its new Probation Headquarters, and renovated the staff lounge at the Juvenile Detention Facility.
- The department created and launched three new websites: a department main page, a department jobs page, and an intranet site to increase communication with the community and department personnel.
- A DJJ Realignment multi-agency subcommittee was created to collaboratively develop a county plan to address the needs of realigned youth pursuant to SB823.

Key Goals and Objectives for FY 2021/22

Organizational Performance

- Goal 1:** Enhance the Pretrial data sharing between the Probation Department, the Sheriff's Office, and the Court through case management system integration to improve efficiency and work effectiveness.
- **Objective 1:** Implement complete automation of Caseload Explorer Pretrial/Tulare County Sheriff booking database by September 2021.
 - **Objective 2:** Develop an updated workflow procedure and provide training to staff by October 2021.

Quality of Life

- Goal 1:** Develop the land adjacent to the Juvenile Detention Facility to provide much needed outdoor space, which will serve a variety of purposes to include expanded therapeutic, recreational, and career technical education spaces.
- **Objective 1:** Install perimeter fences and security cameras adjacent to the Juvenile Detention Facility by November 2021.
 - **Objective 2:** Develop and prepare the land to provide the activities listed above by February 2022.
 - **Objective 3:** Purchase items and equipment necessary to create space for activities listed above by March 2022.

Economic Well-Being

- Goal 1:** Enhance the Career and Technical Education (CTE) program (Vocational Education Program) by expanding the programs offered to the youth who are placed on or referred by the Probation Department.
- **Objective 1:** Add one (1) FTE Probation Vocational Instructor, a new classification, to develop vocational courses and provide instruction on various vocational trades by September 2021.
 - **Objective 2:** Evaluate CTE programs to expand upon existing vocational trades provided by January 2022.
 - **Objective 3:** Initiate new CTE program(s) to enhance services currently provided by May 2022.

Safety and Security

Goal 1: Expand the treatment and service options available and provided to probation clients to better address their individualized needs.

- **Objective 1:** Evaluate available treatment and service options to probation clients by August 2021.
- **Objective 2:** Develop an agreement(s) with service providers to fill the gaps in service identified in Objective 1 by December 2021.
- **Objective 3:** Establish provider meetings to assess service delivery and ensure client needs are being met by January 2022.

Budget Request

The Requested Budget represents an overall increase of \$2,856,228 or 6% in expenditures and an overall increase of \$1,368,363 or 4% in revenues when compared with the FY 2020/21 Final Budget. As a result, the Net County Cost increased \$1,487,865 or 7% when compared with the FY 2020/21 Final Budget.

Significant areas with major changes between the FY 2020/21 Final Budget and the FY 2021/22 Requested Budget are as follows:

- Salaries and Benefits will increase \$1,561,069 primarily based on requested changes to the personnel allocation of the Department and cost of living adjustments.
- Services and Supplies will decrease \$359,905 primarily based on decrease in the cost of contracted services and treatment for clients.
- Capital Assets will increase \$99,750 primarily based on the increased cost of requested vehicles to replace existing high mileage vehicles, vehicles that were surplus, and a purchase of a sound system for the conference room in the Adult Division.
- Other Financing Uses will increase \$1,558,844 primarily based on proposed improvement project for the Juvenile Detention Facility.
- Revenue Projections will increase \$1,368,363 primarily based on savings from program funds rolled over to FY 2021/2022.

Staffing changes reflected in the Requested Budget include the following:

- Add four (4) FTE positions to assist the Administration Division and four (4) FTE positions to the SB 81- Probation Program Unit to provide vocational trades instructions and bolster programming in the Juvenile Detention Facility:
 - 1 Probation Administrative Specialist I/II
 - 1 Legal Secretary III
 - 1 System and Procedures Analyst II
 - 1 Probation Vocational Education Instructor
 - 2 Probation Program Specialist
 - 1 Probation Program Specialist Supervisor
 - 1 Graphics Specialist
- Delete nine (9) FTE vacant positions to offset the cost of the requested new positions:
 - 1 Detention Services Officer – Probation
 - 6 Office Assistant III
 - 2 Probation Institution Supervisors
- Amend one (1) FTE position to address the current needs of the Department. The requested amended position is:
 - 1 Administrative Services Officer I to Administrative Services Officer II

Capital asset requests reflected in the Requested Budget include the following:

- 10 Replacement Vehicles - \$476,000
- 1 Media Equipment - \$50,000

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

Erin Brooks

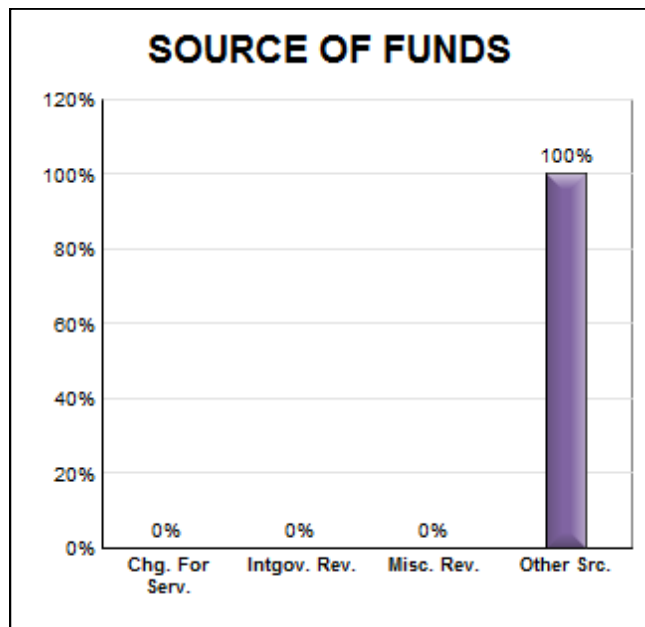
Public Defender

Fund: 001

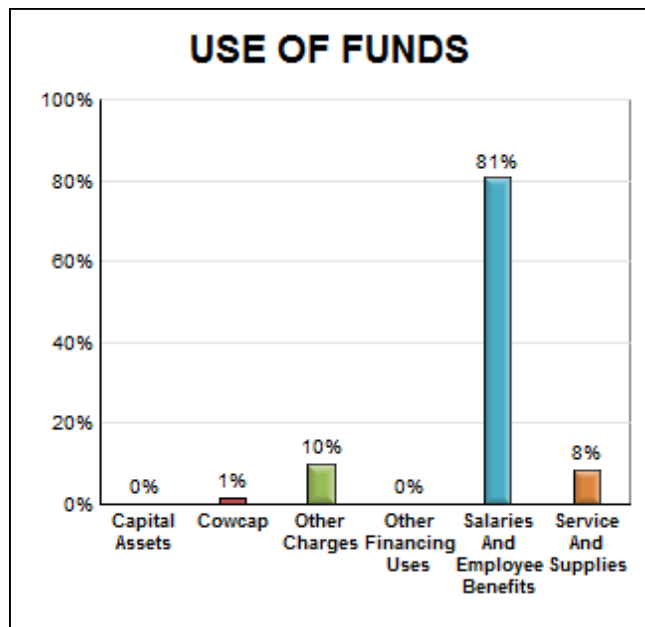
Agency: 210

SUMMARY OF APPROPRIATIONS AND REVENUES

	2019/20 ACTUALS	2020/21 FINAL BUDGET	2021/22 CAO RECOMMEND	VARIANCE
ACTIVITY APPROPRIATIONS:				
Judicial	\$11,377,572	\$12,707,098	\$13,561,400	\$854,302
TOTAL ACTIVITY APPROPRIATIONS	\$11,377,572	\$12,707,098	\$13,561,400	\$854,302
APPROPRIATIONS:				
Capital Assets	\$44,158	\$-	\$-	\$-
Cowcap	\$210,546	\$190,876	\$177,132	\$(13,744)
Other Charges	\$1,103,195	\$1,305,992	\$1,349,405	\$43,413
Other Financing Uses	\$1,405	\$1,462	\$1,520	\$58
Salaries And Employee Benefits	\$9,526,087	\$10,337,940	\$10,929,255	\$591,315
Service And Supplies	\$492,181	\$870,828	\$1,104,088	\$233,260
TOTAL APPROPRIATIONS:	\$11,377,572	\$12,707,098	\$13,561,400	\$854,302
REVENUES:				
Charges For Current Serv	\$91,770	\$100,002	\$2	\$(100,000)
Intergovernmental Revenue	\$70,440	\$3	\$1	\$(2)
Miscellaneous Revenue	\$337	\$203	\$4	\$(199)
Other Financing Sources	\$337,725	\$398,573	\$767,656	\$369,083
TOTAL REVENUES:	\$500,272	\$498,781	\$767,663	\$268,882
NET COUNTY COST	\$10,877,300	\$12,208,317	\$12,793,737	\$585,420



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 2020/21

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. **Results:** This objective was completed.
- **Objective 2:** Implement regular department, office, management and attorney meetings utilizing a virtual meeting platform (such as Zoom) by October 2020. **Results:** This objective was partially completed. Zoom was utilized for regular management meetings and other meetings that were needed to staff cases. Regular officewide virtual attorney meetings were not implemented.
- **Objective 3:** Provide continuing education and training through virtual platforms, both through in-house resources as well as outside agencies by June 2021. **Results:** This objective was completed. Continuing education and trainings were provided through a virtual platform (Zoom).

Quality of Life

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. **Results:** This objective was completed. The Public Defender website was updated to provide current information regarding expungement or post-conviction relief as well as staff-presented information regarding the Clean Slate Program on local television news.
- **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. **Results:** This objective was completed. An internal committee, called the Clean Slate Committee, was formulated for 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. **Results:** This objective was partially completed. While outside training has been limited, due to the COVID-19 pandemic, it is anticipated that these services may be reinstated shortly. Members of the Clean Slate Committee have been able to train staff on the possibility of post-conviction relief. It is anticipated that formal training to outside entities will resume within this fiscal year.

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. **Results:** This objective was completed. Teams handling capital cases have implemented regular team meetings that include the attorneys, investigators, social worker, paralegals, and sometimes members of management. Agendas are created and distributed to all team members prior to the meeting.
- **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. **Results:** This objective was partially completed. One group meeting of experienced and new capital attorneys was conducted. The attendees found the meeting helpful, but future meetings have not yet been scheduled.

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. **Results:** This objective was partially completed. Manuals for specific duties relating to the case management system were created. Additional manuals will continue to be developed and distributed.

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. **Results:** This objective was partially completed. Training tools from the San Francisco Public Defender's Office were reviewed, revised, and distributed to attorneys.
- **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. **Results:** This objective was completed.

Other Accomplishments in FY 2020/21

- The Department has maintained COVID-19 protocols in all offices and has had no issues with employees following those protocols.
- The Department was able to continue to provide constitutionally required representation during a worldwide pandemic with few issues relating to teleworking and productivity.
- The Department was appointed a new Public Defender in January 2021 and a new Assistant Public Defender in March 2021. The transition was successful.

Key Goals and Objectives for FY 2021/22

Economic Well-Being

Goal 1: Provide community outreach and continue to file petitions for relief under Proposition 47 before its scheduled sunset in 2022.

- **Objective 1:** Screen all case files for Proposition 47 eligibility, and prepare and file any warranted petitions in Superior Court by June 2022.
- **Objective 2:** Schedule at least two community events informing the community of relief under Proposition 47 by June 2022.

Organizational Performance

Goal 1: Improve the morale and well-being of attorneys in the office to reduce the rate of turnover.

- **Objective 1:** Implement 90-day check-ins for attorneys to meet with their supervisors to facilitate discussions regarding employee satisfaction and well-being by September 2021.
- **Objective 2:** Utilize allowable grant funding to create a multi-purpose room for training, meetings, and a break room by June 2022.

Goal 2: Standardize training for new attorneys.

- **Objective 1:** Create a “New Attorney Toolkit” to provide resource materials for new attorneys by October 2021.
- **Objective 2:** Create and implement standardized training for new misdemeanor attorneys by February 2022.

Budget Request

The Requested Budget represents an overall increase of \$854,302 or 7% in expenditures and an overall increase of \$268,882 or 54% in revenues when compared with the FY 2020/21 Final Budget. As a result, the Net County Cost increased \$585,420 or 5% when compared with the FY 2020/21 Final Budget.

Significant areas with major changes between the FY 2020/21 Final Budget and the FY 2021/22 Requested Budget are as follows:

- Salaries and Benefits will increase \$591,315 primarily based on cost-of-living increases and a greater extra help budget.
- Services and Supplies will increase \$233,260 primarily based on a backlog of cases now being heard in the courtroom as COVID-19 is now stabilizing, allowing for court operations to proceed.
- Revenue Projections will increase \$268,882 primarily based on receipt of a Board of State and Community Corrections grant.

Staffing changes reflected in the Requested Budget include the following:

- Add one (1) FTE position to meet the standards of operations as the Public Defender office continues to grow. The requested added position includes:
 - Legal Secretary I-III
- Delete one (1) FTE position in order to allow the new additional FTE position to fulfill the needs of the office. The requested deletion includes:
 - Paralegal I-II
- Reclass one (1) FTE Social Worker Licensed position allowing the complex job description to align with the Public Defender Office needs. The requested reclassified position includes:
 - Social Worker (Licensed) to Public Defender Mitigation Specialist

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

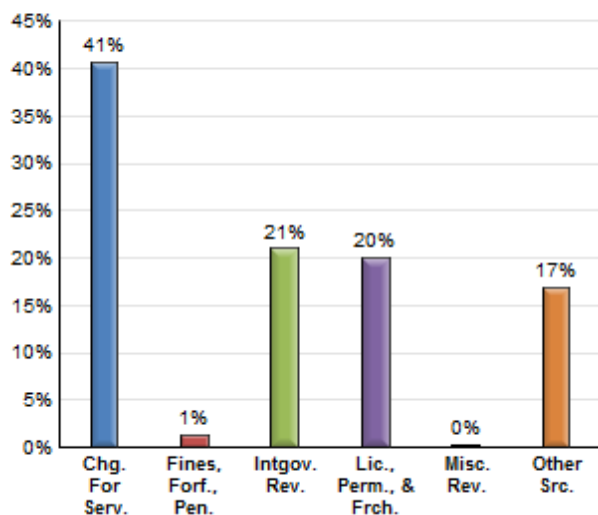
Fund: 001

Agency: 230

SUMMARY OF APPROPRIATIONS AND REVENUES

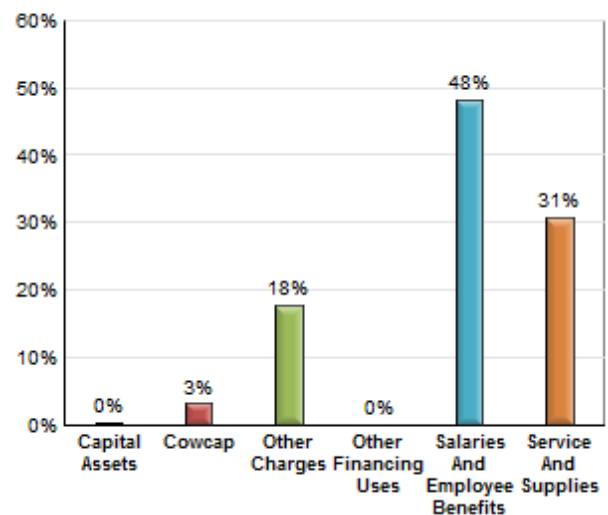
	2019/20 ACTUALS	2020/21 FINAL BUDGET	2021/22 CAO RECOMMEND	VARIANCE
ACTIVITY APPROPRIATIONS:				
Flood Control And Soil And Wat	\$94,129	\$1,363,301	\$1,362,390	\$(911)
Other Assistance	\$340,974	\$1,491,495	\$2,829,978	\$1,338,483
Other General	\$4,363,945	\$2,689,105	\$2,617,287	\$(71,818)
Other Protection	\$3,092,360	\$3,897,741	\$4,434,127	\$536,386
Protection Inspection	\$3,221,981	\$4,051,429	\$5,119,641	\$1,068,212
TOTAL ACTIVITY APPROPRIATIONS	\$11,113,389	\$13,493,071	\$16,363,423	\$2,870,352
APPROPRIATIONS:				
Capital Assets	\$81,945	\$12,000	\$60,000	\$48,000
Cowcap	\$447,058	\$567,483	\$501,502	\$(65,981)
Other Charges	\$1,594,691	\$3,094,188	\$2,892,731	\$(201,457)
Other Financing Uses	\$1,900,000	\$-	\$1,200	\$1,200
Salaries And Employee Benefits	\$5,852,185	\$6,641,105	\$7,893,402	\$1,252,297
Service And Supplies	\$1,237,510	\$3,178,295	\$5,014,588	\$1,836,293
TOTAL APPROPRIATIONS:	\$11,113,389	\$13,493,071	\$16,363,423	\$2,870,352
REVENUES:				
Charges For Current Serv	\$3,941,626	\$5,420,987	\$5,726,496	\$305,509
Fines,Forfeit.,Penalties	\$436,709	\$157,500	\$175,000	\$17,500
Intergovernmental Revenue	\$550,294	\$1,571,612	\$2,951,071	\$1,379,459
Lic.,Permits & Franchise	\$2,924,990	\$2,354,700	\$2,829,900	\$475,200
Miscellaneous Revenue	\$66,933	\$41,000	\$26,000	\$(15,000)
Other Financing Sources	\$956,969	\$1,860,000	\$2,365,000	\$505,000
TOTAL REVENUES:	\$8,877,521	\$11,405,799	\$14,073,467	\$2,667,668
NET COUNTY COST	\$2,235,868	\$2,087,272	\$2,289,956	\$202,684

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; Environmental Planning; Special Projects; Project Processing; and Building and Housing Divisions.
- The Public Works Branch includes the Road Maintenance Management; Design Development and Construction Management; Special Programs Management; and Surveyors Divisions.
- The Fiscal Services Branch includes the Accounting, Human Resources, and Payroll Divisions.

Key Goals and Objectives Results in FY 2020/21

Economic Well-Being

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. **Results:** This objective was not completed. The plan is in the process of being developed and is expected to be completed by June 2022.
- **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. **Results:** This objective was completed.
- **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. **Results:** This objective was partially completed. The project is approximately 80% complete and it is anticipated to be completed by end of FY 2021/22. Progress on this project is accomplished as time permits, as contributions towards community, road, bridge, and other public works projects are a priority.

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. **Results:** This objective was partially completed. Required outreach was delayed due to the COVID-19 pandemic and unforeseen staffing transitions. Environmental documents for Cutler-Orosi, Kingsburg, and Delano are completed. The Springville plan is on hold pending employee student staffing assistance from Cal Poly.
- **Objective 2:** Increase utilization of electronic submission and approval of building and planning permits (E-Review) by June 2021. **Results:** This objective was completed.
- **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. **Results:** This objective was completed.

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. **Results:** This objective was completed.
- **Objective 2:** Develop a plan to automate an RMA process or report and implement it by June 2021. **Results:** This objective was completed.
- **Objective 3:** Identify two continuous improvement initiatives to improve administrative efficiencies by June 2021. **Results:** This objective was completed.

Key Goals and Objectives for FY 2021/22

Economic Well-Being

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 2022.
- **Objective 2:** 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 2022.

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 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 2022.
- **Objective 2:** Increase the volume and capabilities of electronic submission and approval of building and planning permits (E-Review) and finalize the E-Review process by June 2022.
- **Objective 3:** Develop and implement a General Plan Amendment to address water and environmental justice by June 2022.

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 2022.
- **Objective 2:** Develop a plan to automate an RMA process or report and implement it by June 2022.
- **Objective 3:** Identify two continuous improvement initiatives to improve administrative efficiencies by June 2022.

Budget Request

The Requested Budget represents an overall increase of \$2,870,352 or 21% in expenditures and an overall increase of \$2,667,668 or 23% in revenues when compared with the FY 2020/21 Final Budget. As a result, the Net County Cost increased \$202,684 or 10% when compared with the FY 2020/21 Final Budget.

Significant areas with major changes between the FY 2020/21 Final Budget and the FY 2021/22 Requested Budget are as follows:

- Salaries and Benefits will increase \$1,252,297 primarily based on adding and amending several positions.
- Services and Supplies will increase \$1,836,293 primarily based on increase in budgeted grant related expenses.
- Other Charges will decrease \$201,457 primarily based on reduction in IT internal service charges.
- Capital Assets will increase \$48,000 primarily based on increase capital asset needs.
- Other Financing Uses will increase \$1,200 primarily based on maintenance agreement requirements that did not exist in the previous fiscal year.
- Countywide Cost Allocation Plan (COWCAP) charges will decrease \$65,981 primarily based on changes in the plan.
- Revenue Projections will increase \$2,667,668 primarily based on increase in construction permit and grant related revenue.

Staffing changes reflected in the Requested Budget include the following:

- Reclass 4 FTE positions to address expanded position responsibilities.
 - 1 Account Clerk III to Planning Tech III
 - 2 Office Assistant III to Planning Tech III
 - 1 Code Compliance Officer II to Building & Zoning Inspector III
- Add 5 positions to address workload issues.
 - 1 Accountant I
 - 1 Economic Development Analyst III
 - 1 Media Specialist II
 - 1 Grants & Resource Manager

- 1 Office Assistant III
- Delete 1 FTE to help fund one newly added position.
- 1 Administrative Aide

Capital asset requests reflected in the Requested Budget include the following:

- 1 Full Size ½ Ton Pickup 4WD - \$30,000
- 1 Self Payment Machine - \$30,000

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

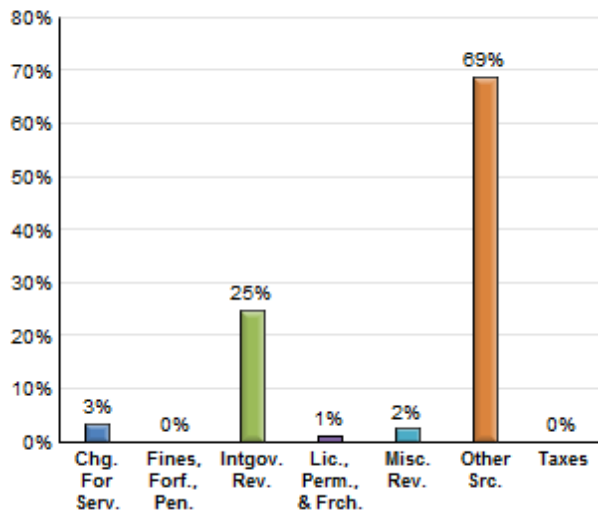
Fund: 001

Agency: 240

SUMMARY OF APPROPRIATIONS AND REVENUES

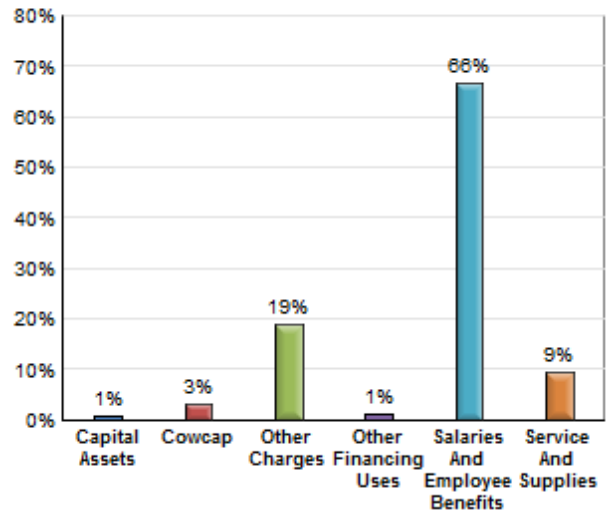
	2019/20 ACTUALS	2020/21 FINAL BUDGET	2021/22 CAO RECOMMEND	VARIANCE
ACTIVITY APPROPRIATIONS:				
Detention And Correction	\$52,773,690	\$55,589,010	\$60,770,688	\$5,181,678
Judicial	\$7,650,815	\$8,142,555	\$8,934,888	\$792,333
Police Protection	\$56,764,794	\$59,735,977	\$64,752,147	\$5,016,170
TOTAL ACTIVITY APPROPRIATIONS	\$117,189,299	\$123,467,542	\$134,457,723	\$10,990,181
APPROPRIATIONS:				
Capital Assets	\$235,874	\$460,954	\$990,507	\$529,553
Cowcap	\$4,367,264	\$4,775,574	\$4,235,491	\$(540,083)
Other Charges	\$21,504,018	\$23,793,331	\$25,401,713	\$1,608,382
Other Financing Uses	\$1,678,413	\$1,754,781	\$1,761,289	\$6,508
Salaries And Employee Benefits	\$81,039,456	\$82,636,339	\$89,385,337	\$6,748,998
Service And Supplies	\$8,364,274	\$10,046,563	\$12,683,386	\$2,636,823
TOTAL APPROPRIATIONS:	\$117,189,299	\$123,467,542	\$134,457,723	\$10,990,181
REVENUES:				
Charges For Current Serv	\$1,266,206	\$1,116,424	\$1,150,447	\$34,023
Fines,Forfeit.,Penalties	\$19	\$505	\$505	\$-
Intergovernmental Revenue	\$3,354,703	\$2,179,342	\$8,396,545	\$6,217,203
Lic.,Permits & Franchise	\$210,395	\$207,000	\$363,000	\$156,000
Miscellaneous Revenue	\$371,854	\$484,215	\$792,493	\$308,278
Other Financing Sources	\$18,582,320	\$20,837,891	\$23,526,644	\$2,688,753
Taxes	\$125,093	\$141,876	\$-	\$(141,876)
TOTAL REVENUES:	\$23,910,590	\$24,967,253	\$34,229,634	\$9,262,381
NET COUNTY COST	\$93,278,709	\$98,500,289	\$100,228,089	\$1,727,800

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 Sheriff's, each overseeing three divisions. The two Assistant Sheriff's 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 FY 2020/21

Safety and Security

Goal 1: Partner with HHSA to create/expand the collaboration of Deputies from the Homeless Enforcement and Resource Team (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. **Results:** This objective was not completed. Due to the COVID-19 pandemic, the objective was delayed and moved to the FY 2021/22 goals.

- **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. **Results:** This objective was completed.
- **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. **Results:** This objective was not completed. Due to the COVID-19 pandemic, the objective was delayed and moved to the FY 2021/22 goals.

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. **Results:** This objective was completed.
- **Objective 2:** Increase firearm compatibility amongst staff and reduce annual ammunition expenditures in comparison to previous fiscal years. **Results:** This objective was completed.

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. **Results:** This objective was completed.

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 Peace Officer Standards and Training (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. **Results:** This objective was not completed. Due to the COVID-19 pandemic, the objective was not completed and moved to the FY 2021/22 goals.

Other Accomplishments in FY 2020/21

- During the COVID-19 pandemic, the Sheriff's Office was able to host events in a safe manner. Two of these events were the Halloween Trunk or Treat and Christmas Light drive-through. These two events provided hope and joy to the children and adults from our community.
- The Sheriff's Office was awarded Agency of the Year from the Western States Information Network. The Tulare County Sheriff's specialty units conducted investigations in 2020 that led to 160 narcotics arrests, including the seizure of:
 - \$2.5 million in U.S. currency
 - 141 firearms
 - 4.5 pounds of heroin
 - 10 pounds of cocaine
 - 239 pounds of Methamphetamine/ice

800 gallons of Methamphetamine in solution
9,193 pounds of processed Marijuana
304,725 Marijuana plants
3,408 pounds of THC

The Sheriff's Gang Unit also arrested an additional 146 gang members. Bob Pennal, law enforcement coordinator for WSIN, said the Tulare County Sheriff's Office is a high-activity Sheriff's Office. "You guys find a lot of bad guys, and we wanted to recognize you for that," he said. "Hands down, you were chosen just for everything you do. We appreciate it."

- The Sheriff's Office conducted details to rescue victims of human trafficking and arrested trafficking suspects. Additionally, the Sheriff's Office Special Victim's Unit and Human Trafficking Unit provided instruction to law enforcement agencies within and outside Tulare County.
- The Sheriff's Office Special Victims Unit and Employee Public Relations Unit created public safety messages and videos that were posted on social media and provided to the schools. This is part of an effort on prevention and education to the community while helping create awareness of the dangers of human trafficking.
- In a continued effort to maintain safe communities during one investigation in May 2021, the Sheriff's Office seized seven firearms, 1 ounce of cocaine, a pound of methamphetamine, approximately 5,000 fentanyl pills, and \$15,000 in cash while arresting two suspects.

Key Goals and Objectives for FY 2021/22

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 2022.

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 2022.
- **Objective 2:** 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 2022.

Quality of Life

Goal 1: Research, contract, and establish a local Jail Based Competency Treatment (JBCT) program for inmates.

- **Objective 1:** Detentions Administrative personnel and Health & Human Services Agency personnel will work together with the Department of State Hospitals to coordinate, design, and contract into a three-year agreement to strategically treat local county inmates with greater skilled mental health care.
- **Objective 2:** Reduce recidivism in local county jails through the use of the JBCT program, which will also contribute referrals to community based treatment when released from custody.

Economic Well-Being

Goal 1: To improve economic well-being through cost saving measures, such as providing hosted in-county training resulting in less out-of-county travel, reduction of county vehicle usage, and overtime expenses.

- **Objective 1:** Reduce overtime expenses by scheduling more classes with a reduced class size which in turn also reduces overtime expenses.
- **Objective 2:** Despite the COVID-19 pandemic, TCSO increased its hosted class vendors by approximately 30% in FY 2020/21. In FY 2021/22, TCSO will increase that hosting amount by an additional 50%.

Budget Request

The Requested Budget represents an overall increase of \$10,990,181 or 9% in expenditures and an overall increase of \$9,262,381 or 37% in revenues when compared with the FY 2020/21 Final Budget. As a result, the Net County Cost increased \$1,727,800 or 2% when compared with the FY 2020/21 Final Budget.

Significant areas with major changes between the FY 2020/21 Final Budget and the FY 2021/22 Requested Budget are as follows:

- Salaries and Benefits will increase \$6,748,998 primarily based on projected cost of living increases and unfreezing positions.
- Services and Supplies will increase \$2,636,823 primarily based on the increased cost for departmental supplies and contracted services.
- Other Charges will increase \$1,608,382 primarily based on increases in facility maintenance.
- Capital Assets will increase \$529,553 primarily based on re-budgeted assets that were approved and ordered in FY 2020/21, but were not delivered end of FY 2020/21.
- Countywide Cost Allocation Plan (COWCAP) charges will decrease \$540,083 primarily based on changes to the Cost Plan.
- Revenue Projections will increase \$9,262,381, primarily based on State, Federal and Trust Fund funding.

Staffing changes reflected in the Requested Budget include the following:

- Delete 1 FTE in the Administrative Support Division and 1 FTE in the Detention Division:
 - 1 Inmate Programs Specialist
 - 1 Sheriff's Correctional Deputy
- Add 3 FTEs in the Administrative Support Division:
 - 1 Inmate Programs Specialist
 - 1 Farm Crew Leader
 - 1 Butcher
- Amend 6 positions in the Administrative Support Division:
 - 1 Grant Specialist II to Grant Specialist III
 - 1 Account Clerk I to Account Clerk III
 - 2 Account Clerk II to Account Clerk III
 - 1 Inmate Industries Manager to Engraving Supervisor
 - 1 Inmate Program Specialist to Inmate Program Specialist Supervisor
- Reclass 1 position in the Administrative Services Division:
 - 1 Emergency Dispatcher II to Emergency Dispatcher III

Capital asset requests reflected in the Requested Budget include the following:

- 1 – EOD X-Ray system (\$60,096)
- 1 – EOD Trailer (\$33,824)
- 1 – Cellbrite Computer and Software (\$41,030)
- 3 – Tactical Electronics Kits (\$22,992)
- 1 – Truck for the Illegal Dumping Program (\$60,000)
- 1 – Trailer for the Illegal Dumping Program (\$10,000)

Capital assets approved by the Board of Supervisors prior to the publication of this book include the following:

- 1 - Forklift for Inmate Programs (\$32,000)
- 1 - 2020 Ford Explorer (\$37,637)
- 1 - 2021 Ford Explorer (\$42,178)
- 1 – Steam Kettle (\$24,000)
- 1 – Convention Oven (\$12,000)
- 1 – 2004 Cessna Aircraft Components equipment (\$114,800)
- 10 – Patrol Vehicles (\$420,000)
- 1 – Aviation Radio Installation (\$39,950)
- 1 – 2021 Ford Explore (\$40,000)

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

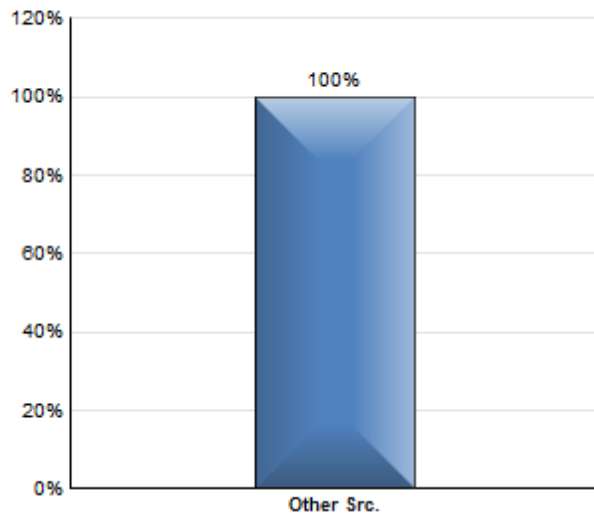
Fund: 001

Agency: 260

SUMMARY OF APPROPRIATIONS AND REVENUES

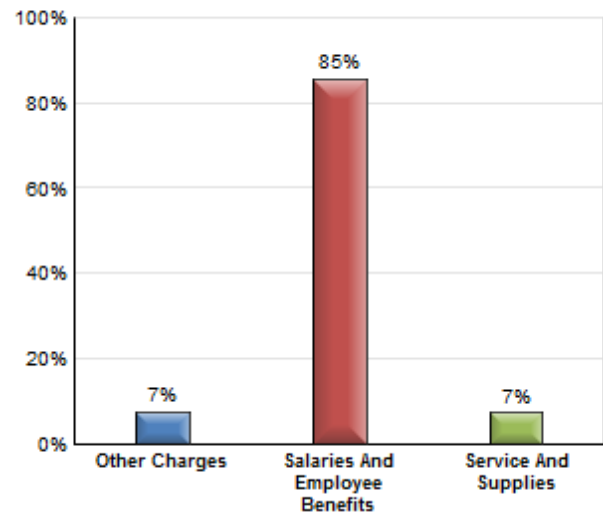
	2019/20 ACTUALS	2020/21 FINAL BUDGET	2021/22 CAO RECOMMEND	VARIANCE
ACTIVITY APPROPRIATIONS:				
Detention And Correction	\$266,687	\$276,763	\$289,218	\$12,455
Judicial	\$138,644	\$339,594	\$344,301	\$4,707
Police Protection	\$237,033	\$428,293	\$487,803	\$59,510
TOTAL ACTIVITY APPROPRIATIONS	\$642,364	\$1,044,650	\$1,121,322	\$76,672
APPROPRIATIONS:				
Other Charges	\$9,098	\$53,824	\$83,874	\$30,050
Salaries And Employee Benefits	\$633,266	\$910,826	\$956,620	\$45,794
Service And Supplies	\$-	\$80,000	\$80,828	\$828
TOTAL APPROPRIATIONS:	\$642,364	\$1,044,650	\$1,121,322	\$76,672
REVENUES:				
Other Financing Sources	\$458,642	\$863,258	\$906,187	\$42,929
TOTAL REVENUES:	\$458,642	\$863,258	\$906,187	\$42,929
NET COUNTY COST	\$183,722	\$181,392	\$215,135	\$33,743

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 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. **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 2021/22

Safety and Security

Goal 1: Utilize COPS funds to maintain staffing levels allowing the agency 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 \$76,672 or 7% in expenditures and an overall increase of \$ 42,929 or 5% in revenues when compared with the FY 2020/21 Final Budget. As a result, the Net County Cost increased \$33,743 or 19% when compared with the FY 2020/21 Final Budget.

Significant areas with major changes between the FY 2020/21 Final Budget and the FY 2021/22 Requested Budget are as follows:

- Other Charges will increase \$30,050 primarily based on Data Processing increase cost.

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

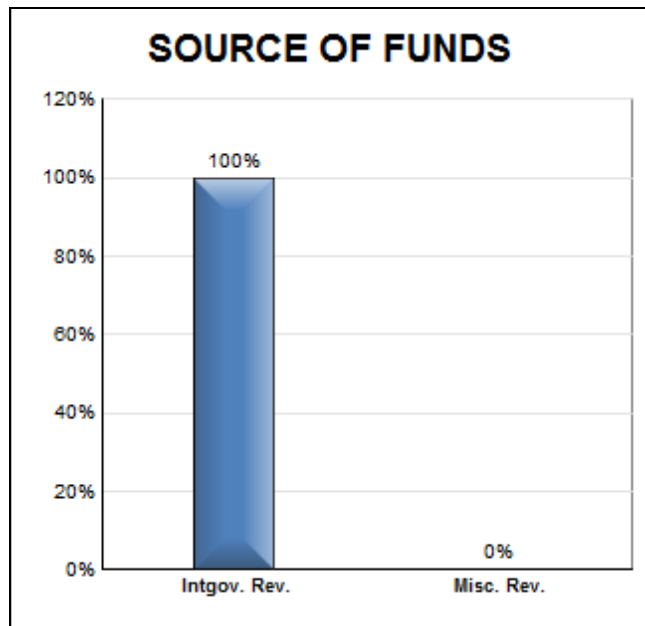
Tim Ward
District Attorney

Fund: 001

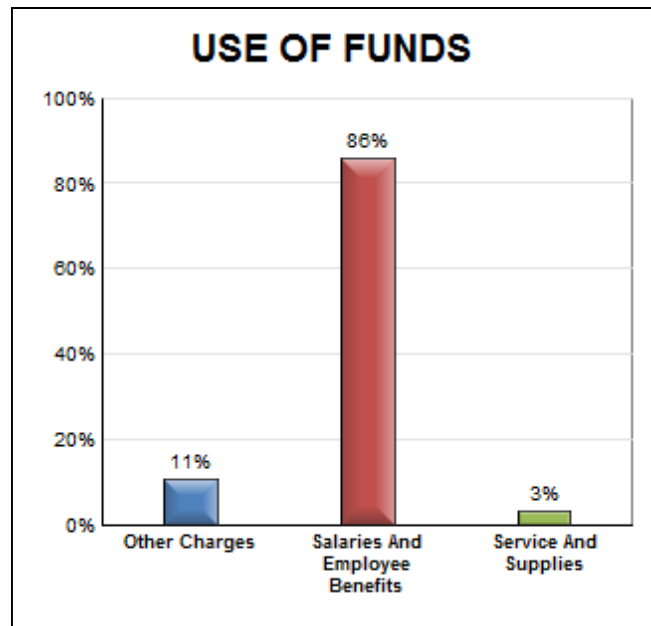
Agency: 265

SUMMARY OF APPROPRIATIONS AND REVENUES

	2019/20 ACTUALS	2020/21 FINAL BUDGET	2021/22 CAO RECOMMEND	VARIANCE
ACTIVITY APPROPRIATIONS:				
Police Protection	\$667,144	\$716,442	\$796,654	\$80,212
Protection Inspection	\$-	\$-	\$-	\$-
TOTAL ACTIVITY APPROPRIATIONS	\$667,144	\$716,442	\$796,654	\$80,212
APPROPRIATIONS:				
Other Charges	\$13,886	\$25,679	\$84,548	\$58,869
Salaries And Employee Benefits	\$632,706	\$663,703	\$685,045	\$21,342
Service And Supplies	\$20,552	\$27,060	\$27,061	\$1
TOTAL APPROPRIATIONS:	\$667,144	\$716,442	\$796,654	\$80,212
REVENUES:				
Intergovernmental Revenue	\$666,998	\$716,442	\$737,789	\$21,347
Miscellaneous Revenue	\$146	\$-	\$-	\$-
TOTAL REVENUES:	\$667,144	\$716,442	\$737,789	\$21,347
NET COUNTY COST	\$0	\$0	\$58,865	\$58,865



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

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 \$7.5 billion in total crop value in 2019. Of the 3,158,400 acres of land in Tulare County, approximately 1,815,000 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 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. **Results:** This objective was completed. Once the COVID-19 social distancing requirement was reduced, the department completed five site visits to the local recycling centers and scrapyards.

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:** Continue hosting regular and annual CVRCTF meetings to improve collaboration among all rural crime prevention stakeholders. **Results:** This objective was completed. Despite the logistical challenges from the COVID-19 pandemic, the Department attended the annual CVRCTF meeting and hosted one in-person CRCPTF meeting during May 2021.

Other Accomplishments in FY 2020/21

- Tulare County Rural Crimes Unit continued to investigate agricultural crimes and recover the losses despite the challenges from the COVID-19 pandemic.

Key Goals and Objectives for FY 2021/22

Safety and Security

Goal 1: Continue with agricultural crime prevention efforts while investigating and prosecuting agriculture crimes in collaboration with the Tulare County Sheriff's Office Ag Crimes Unit.

- **Objective 1:** By June 2022, conduct 15 or more site visits to monitor local recycling centers and scrapyards for early detection of agriculture crimes.
- **Objective 2:** By June 2022, deploy 10 or more pieces of bait equipment to keep Tulare County at the forefront in agriculture crime prevention efforts.

Organizational Performance

Goal 1: Maintain a leadership role within the CVRCTF and the CRCPTF.

- **Objective 1:** Host quarterly CRCPTF meetings through June 2022.
- **Objective 2:** Host the annual Rural Crimes School by October 2021.
- **Objective 3:** Attend an annual CVRCTF meeting by June 2022.

Budget Request

The Requested Budget represents an overall increase of \$80,212 or 11% in expenditures and an overall increase of \$ 21,347 or 3% in revenues when compared with the FY 2020/21 Final Budget. As a result, the Net County Cost increased \$58,865 or 100% when compared with the FY 2020/21 Final Budget.

Significant areas with major changes between the FY 2020/21 Final Budget and the FY 2021/22 Requested Budget are as follows:

- Other Charges will increase \$58,869 primarily based on increase in TCiCT data processing 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.

Juvenile Justice Crime Prevention

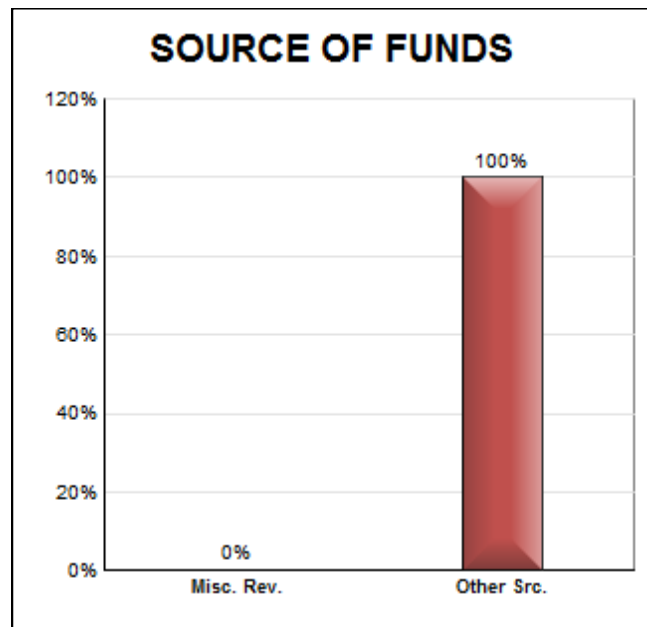
Michelle Bonwell
Chief Probation Officer

Fund: 001

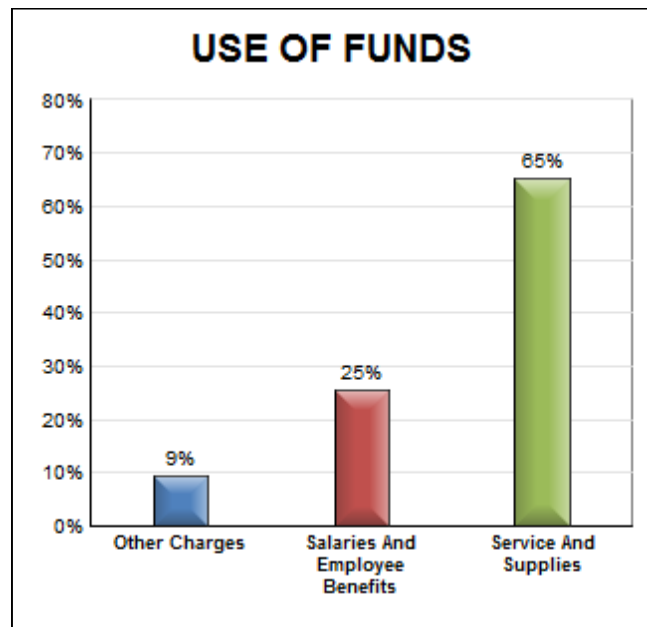
Agency: 280

SUMMARY OF APPROPRIATIONS AND REVENUES

	2019/20 ACTUALS	2020/21 FINAL BUDGET	2021/22 CAO RECOMMEND	VARIANCE
ACTIVITY APPROPRIATIONS:				
Detention And Correction	\$611,218	\$2,250,468	\$1,829,992	\$(420,476)
TOTAL ACTIVITY APPROPRIATIONS	\$611,218	\$2,250,468	\$1,829,992	\$(420,476)
APPROPRIATIONS:				
Other Charges	\$224,142	\$268,517	\$173,361	\$(95,156)
Salaries And Employee Benefits	\$281,459	\$790,310	\$465,903	\$(324,407)
Service And Supplies	\$105,617	\$1,191,641	\$1,190,728	\$(913)
TOTAL APPROPRIATIONS:	\$611,218	\$2,250,468	\$1,829,992	\$(420,476)
REVENUES:				
Miscellaneous Revenue	\$183	\$-	\$1	\$1
Other Financing Sources	\$611,035	\$2,250,468	\$1,829,991	\$(420,477)
TOTAL REVENUES:	\$611,218	\$2,250,468	\$1,829,992	\$(420,476)
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

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 programs 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 two (2) 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 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. **Results:** This objective was completed.
- **Objective 2:** Discuss and negotiate contracts for juvenile treatment services by March 2021. **Results:** This objective was completed.
- **Objective 3:** Enter into contract(s) with vendors by June 2021. **Results:** This objective was partially completed. Due to COVID-19 pandemic, the negotiation of vendor contracts was delayed. The draft contract is currently under review.

Other Accomplishments in FY 2020/21

- Expanded youth programs by entering into a contract with JDT Consultants to provide in-home Therapeutic Behavioral Services (TBS) to probation youth.
- Expanded mental health services for probation youth through a partnership with Mending Fences.
- Family Preservation Unit provided services to forty-one (41) youth, of which twenty-five (25) successfully completed, four (4) graduated from high school, and three (3) have obtained employment.
- Thirty (30) youth successfully completed drug and alcohol counseling through Champions Recovery Alternative Programs.
- Forty-nine (49) youth successfully completed Cognitive Behavioral Therapy 2.0 through the Alliant University.

Key Goals and Objectives for FY 2021/22

Safety and Security

Goal 1: Expand prevention and intervention services for at-risk youth in Tulare County in an effort to prevent involvement in the criminal justice system.

- **Objective 1:** Identify gaps in prevention and/or intervention efforts countywide to address youth needs by August 2021.

- **Objective 2:** Identify community-based organizations that provide or support prevention and/or intervention efforts by October 2021.
- **Objective 3:** Enter into contracts with identified community-based organizations to expand and enhance prevention and intervention efforts countywide.

Budget Request

The Requested Budget represents an overall decrease of \$420,476 or 19% in expenditures and an overall decrease of \$420,476 or 19% in revenues when compared with the FY 2020/21 Final Budget. As a result, the Net County Cost did not change when compared with the FY 2020/21 Final Budget.

Significant areas with major changes between the FY 2020/21 Final Budget and the FY 2021/22 Requested Budget are as follows:

- Salaries and Benefits will decrease \$324,407 primarily based on reassignment of some vacant positions to other programs.
- Other Charges will decrease \$95,156 primarily based on a reduced number of positions in this unit, resulting in a reduction in charges for Worker's Compensation and Services to Other Department.
- Revenue Projections will decrease \$420,476 primarily based on reduced expenditures to reimburse.

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

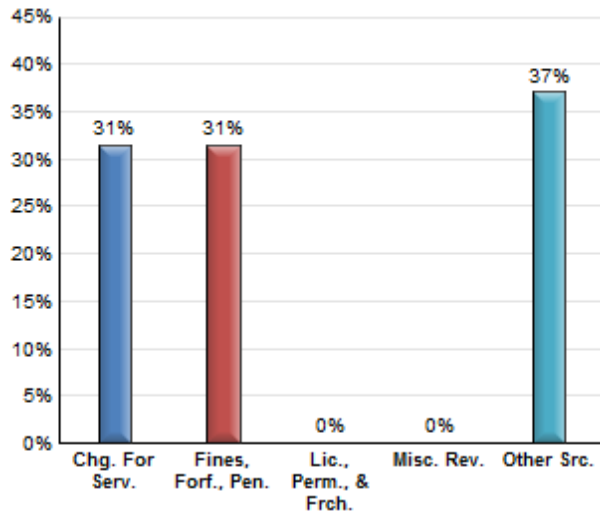
Fund: 001

Agency: 810

SUMMARY OF APPROPRIATIONS AND REVENUES

	2019/20 ACTUALS	2020/21 FINAL BUDGET	2021/22 CAO RECOMMEND	VARIANCE
ACTIVITY APPROPRIATIONS:				
Judicial	\$6,971,059	\$7,175,143	\$8,754,502	\$1,579,359
Police Protection	\$152,239	\$150,000	\$150,000	\$-
TOTAL ACTIVITY APPROPRIATIONS	\$7,123,298	\$7,325,143	\$8,904,502	\$1,579,359
APPROPRIATIONS:				
Cowcap	\$99,331	\$115,241	\$36,176	\$(79,065)
Other Charges	\$3,804,901	\$3,672,903	\$5,326,633	\$1,653,730
Other Financing Uses	\$5,508	\$5,730	\$5,956	\$226
Salaries And Employee Benefits	\$188,447	\$191,855	\$196,323	\$4,468
Service And Supplies	\$3,025,111	\$3,339,414	\$3,339,414	\$-
TOTAL APPROPRIATIONS:	\$7,123,298	\$7,325,143	\$8,904,502	\$1,579,359
REVENUES:				
Charges For Current Serv	\$2,527,877	\$2,255,496	\$2,187,603	\$(67,893)
Fines,Forfeit.,Penalties	\$2,443,882	\$2,382,901	\$2,187,961	\$(194,940)
Lic.,Permits & Franchise	\$8,540	\$11,000	\$10,000	\$(1,000)
Miscellaneous Revenue	\$78	\$100	\$275	\$175
Other Financing Sources	\$209,561	\$759,618	\$2,576,780	\$1,817,162
TOTAL REVENUES:	\$5,189,938	\$5,409,115	\$6,962,619	\$1,553,504
NET COUNTY COST	\$1,933,360	\$1,916,028	\$1,941,883	\$25,855

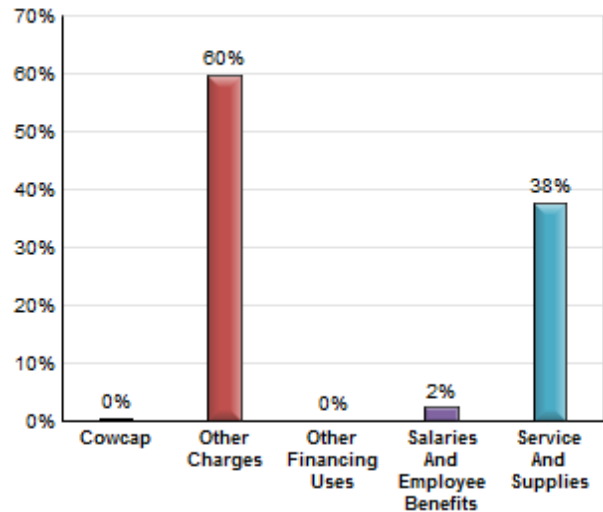
SOURCE OF FUNDS



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 \$1,579,359 or 22% in expenditures and an overall increase of \$1,553,504 or 29% in revenues when compared with the FY 2020/21 Final Budget. As a result, the Net County Cost increased \$25,855 or 1% when compared with the FY 2020/21 Final Budget.

Significant areas with major changes between the FY 2020/21 Final Budget and the FY 2021/22 Requested Budget are as follows:

- Other Charges will increase \$1,653,730 primarily based on a recalculation of court qualified revenues remitted from the County to the State Treasurer.
- Countywide Cost Allocation Plan (COWCAP) charges will decrease \$79,065 primarily based on changes to the Plan.
- Revenue Projections will increase \$1,553,504 primarily based on increased operating transfer from Miscellaneous Administration.

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

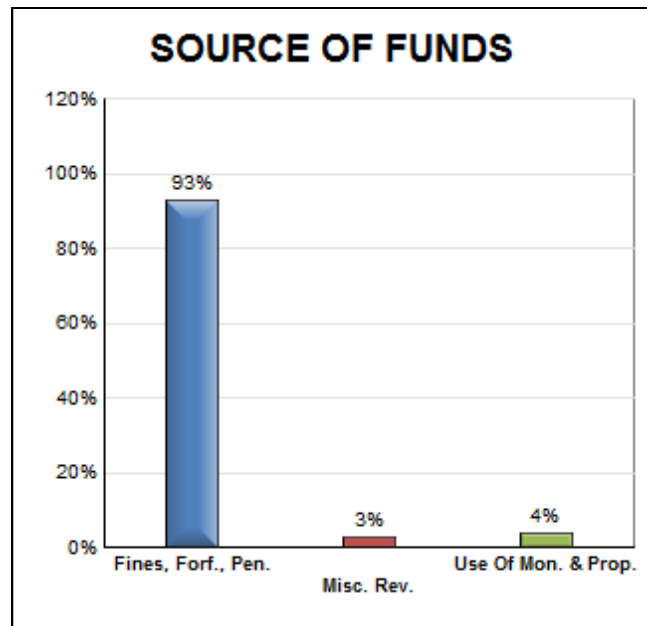
Health & Human Services Agency Director

Fund: 004

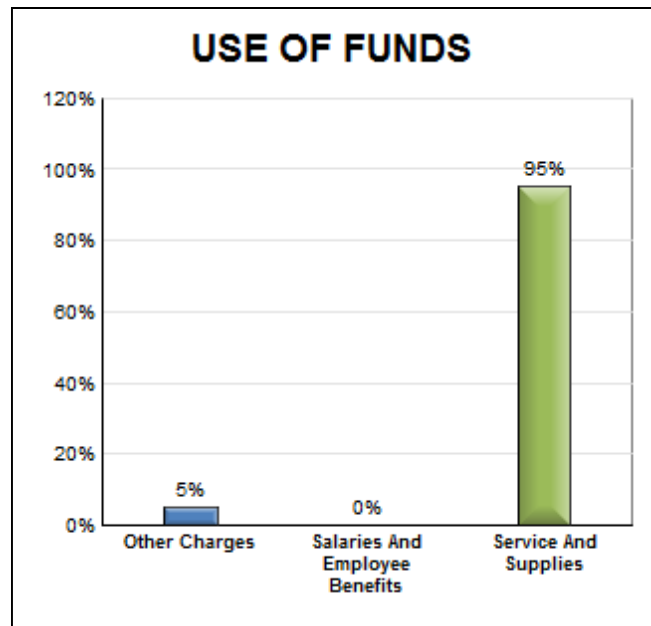
Agency: 142

SUMMARY OF APPROPRIATIONS AND REVENUES

	2019/20 ACTUALS	2020/21 FINAL BUDGET	2021/22 CAO RECOMMEND	VARIANCE
ACTIVITY APPROPRIATIONS:				
General Relief	\$731,798	\$1,050,000	\$1,050,000	\$-
TOTAL ACTIVITY APPROPRIATIONS	\$731,798	\$1,050,000	\$1,050,000	\$-
APPROPRIATIONS:				
Other Charges	\$16,425	\$51,125	\$51,125	\$-
Salaries And Employee Benefits	\$-	\$-	\$-	\$-
Service And Supplies	\$715,373	\$998,875	\$998,875	\$-
TOTAL APPROPRIATIONS:	\$731,798	\$1,050,000	\$1,050,000	\$-
REVENUES:				
Fines, Forfeit., Penalties	\$702,993	\$979,120	\$979,120	\$-
Miscellaneous Revenue	\$17,753	\$28,880	\$28,880	\$-
Rev. from Use of Money & Prop	\$11,049	\$42,000	\$42,000	\$-
TOTAL REVENUES:	\$731,795	\$1,050,000	\$1,050,000	\$-
NET COUNTY COST	\$3	\$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 Functions

- 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 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. **Results:** This objective was completed.

Key Goals and Objectives for FY 2021/22

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 2022, the Maddy Program will update the process of identifying administrative costs to simplify the reporting on the annual Maddy Emergency Medical Services Fund Report.

Budget Request

The Requested Budget represents no increase in expenditures and no increase in revenues when compared with the FY 2020/21 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.

Library

Darla Wegener

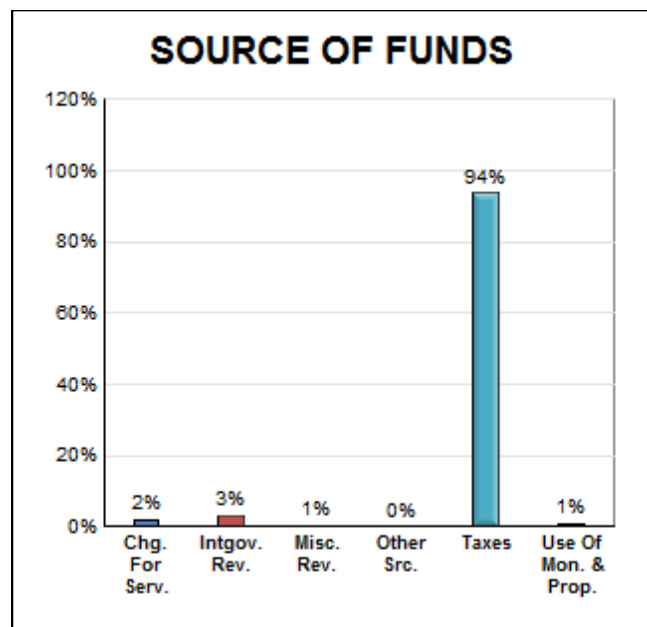
County Librarian

Fund: 010

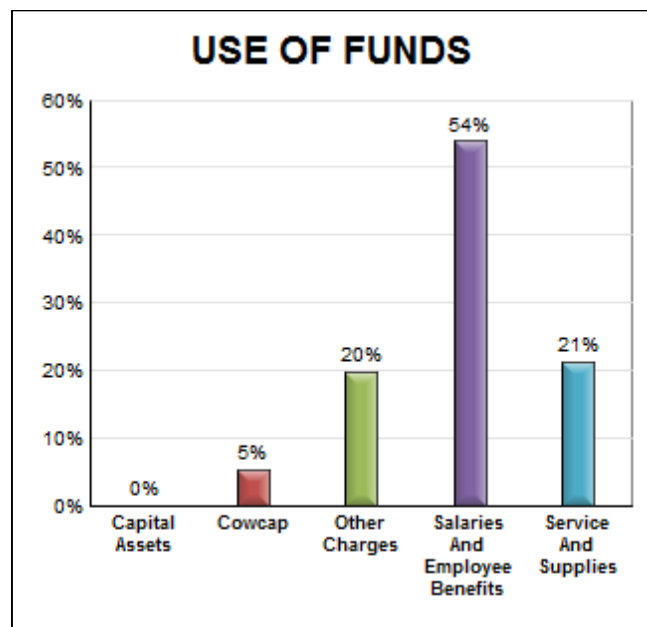
Agency: 145

SUMMARY OF APPROPRIATIONS AND REVENUES

	2019/20 ACTUALS	2020/21 FINAL BUDGET	2021/22 CAO RECOMMEND	VARIANCE
ACTIVITY APPROPRIATIONS:				
Library Services	\$4,457,418	\$5,425,739	\$5,710,529	\$284,790
TOTAL ACTIVITY APPROPRIATIONS	\$4,457,418	\$5,425,739	\$5,710,529	\$284,790
APPROPRIATIONS:				
Capital Assets	\$-	\$180,000	\$-	\$(180,000)
Cowcap	\$237,321	\$296,412	\$298,284	\$1,872
Other Charges	\$729,045	\$1,001,145	\$1,130,123	\$128,978
Salaries And Employee Benefits	\$2,527,129	\$2,860,465	\$3,075,461	\$214,996
Service And Supplies	\$963,923	\$1,087,717	\$1,206,661	\$118,944
TOTAL APPROPRIATIONS:	\$4,457,418	\$5,425,739	\$5,710,529	\$284,790
REVENUES:				
Charges For Current Serv	\$101,543	\$108,700	\$101,301	\$(7,399)
Intergovernmental Revenue	\$348,517	\$213,221	\$174,726	\$(38,495)
Miscellaneous Revenue	\$63,946	\$21,600	\$30,150	\$8,550
Other Financing Sources	\$-	\$-	\$1	\$1
Rev. from Use of Money & Prop	\$98,164	\$60,000	\$62,000	\$2,000
Taxes	\$4,922,609	\$4,679,931	\$5,342,351	\$662,420
TOTAL REVENUES:	\$5,534,779	\$5,083,452	\$5,710,529	\$627,077
NET COUNTY COST	\$(1,077,361)	\$342,287	\$0	\$(342,287)



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, a bookmobile, and five 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

Library Services 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 a bookmobile and book dispensing machines in Cutler, Tipton, East Porterville, Traver, and the Workforce Investment Board "One-Stop" in Visalia.

The Library provides information access, reference, readers' advisory, and specialized educational based programs and events in person and virtually. 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 virtual events, free electronic resources, including access to magazines, newspapers, journals, language learning, career assistance, homework help, and downloadable books. To assist users, department staff provides 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 which 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 to the Library both in person and online, introducing them to culture and education.

Literacy Services Division

Literacy Services oversees the county's Read to Succeed Literacy program. The program primarily provides countywide adult literacy one-on-one tutoring services, English as a second language (ESL) conversation circles, and family literacy programs based out of the Visalia Literacy Center. Staff provides assessments of learners, volunteer training, support services, and materials to each adult learner pair. The program provides a wide range of goals, including General Education Development, test preparation, improvement of basic reading and writing skills, and mastery of ESL.

Key Goals and Objectives Results in FY 2020/21

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. **Results:** This objective was completed.
- **Objective 2:** Implement updated COVID-19 safety procedures to ensure staff and patron safety through each stage of the Library reopening plan by October 2020. **Results:** This objective was completed.
- **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. **Results:** This objective was completed.
- **Objective 4:** Increase the purchase of eBooks and eAudiobooks to help support all County residents by April 2021. **Results:** This objective was completed.

Economic Well-Being

Goal 1: Expand the library and literacy program scope to enhance 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. **Results:** This objective was partially completed. Due to the COVID-19 pandemic, recruitment of interns, volunteers, and tutors was postponed. A small number of learners were recruited.
- **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. **Results:** This objective was not completed. Due to the COVID-19 pandemic the program will be reconsidered in FY2021/22

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. **Results:** This objective was completed.
- **Objective 2:** Develop and purchase a starting collection for the bookmobile by March 2021. **Results:** This objective was completed.
- **Objective 3:** Establish new partnerships in rural communities to provide services via Pop-Up Tulare County Library program by May 2021. **Results:** This objective was completed.
- **Objective 4:** Implement Pop-Up Tulare County Library bookmobile program schedule by June 2021. **Results:** This objective was partially completed. Due to the COVID-19 pandemic, only two initial stops and outreach events occurred. A more complete schedule will be established in FY 2021/22.

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. **Results:** This objective was completed.
- **Objective 2:** Transition staff to Microsoft Teams and other virtual platforms including establishing a training plan and staff expectations by September 2020. **Results:** This objective was completed.
- **Objective 3:** Create a training for staff and patrons on the new reference databases by June 2021. **Results:** This objective was completed.

Other Accomplishments in FY 2020/21

- Installed air purifiers in branches and protective glass barriers in Visalia, Earlimart, Exeter, Lindsay, and Strathmore branches to safely reopen the Library's buildings.
- Implemented a complete collection evaluation and Radio Frequency Identification with self-check technology in 16 branches to provide better collections and touchless library circulation service.
- Provided virtual events and programs including Dia de los Niños/Libros, Summer Reading Challenge, Book to Action, and Book Festival.
- Adapted to the COVID-19 pandemic with online and pick-up library and literacy services.
- Established a partnership with Traver School working with their Step Up project team to provide regular library services including installing a book vending machine.

Key Goals and Objectives for FY 2021/22

Safety and Security

Goal 1: Transition Library and Literacy operations and services to reopen and fully provide library, literacy, and outreach services.

- **Objective 1:** Evaluate the need for permanent protective glass barriers and other safety features for library branches and the literacy center by June 2022.
- **Objective 2:** Develop procedures for in-person programs, including pre-registration and live streaming by June 2022.
- **Objective 3:** Review safety procedures to ensure compliance in anticipation of future pandemics and other safety issues by June 2022.

Economic Well-Being

Goal 1: Work with the Workforce Investment Board to enhance outreach and services for those seeking employment or education opportunities.

- **Objective 1:** Share resources and provide workshops, job search kits, and materials to those seeking employment by August 2021.
- **Objective 2:** Create a job center in the Visalia branch providing Chromebooks and hotspots to branches to help with virtual interviews, resumes, and other activities by December 2021.
- **Objective 3:** Develop outreach programs as part of Pop Up Tulare County which assist education and job seekers, including workshops and online training by April 2022.

Quality of Life

Goal 1: Enhance, update, and expand the Library's collections and services.

- **Objective 1:** Expand and update in-person and virtual programs and services to children, teens, and adults with funding from grants, the Library's Foundation, and Library Friends groups by April 2022.

- **Objective 2:** Provide more inclusive and updated materials in the children's non-fiction collections at all branches and book machines by May 2022.
- **Objective 3:** Expand Pop Up Tulare County bookmobile schedule to include stops in all five supervisorial districts by June 2022.

Organizational Performance

Goal 1: Review Library job specifications, recruitments, and assignments to optimize organizational performance.

- **Objective 1:** Review the Library job specifications to reflect current duties and responsibilities by April 2022.
- **Objective 2:** Recruit, hire, and train a Librarian to manage the main branch in Visalia by January 2022.
- **Objective 3:** Evaluate staff assignments and locations by June 2022.

Budget Request

The Requested Budget represents an overall increase of \$284,790 or 5% in expenditures and an overall increase of \$ 627,077 or 12% in revenues when compared with the FY 2020/21 Final Budget.

Significant areas with major changes between the FY 2020/21 Final Budget and the FY 2021/22 Requested Budget are as follows:

- Salaries and Benefits will increase \$214,996 primarily based on increases in salaries and benefits for existing positions, proposed salary adjustments, and the addition of extra help positions.
- Services and Supplies will increase \$118,994 primarily based on addition of contracted maintenance costs and updating library book collections.
- Other Charges will increase \$128,978 primarily based on increases in costs for information technology and general services for maintenance.
- Capital Assets will decrease \$180,000 primarily based on changes in capital asset requests.
- Revenue Projections will increase \$627,077 primarily based on a projected 2% increase over revenues received in FY 2020/21.

Staffing changes reflected in the Requested Budget include the following:

- Amend 3 FTE positions to encourage professional growth within the Librarian and Library Assistant series:
 - 1 Librarian II to Librarian IV
 - 1 Library Assistant II to Library Assistant III
 - 1 Library Assistant IV to Library 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.

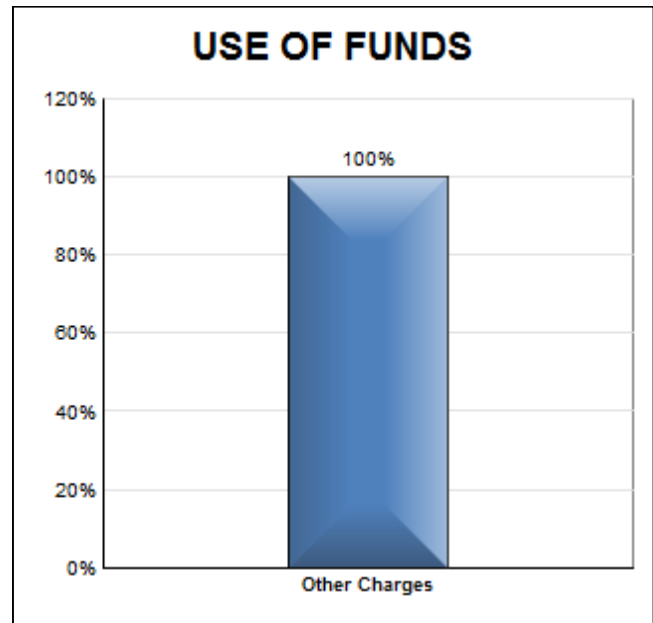
Department Head Concurrence or Appeal

The Department Head concurs with the Recommended Budget.

Fish and Wildlife

Tom Tucker, Agricultural Commissioner/ Sealer of Weights and Measures

Fund: 011				
Agency: 015				
SUMMARY OF APPROPRIATIONS AND REVENUES	2019/20 ACTUALS	2020/21 FINAL BUDGET	2021/22 CAO RECOMMEND	VARIANCE
ACTIVITY APPROPRIATIONS:				
Other Protection	\$4,560	\$4,559	\$5,821	\$1,262
TOTAL ACTIVITY APPROPRIATIONS	\$4,560	\$4,559	\$5,821	\$1,262
APPROPRIATIONS:				
Other Charges	\$4,560	\$4,559	\$5,821	\$1,262
TOTAL APPROPRIATIONS:	\$4,560	\$4,559	\$5,821	\$1,262
REVENUES:				
Fines, Forfeit., Penalties	\$2,938	\$-	\$-	\$-
Rev. from Use of Money & Prop	\$-	\$-	\$-	\$-
TOTAL REVENUES:	\$2,938	\$-	\$-	\$-
NET COUNTY COST	\$1,622	\$4,559	\$5,821	\$1,262



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 Functions

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 2020/21

- The Fish and Wildlife Commission recommended support with conservation, propagation, and preservation projects for FY 2020/21. The projects which received support include:
 - Support of educational programs that protect the ecosystem and local wildlife.
 - 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 Tulare County.

Budget Request

The Requested Budget represents an overall increase of \$1,262 or 28% when compared with the FY 2020/21 Final Budget. The \$5,821 difference between expenditures and revenues represents the use of Fund Balance.

Significant areas with major changes between the FY 2020/21 Final Budget and the FY 2021/22 Requested Budget are as follows:

- Other Charges will increase \$1,262 primarily based on increased funding to 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.

Aviation

Reed Schenke

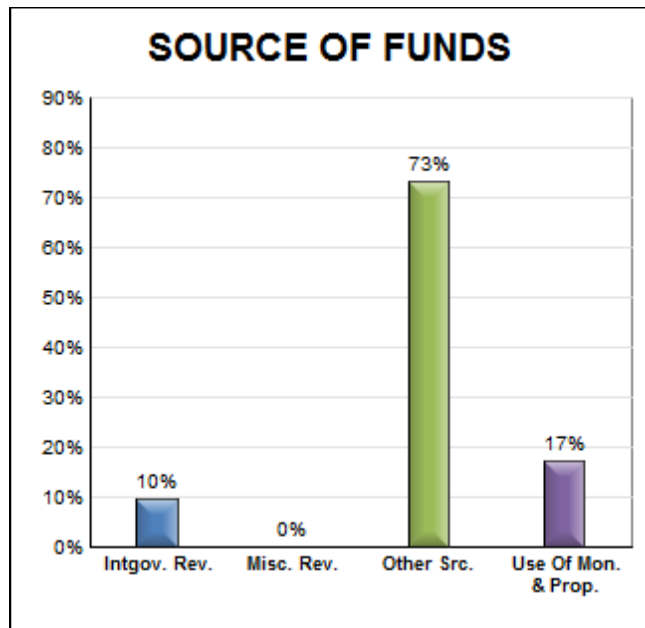
Resource Management Agency Director

Fund: 012

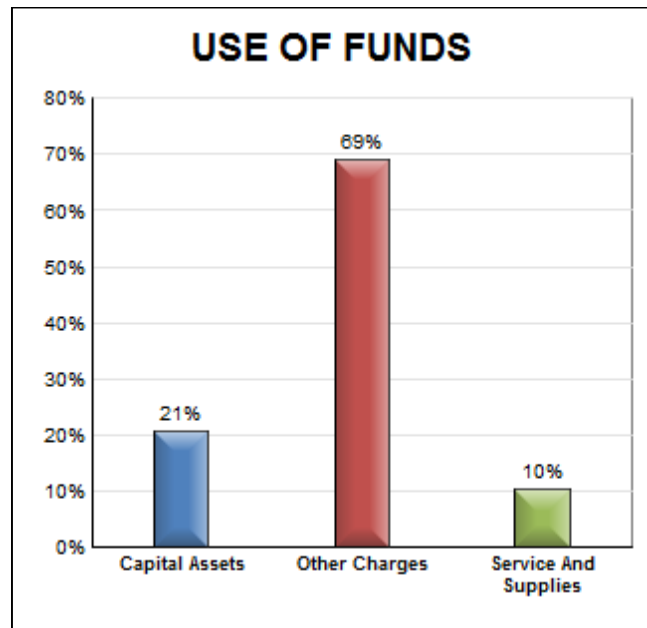
Agency: 231

**SUMMARY OF APPROPRIATIONS
AND REVENUES**

	2019/20 ACTUALS	2020/21 FINAL BUDGET	2021/22 CAO RECOMMEND	VARIANCE
ACTIVITY APPROPRIATIONS:				
Public Ways	\$96,289	\$460,103	\$103,698	\$(356,405)
TOTAL ACTIVITY APPROPRIATIONS	\$96,289	\$460,103	\$103,698	\$(356,405)
APPROPRIATIONS:				
Capital Assets	\$26,154	\$363,586	\$21,402	\$(342,184)
Other Charges	\$68,889	\$95,347	\$71,626	\$(23,721)
Service And Supplies	\$1,246	\$1,170	\$10,670	\$9,500
TOTAL APPROPRIATIONS:	\$96,289	\$460,103	\$103,698	\$(356,405)
REVENUES:				
Intergovernmental Revenue	\$42,408	\$373,588	\$10,000	\$(363,588)
Miscellaneous Revenue	\$79	\$-	\$-	\$-
Other Financing Sources	\$43,357	\$76,195	\$75,642	\$(553)
Rev. from Use of Money & Prop	\$10,445	\$10,320	\$17,880	\$7,560
TOTAL REVENUES:	\$96,289	\$460,103	\$103,522	\$(356,581)
NET COUNTY COST	\$0	\$0	\$176	\$176



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 2020/21

Safety and Security

Goal 1: Maintain airport facilities in fully operational condition.

- **Objective 1:** Pass annual state and federal inspection by June 2021. **Results:** This objective was completed.

Goal 2: Upgrade airport facilities for increased operational safety.

- **Objective 1:** Complete installation of navigational aid upgrades by January 2021. **Results:** This objective was completed.

Economic Well-Being

Goal 1: Diversify airport revenue sources to increase overall funding for airport operations.

- **Objective 1:** Obtain annual state aeronautics entitlement funding. **Results:** This objective was not completed. Sequoia Field was eligible for \$20,000 under the CARES Act funding, which was claimed and used to cover expenses in lieu of the annual state aeronautics entitlement funding. The FY 2020/21 entitlement will be carried forward and claimed in FY 2021/22.
- **Objective 2:** Continue to implement airport marketing plan for hangar and tie-down rentals throughout FY 2020/21. **Results:** This objective was completed.
- **Objective 3:** Explore alternative sources of revenue generation and/or cost reduction throughout FY 2020/21. **Results:** This objective was completed.

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. **Results:** This objective was completed.

Goal 2: Provide strategic planning for future airport improvements.

- **Objective 1:** Review and update the Airport Capital Improvement Plan (ACIP) by January 2021. **Results:** This objective was completed.

Key Goals and Objectives for FY 2021/22

Safety and Security

Goal 1: Maintain airport facilities to meet current safety standards.

- **Objective 1:** Pass annual state and federal inspection by June 2022.
- **Objective 2:** Complete installation of navigational aid upgrades by January 2022.

Economic Well-Being

Goal 1: Diversify airport revenue sources to increase overall funding for airport operations.

- **Objective 1:** Obtain annual state aeronautics entitlement funding for FY 2020/21 and FY 2021/22.
- **Objective 2:** Continue to implement airport marketing plan for hangar and tie-down rentals throughout FY 2021/22.
- **Objective 3:** Explore alternative sources of revenue generation and/or cost reduction throughout FY 2021/22.

Organizational Performance

Goal 1: Provide strategic planning for future airport improvements including expanding management capabilities and expertise.

- **Objective 1:** Research, identify, and attend training session for airport managers by June 2022.
- **Objective 2:** Review and update the Airport Capital Improvement Plan (ACIP) by January 2022.

Budget Request

The Requested Budget represents an overall decrease of \$356,405 or 77% in expenditures and an overall decrease of \$356,581 or 78% in revenues when compared with the FY 2020/21 Final Budget. The \$176 difference between expenditures and revenues represents the use of Fund Balance.

Significant areas with major changes between the FY 2020/21 Final Budget and the FY 2021/22 Requested Budget are as follows:

- Services and Supplies will increase \$9,500 primarily based on increase in consultant and maintenance costs.
- Other Charges will decrease \$23,721 primarily based on a reduction in internal service charges related to building and grounds maintenance and management.
- Capital Assets will decrease \$342,184 primarily based on a reduction in budgeted grant related expenses.
- Revenue Projections will decrease \$356,581 primarily based on reduction in budgeted grant related revenues.

Capital asset requests reflected in the Requested Budget include the following:

- Navigational Aids Flight Check - \$21,402

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

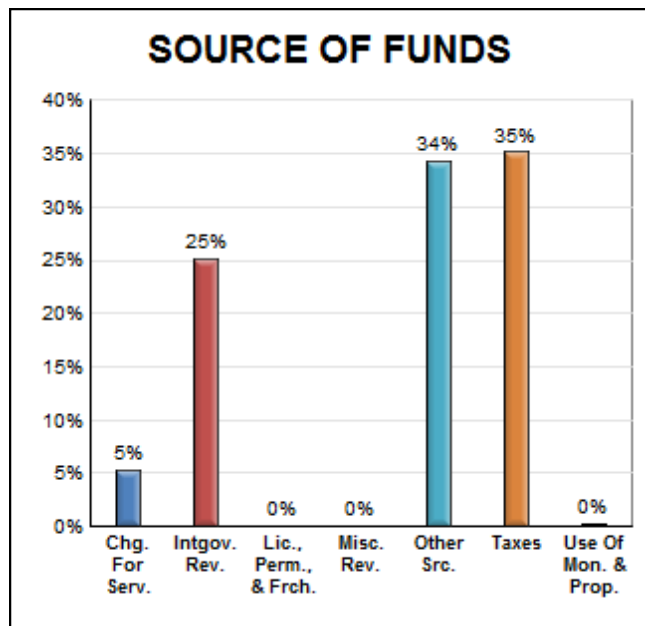
Fire Chief

Fund: 013

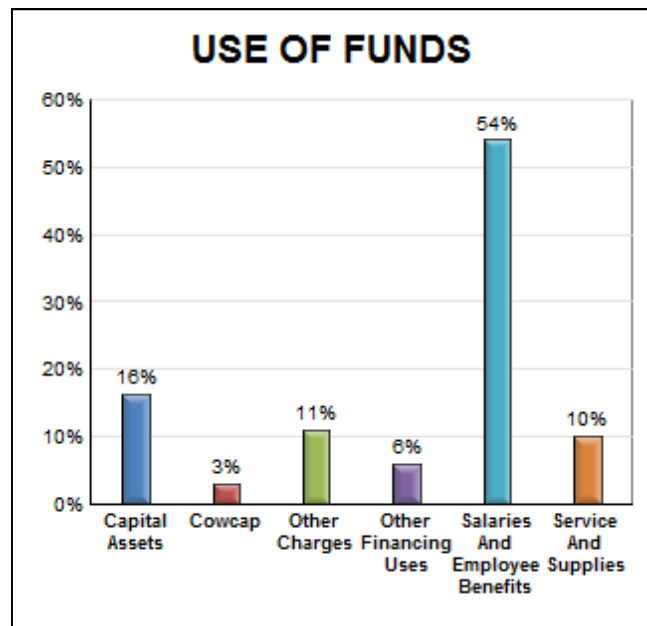
Agency: 245

SUMMARY OF APPROPRIATIONS AND REVENUES

	2019/20 ACTUALS	2020/21 FINAL BUDGET	2021/22 CAO RECOMMEND	VARIANCE
ACTIVITY APPROPRIATIONS:				
Fire Protection	\$20,846,370	\$24,681,044	\$30,422,462	\$5,741,418
TOTAL ACTIVITY APPROPRIATIONS	\$20,846,370	\$24,681,044	\$30,422,462	\$5,741,418
APPROPRIATIONS:				
Capital Assets	\$530,334	\$2,461,666	\$4,939,631	\$2,477,965
Cowcap	\$730,898	\$1,051,265	\$903,675	\$(147,590)
Other Charges	\$2,905,037	\$3,011,531	\$3,318,188	\$306,657
Other Financing Uses	\$19,865	\$-	\$1,806,618	\$1,806,618
Salaries And Employee Benefits	\$14,726,383	\$15,433,928	\$16,402,770	\$968,842
Service And Supplies	\$1,933,853	\$2,722,654	\$3,051,580	\$328,926
TOTAL APPROPRIATIONS:	\$20,846,370	\$24,681,044	\$30,422,462	\$5,741,418
REVENUES:				
Charges For Current Serv	\$1,121,210	\$653,000	\$1,529,631	\$876,631
Intergovernmental Revenue	\$1,033,559	\$1,475,930	\$7,257,284	\$5,781,354
Lic.,Permits & Franchise	\$11,787	\$12,000	\$2,000	\$(10,000)
Miscellaneous Revenue	\$206	\$15,000	\$500	\$(14,500)
Other Financing Sources	\$9,506,634	\$11,368,376	\$9,924,875	\$(1,443,501)
Rev. from Use of Money & Prop	\$66,155	\$40,000	\$45,000	\$5,000
Taxes	\$9,605,803	\$9,684,488	\$10,161,103	\$476,615
TOTAL REVENUES:	\$21,345,354	\$23,248,794	\$28,920,393	\$5,671,599
NET COUNTY COST	\$(498,984)	\$1,432,250	\$1,502,069	\$69,819



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 FY 2020/21

Safety and Security

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. **Results:** This objective was partially completed. Fire Management received a presentation from Pinnacle Training Systems who manage a Health & Wellness Program for Firefighters. The program includes different health modules such as health screening, fitness testing, and injury risk assessment. This objective requires ongoing discussions with the labor union and should be resolved by September 30, 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. **Results:** This objective was completed. The department completed three Tree Mortality Projects during this fiscal year; Silver City, South Fork, and Posey. The Silver City Project treated 175 acres, and 802 hazard trees were mitigated. All debris greater than 2 inches in diameter was chipped. The South Fork Project treated 113 acres, and all debris greater than 1 inch in diameter was chipped or stacked on the roadside for firewood. The Posey Project treated 111 acres, and 65 hazard trees were mitigated. All debris greater than 1 inch in diameter was chipped or stacked on the roadside for firewood.

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 Insurance Service Organization (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. **Results:** This objective was completed. The department has been utilizing a new online tracking system. This system allows the training of Captains to track training hours to ensure compliance with ISO. Throughout the year, the Department often exceeded the training hours as required by ISO, which are: 192 hours of Company Training, 6 hours of Hazardous Materials Training, 18 hours of Facility Training, 12 hours of Driver Training, and 12 hours of Company Officer Training. Additionally, the department added additional tracking features, which include reporting and tracking of specific training required by Cal-OSHA as well as recommended training per various National Fire Protection Association standards.
- **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. **Results:** This objective was completed. The department completed several courses such as the S390 Advance to improve our jurisdictional depth and capabilities. The course provided trainees an understanding of fire behavior by studying inputs such as weather, slope, fuels, and fuel moisture. The department also defined future areas for priority trainees to focus on and become fully qualified in each discipline.
- **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. **Results:** This objective was partially completed. Due to COVID19, the HazMat Tech Training was postponed; however, the training has now resumed. The department is back on track to complete five required weeks of Hazardous Materials Technician training for three personnel by the Fall of 2021. The training will enhance Hazardous Materials response in the local operational area.

Other Accomplishments in FY 2020/21

- In response to the Porterville Library Fire in February of 2020, the department participated as a member of the multi-agency Serious Accident Review Team (SART). This included over 90 hours of research into industry best practices as well as recommendations for the City of Porterville Fire Department. These documents are typically used nationally for all fire departments and provide valuable training, lessons learned, and opportunities for self-assessment.
- The COVID-19 response included the department's Training Officers, who also act as Disease and Infection Control Officers (DICO). The Training Officers were vital in the Department's ability to adapt, advise and keep the department operationally functional during the beginning and height of the COVID-19 pandemic. DICO officers were valuable liaisons to the Command Staff, the affected employee(s), as well as County nurses and County Contact Tracers.
- During the SQF (Castle and Shotgun fires) Complex Fire, Department personnel battled the largest fire in Tulare County's recorded history. The department committed over 150 personnel and 30 apparatus to the SQF Complex. The fire scorched nearly 175,000 acres and destroyed 232 structures in the communities of Cedar Slope, Alpine Village, Sequoia Crest, and Balch Park. The crews saved the communities of Camp Nelson and Ponderosa with aggressive tactics and strategies. Due to aggressive evacuation planning, there were no civilian or firefighter fatalities. The McNally Fire (2002) was previously the largest fire at 150,000 acres and 17 structures destroyed.
- With the support of the Board of Supervisors and County Administrative Officer, the Department entered into a Fire Apparatus lease/purchase Program. The purchase consists of 11 new apparatus, including Type I, Type III, Water Tender Engines, and an Aerial Apparatus. The program is a huge step forward in the advancement of the department's equipment

replacement program. The overall cost of the 5-year program is approximately 8.6 million dollars. The success of this program will provide a roadmap for future apparatus replacement.

- The department's Fire Investigators collaborated with Investigators from the District Attorney's Office and Deputies from the Sheriff's Department to minimize the availability of illegal fireworks. This was accomplished by organizing undercover internet purchases of illegal fireworks. The total amount of illegal fireworks purchased and confiscated during the two-week operation was approximately 1,300 lbs.

Key Goals and Objectives for FY 2021/22

Safety and Security

Goal 1: Improve and enhance life and safety operations within Tulare County.

- **Objective 1:** Work with allied agencies and key community leaders to complete a comprehensive and collaborative Community Wildfire Protection Plan that focuses on community risk and hazard assessment, public preparedness, fire adapted communities, public education, resilience, and fuels management priorities by June 2022.
- **Objective 2:** Resume Fire Safety and Prevention Education to surrounding communities. The Department will host Fire Camps in the communities of Cutler and Earlimart. Additionally, the department's Fire Prevention staff will begin conducting fire safety and prevention programs at schools and community organizations by June 2022.
- **Objective 3:** Finalize and go live on the relocation of Fire Comm to Fire Headquarters to accommodate current and future staffing levels while improving interoperability communication by June 2022.

Organizational Performance

Goal 1: Improve operations efficiencies by conducting a current standard of coverage analysis focusing on improved response times, hazard mitigation/recognition, and communications.

- **Objective 1:** Change the "deployment model" for the Extra Help Firefighting force to be scheduled for work at a fire station instead of responding randomly to an emergency by June 2022.
- **Objective 2:** Continue to develop, implement, and improve our Swift Water and Technical Rescue Capabilities through the California Office of Emergency Services by establishing and qualifying a type III Swift Water/Flood Rescue Team and purchase vital equipment to increase the ability to operate in complex environments with increased levels of risk by June 2022.
- **Objective 3:** Complete the process of installing laptop computers in all fire apparatus, with equipment for connectivity, which will enable fire apparatus to communicate with Fire Comm (Dispatch) voicelessly. The fire apparatus will be tracked by GPS which will allow for closest resource dispatching. This model will provide for more efficient use of the department's resources by June 2022.

Budget Request

The Requested Budget represents an overall increase of \$5,741,418 or 23% in expenditures and an overall increase of \$5,671,599 or 24% in revenues when compared with the FY 2020/21 Final Budget. The \$1,502,069 difference between expenses and revenues represents the use of Fund Balance.

Significant areas with major changes between the FY 2020/21 Final Budget and the FY 2021/22 Requested Budget are as follows:

- Salaries and Benefits will increase \$968,842 primarily based on the projected cost of living increases and changes in POB and retirement costs.
- Services and Supplies will increase \$328,926 primarily based on expenses to complete the Spillman Dispatch Relocation Project.
- Other Charges will increase \$306,657 primarily based on an increase in IT costs.
- Capital Assets will increase \$2,477,965 primarily based on one-time expenses for fire apparatus.
- Other Financing Uses will increase \$1,806,618 primarily based on long term debt payments for the Apparatus Lease Program.
- Countywide Cost Allocation Plan (COWCAP) charges will decrease \$147,590 primarily based on changes in the plan.
- Revenue Projections will increase \$5,671,599 primarily based on one-time federal funding.

Staffing changes reflected in the Requested Budget include the following:

- Add 1 FTE position to provide 2-0 staffing at one fire station for improved service response.
 - Fire Apparatus Engineer
- Add 1 FTE position to provide assistance with grants, budget monitoring, and reporting.
 - Staff Services Analyst I
- Reclass 1 allocated position based on duties & responsibilities.
 - Administrative Services Officer II to Administrative Services Officer III

Capital asset requests reflected in the Requested Budget include the following:

- 1 Swift Water Vehicle - \$300,000
- 6 Thermal Imaging Cameras - \$42,000
- 1 Swift Water Rescue Boat - \$38,000
- 3 Division Chief Fire Vehicles - \$240,000
- 2 Fire Administrative Vehicles - \$160,000
- 1 Parade Engine Trailer - \$30,000
- 14 Thermal Imaging Cameras - \$90,916 (Homeland Security Grant)
- 8 Hand-Held Radios - \$51,000 (Homeland Security Grant)

Capital assets approved by the Board of Supervisors prior to the publication of this book include the following:

- 2 Fire Administrative Vehicles - \$160,000
- 1 Fire Training Van - \$70,000
- 2 Type I Fire Engines - \$1,380,000
- 2 Type III Fire Engines - \$1,047,715
- 1 Aerial Fire Truck - \$1,330,000

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

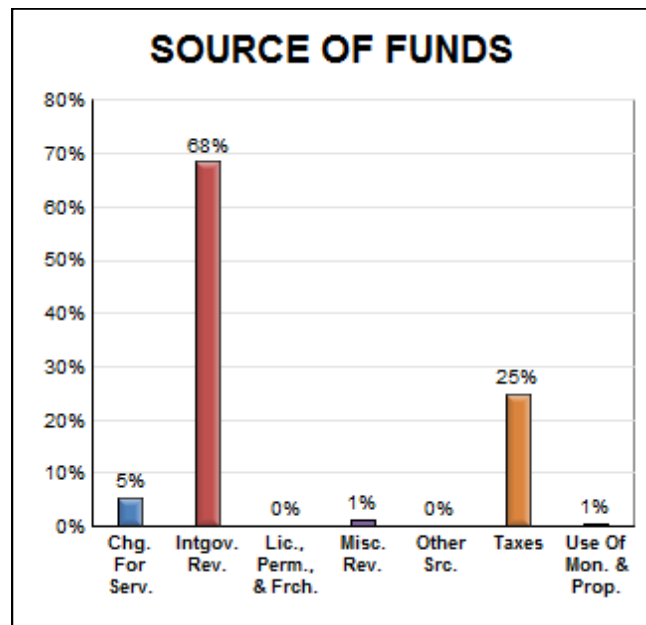
Resource Management Agency Director

Fund: 014

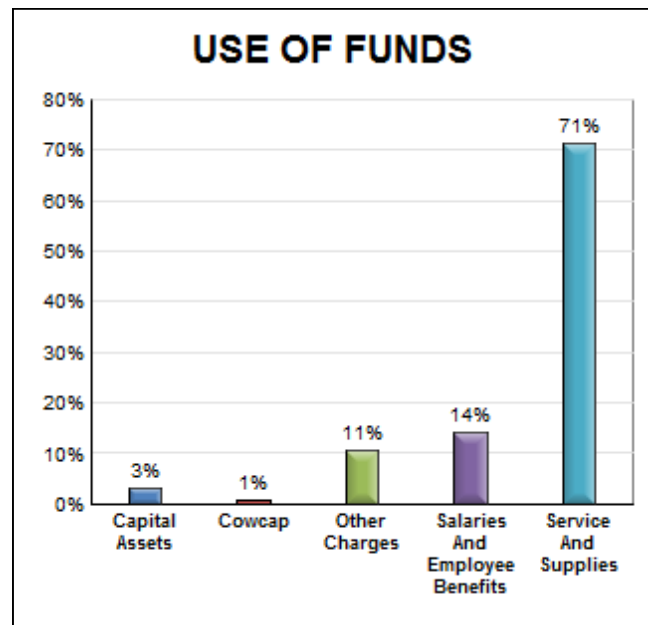
Agency: 225

SUMMARY OF APPROPRIATIONS AND REVENUES

	2019/20 ACTUALS	2020/21 FINAL BUDGET	2021/22 CAO RECOMMEND	VARIANCE
ACTIVITY APPROPRIATIONS:				
Public Ways	\$50,575,997	\$97,156,060	\$115,588,723	\$18,432,663
TOTAL ACTIVITY APPROPRIATIONS	\$50,575,997	\$97,156,060	\$115,588,723	\$18,432,663
APPROPRIATIONS:				
Capital Assets	\$2,655,944	\$3,196,817	\$3,447,000	\$250,183
Cowcap	\$431,089	\$586,760	\$865,405	\$278,645
Other Charges	\$6,326,047	\$8,416,150	\$12,441,795	\$4,025,645
Salaries And Employee Benefits	\$12,654,046	\$15,351,498	\$16,499,274	\$1,147,776
Service And Supplies	\$28,508,871	\$69,604,835	\$82,335,249	\$12,730,414
TOTAL APPROPRIATIONS:	\$50,575,997	\$97,156,060	\$115,588,723	\$18,432,663
REVENUES:				
Charges For Current Serv	\$5,900,083	\$3,500,777	\$3,567,667	\$66,890
Intergovernmental Revenue	\$34,714,972	\$40,244,563	\$46,490,580	\$6,246,017
Lic.,Permits & Franchise	\$-	\$12,000	\$12,000	\$-
Miscellaneous Revenue	\$47,404	\$721,207	\$721,207	\$-
Other Financing Sources	\$149,054	\$21,321	\$21,321	\$-
Rev. from Use of Money & Prop	\$984,112	\$320,600	\$350,500	\$29,900
Taxes	\$7,178,542	\$12,856,191	\$16,839,459	\$3,983,268
TOTAL REVENUES:	\$48,974,167	\$57,676,659	\$68,002,734	\$10,326,075
NET COUNTY COST	\$1,601,830	\$39,479,401	\$47,585,989	\$8,106,588



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 Functions

To improve and maintain adequate transportation infrastructure.

Key Goals and Objectives Results in FY 2020/21

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. **Results:** This objective was partially completed. Construction will be completed by December 2021.
- **Objective 2:** Begin construction of the HSIP Avenue 328 Project by June 2021. **Results:** This objective was not completed. Utility conflicts with proposed safety improvements caused a delay in processing the project. Construction is anticipated to start in the summer of 2022.
- **Objective 3:** Complete construction of the Pixley Main Street sidewalk project by December 2020. **Results:** This objective was completed.

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. **Results:** This objective was completed.
- **Objective 2:** Begin construction of the Avenue 392 Sand Creek Bridge by December 2020. **Results:** This objective was completed.
- **Objective 3:** Begin construction of the M348 Bridge by December 2020. **Results:** This objective was completed.

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. **Results:** This objective was completed.
- **Objective 2:** Implement the new community street sweeping program by December 2020. **Results:** This objective was completed.

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. **Results:** This objective was completed.
- **Objective 2:** Complete night inspection driving for sign maintenance work in Road Districts four and five by June 2021. **Results:** This objective was completed.

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. **Results:** This objective was completed.
- **Objective 2:** Apply for Highway Safety Improvement Program Grant (Cycle 10) funding in FY 2020/21. **Results:** This objective was completed.

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. **Results:** This objective was partially completed. Most of the listed projects have been completed, except for a few multi-year projects. Design will continue through FY 2021/22.
- **Objective 2:** Complete design of the Teapot Dome Road Rehabilitation Project by June 2021. **Results:** This objective was completed.
- **Objective 3:** Begin design of the Avenue 280 widening project- Segment II (Visalia to Farmersville) by December 2020. **Results:** This objective was completed.

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. **Results:** This objective was completed.
- **Objective 2:** Finalize construction of the 2020 Intersection Improvement Program by December 2020. **Results:** This objective was completed.
- **Objective 3:** Complete construction of the Farm 2 Market 2.0 Program – Project I and II by June 2021. **Results:** This objective was partially completed. Project I was completed. Project II is anticipated to finalize construction by December 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. **Results:** This objective was completed.
- **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. **Results:** This objective was completed. Land surveying services were provided to more than 45 public works projects, including three projects for Solid Waste.

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. **Results:** This objective was completed.

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. **Results:** This objective was partially completed. Progress and changes were made. Finalization is anticipated by June 2022.
- **Objective 2:** Update County Development Standards to reflect current best practices by June 2021. **Results:** This objective was partially completed. Project meetings were conducted, and progress was made. Finalization is anticipated by June 2022.

- **Objective 3:** Develop and implement electronic file management system framework and policy by June 2021. **Results:** This objective was partially completed. Project meetings were conducted, and progress was made. Finalization is anticipated by December 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. **Results:** This objective was completed.
- **Objective 2:** Expand ongoing Traffic Zone Construction Safety education program for all field staff and inspectors throughout FY 2020/21. **Results:** This objective was completed.
- **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. **Results:** This objective was completed.

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. **Results:** This objective was completed.
- **Objective 2:** Collaborate with Fiscal Services to ensure financial stability throughout the phases of all Roads projects by June 2021. **Results:** This objective was completed.

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. **Results:** This objective was partially completed. Staff to develop a pilot program to begin the installation of “STOP” pavement marking at various intersections.

Key Goals and Objectives for FY 2021/22

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 December 2021.
- **Objective 2:** Begin construction of the HSIP Avenue 328 Project by June 2022.
- **Objective 3:** Complete design and right-of-way phase for the Ave 336 Railroad Crossing Improvements Project by June 2022.

Economic Well-Being

Goal 1: Identify and improve streets and sidewalks that support economic development in the County.

- **Objective 1:** Finalize design and begin right-of-way phase for the Rocky Hill and Firebaugh Street Improvements Projects by June 2022.
- **Objective 2:** Complete construction of the Teapot Dome Road Rehabilitation Project by June 2022.
- **Objective 3:** Continue design of the Avenue 280 Widening Project-Segment II (Visalia to Farmersville) 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 2021/22 Road Repair and Accountability Act (RRAA) projects on high priority roadways and begin design of the FY 2022 SB 1 projects by December 2021.
- **Objective 2:** Finalize construction of the 2021 Intersection Improvement Program by December 2021.
- **Objective 3:** Complete construction of the Farm 2 Market 2.0 Program – Project II by December 2021.

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 2022.
- **Objective 2:** Update County Development Standards to reflect current best practices by June 2022.
- **Objective 3:** Develop and implement an electronic file management system framework and policy by December 2021.

Budget Request

The Requested Budget represents an overall increase of \$18,432,663 or 19% in expenditures and an overall increase of \$10,326,075 or 18% in revenues when compared with the FY 2020/21 Final Budget. The \$47,585,989 difference between expenditures and revenues represents the use of fund balance.

Significant areas with major changes between the FY 2020/21 Final Budget and the FY 2021/22 Requested Budget are as follows:

- Salaries and Benefits will increase \$1,147,776 primarily based on increase in salary and benefits for current employees and the addition of new full time and extra help positions.
- Services and Supplies will increase \$12,730,414 primarily based on road maintenance project expenses.
- Other Charges will increase \$4,025,645 primarily based on increase in right of way acquisition costs and increases in IT and insurance internal service charges.
- Capital Assets will increase \$250,183 primarily based on delays in delivery of fiscal year 2021 capital assets that are budgeted as carryovers in fiscal year 2022.
- Countywide Cost Allocation Plan (COWCAP) charges will increase \$278,645 primarily based on changes in the Plan.
- Revenue Projections will increase \$10,326,075 primarily based on increased budget for gas tax related revenues and Measure R local revenues.

Staffing changes reflected in the Requested Budget include the following:

- Add 6 FTE positions to address workload issues:
 - 2 Traffic Control Worker II/III
 - 1 Heavy Equipment Mechanic IV
 - 1 Heavy Equipment Mechanic III
 - 1 Concrete Finisher Maintenance Worker III
 - 1 Welder Mechanic
- Amend 1 FTE positions to address expanded position responsibilities:
 - 1 Heavy Equipment Supervisor to Assistant Heavy Equipment Superintendent
- Adjust Salary for 1 Classification to account for compaction:
 - 1 Chief Engineer 4.2%

Capital asset requests reflected in the Requested Budget include the following:

- 5 ¾ Ton Pickup Trucks - \$150,000
- 1 4X4 ¾ Ton Pickup Truck - \$33,000
- 1 ¾ Ton Pickup Truck w/Ext Cab - \$32,000
- 3 12 Tire Pull Rollers - \$96,000
- 2 9 Cubic Yard Dump Trucks - \$270,000
- 2 Radar Feedback Trailers - \$35,000
- 1 Snow Plow - \$10,000
- 1 2 Axle Tilt Trailer - \$12,000
- 1 2 Axle Dump Truck - \$185,000
- 2 2 Axle Trucks - \$250,000
- 1 1 Ton Flat Bed Truck - \$45,000
- 1 1 Ton Truck w/Svc Bed - \$75,000
- 1 Motor Grader - \$275,000
- 1 26,000 GVWR Truck w/Dump - \$125,000
- 1 Backhoe - \$115,000
- 1 Emulsion Spray Trailer - \$35,000
- 1 ¾ Ton Truck w/Utility Bed - \$45,000
- 1 Data Collector – Survey - \$9,000
- 1 ½ Ton Pickup - \$26,000
- 1 ½ Ton Pickup w/Ext Cab - \$30,000
- Flashing Beacons & Crosswalk improvements - \$85,000
- Cameras for Street Sweeper - \$20,000
- Terra Bella Road Yard Roof Repair - \$225,000
- Terra Bella Road Yard Paint Building Project - \$55,000

Capital assets approved by the Board of Supervisors prior to the publication of this book include the following:

- 3 Wheel Tractors - \$228,000
- 2 Trucks w/ Patching Body - \$370,000
- 1 Truck w/ Dump Bed & Spray - \$120,000
- 1 Dump Truck – 9 Cubic Yards - \$135,000
- 1 Mower - \$9,000
- 1 Dump Truck - \$135,000
- 1 Emulsion Spray Trailer - \$32,000
- 1 4x4 2 Axle Dump Truck - \$180,000

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

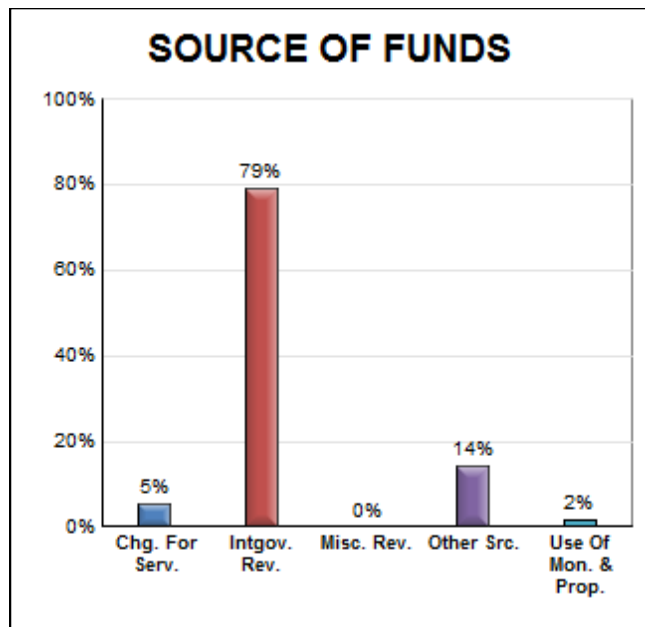
Adam Peck
Executive Director

Fund: 015

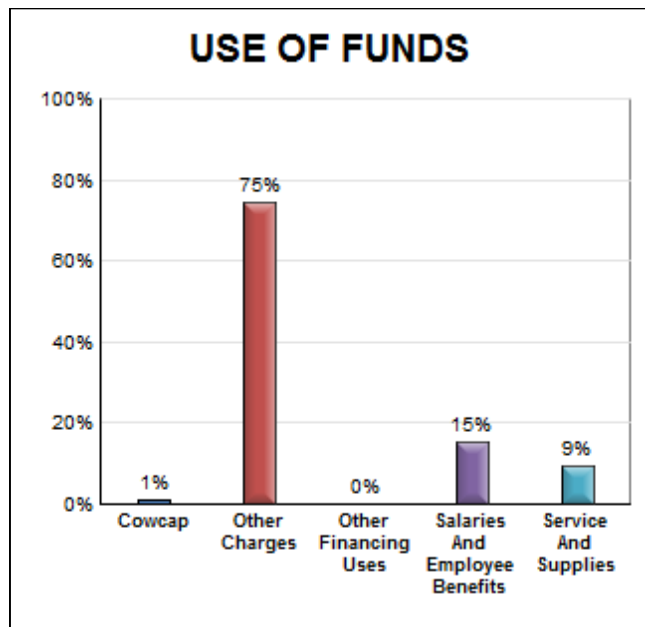
Agency: 120

SUMMARY OF APPROPRIATIONS AND REVENUES

	2019/20 ACTUALS	2020/21 FINAL BUDGET	2021/22 CAO RECOMMEND	VARIANCE
ACTIVITY APPROPRIATIONS:				
Other Assistance	\$12,908,883	\$18,323,938	\$16,056,290	\$(2,267,648)
Other Protection	\$415,397	\$364,064	\$453,728	\$89,664
TOTAL ACTIVITY APPROPRIATIONS	\$13,324,280	\$18,688,002	\$16,510,018	\$(2,177,984)
APPROPRIATIONS:				
Cowcap	\$52,247	\$73,663	\$141,851	\$68,188
Other Charges	\$10,134,422	\$15,027,237	\$12,306,746	\$(2,720,491)
Other Financing Uses	\$-	\$-	\$-	\$-
Salaries And Employee Benefits	\$1,973,532	\$2,251,594	\$2,497,074	\$245,480
Service And Supplies	\$1,164,079	\$1,335,508	\$1,564,347	\$228,839
TOTAL APPROPRIATIONS:	\$13,324,280	\$18,688,002	\$16,510,018	\$(2,177,984)
REVENUES:				
Charges For Current Serv	\$671,666	\$881,475	\$880,218	\$(1,257)
Intergovernmental Revenue	\$10,271,644	\$15,168,410	\$13,017,722	\$(2,150,688)
Miscellaneous Revenue	\$21,862	\$16,512	\$8	\$(16,504)
Other Financing Sources	\$2,038,561	\$2,296,399	\$2,313,963	\$17,564
Rev. from Use of Money & Prop	\$320,551	\$325,206	\$298,107	\$(27,099)
TOTAL REVENUES:	\$13,324,284	\$18,688,002	\$16,510,018	\$(2,177,984)
NET COUNTY COST	\$(4)	\$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 Workforce Investment Board of Tulare County (WIB) is a nonprofit 501(c)(3) organization. The WIB has an Administrative Services Agreement with the Tulare County Board of Supervisors (TCBOS), which provides the administrative framework under which they 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 as well as 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, which provide training and employment opportunities to all those seeking services. A wide array of services is 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 25,489 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 to maximize limited workforce development resources.

Key Goals and Objectives Results in 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 California Workforce Development Board (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. **Results:** This objective was completed.
- **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:** This objective was completed.
- **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:** This objective was completed.
- **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:** This objective was completed.

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. **Results:** This objective was completed.
- **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:** This objective was completed.
- **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:** This objective was completed.

Other Accomplishments in FY 2020/21

Tulare County COVID-19 Small Business Relief Grant Program

In July 2020, the County Administrative Office contracted with the WIB to administer the Tulare County COVID-19 Small Business Relief Grant program. The grant funding focused on Tulare County businesses with 20 or fewer employees who had been negatively impacted by COVID-19. Each awarded grant was for \$5,000 and was used to reimburse, or pay for, COVID-19 related expenses incurred from March 13, 2020 – October 31, 2020. The grant application opened on August 3, 2020 and closed on August 24, 2020. The WIB processed 1,820 applications, of which 1,074 businesses were determined eligible to receive the grant funding. The total funding awarded through the grant program to businesses was \$5,370,000.

Funded Businesses by Supervisorial Districts:

District 1	District 2	District 3	District 4	District 5
243	161	420	149	101

Funded Businesses by Industry (Top 5 Industries):

Other Services	Professional and Business Service	Leisure and Hospitality	Educational and Health Services	Retail Trade
410	154	128	118	114

Funded Businesses by Business Type

Sole Proprietor	Independent Contractor	LLC	Non-Profit	Partnership
559	217	67	50	47

• **Support Services for Underserved COVID-19 Impacted Individuals**

To swiftly assist workers in Tulare County, that were the most financially impacted by the COVID-19 pandemic, the WIB applied for and was awarded the Employment Development Department's WIOA Dislocated Worker grant in the amount of \$180,000.

To maximize the assistance throughout Tulare County, the WIB allocated funds to the Employment Connection Centers in Dinuba, Tulare, Porterville, and Visalia based on the population size. Due to the need to get money to individuals quickly, the WIB updated policies and procedures to allow flexibility to provide services through distance technology. Additionally, an electronic public interest form was shared on social media that generated a response of 2,126 completed interest forms.

The WIB issued supportive services payments to 230 individuals, based on need, to pay for utilities, internet, and laptops to telework or job search, cellular telephone fees, rent or mortgage, auto repair, etc. The program operated from May 2020 through September 2020. The average voucher amount was \$354.

Key Goals and Objectives for FY 2021/22

Based on previously outlined WIOA effective dates and data collection timelines, FY 2021/22 performance outcomes for each program year are not available until approximately six months after the year has ended. Therefore, the following goals presented are WIOA performance goals for FY 2020/21.

Quality of Life

Goal 1: Employment - Achieve at least 90% of all WIOA Adult and Dislocated Worker participant employment performance goals set by the California Workforce Development Board (CWDB) by June 2021. 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:** 60% of all Adult Program participants and 72% of all Dislocated Worker Program participants will find employment within 6 months after program completion.
- **Objective 2:** 60% of all Adult Program participants and 67.5% 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 \$4,400. The median earnings for all Dislocated Worker Program participants six months after program completion will be \$5,750.

Goal 2: Training - Achieve at least 90% of all WIOA Adult and Dislocated Worker participant training performance goals set by the CWDB by June 2021. 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:** 74.5% of all Adult Program participants and 77.5% 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.
- **Objective 2:** 65% of all Adult Program participants and 58.3% of all Dislocated Worker participants enrolled in an education or training program will achieve documented measurable skill gains.

Goal 3: Employment and Education - Achieve at least 90% of all WIOA In-School and Out-of-School Youth Program employment and education performance goals set by the CWDB by June 2021. 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:** 70% of all Youth Program participants will find a job or enroll in school within six months of program completion.
- **Objective 2:** 71% 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:** The median earning of all Youth Program participants employed six months after program completion will be \$3,375.

Goal 4: Education and Training Progress - Achieve at least 90% of all WIOA In-School and Out-of-School Youth Program employment and education performance goals set by the CWDB by June 2021. 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:** 56.4% of all Youth Program participants enrolled in an education or training program will achieve documented measurable skill gains.
- **Objective 2:** 60% 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 decrease of \$2,177,984 or 12% in expenditures and an overall decrease of \$2,177,984 or 12% in revenues when compared with the FY 2020/21 Final Budget.

Significant areas with major changes between the FY 2020/21 Final Budget and the FY 2021/22 Requested Budget are as follows:

- Salaries and Benefits will increase \$245,480 primarily based on merit and cost of living and the reinstatement of the second deputy director position in FY 2020/21.
- Services and Supplies will increase \$228,839 primarily based on increases to services at the Employment Connection Centers and rent increases.
- Other Charges will decrease \$2,720,491 primarily based on a reduction in subrecipient and training allocations.
- Countywide Cost Allocation Plan (COWCAP) charges will increase \$68,188 primarily based on changes in the plan.
- Revenue Projections will decrease \$2,177,984 primarily based on a decrease in WIOA formula funds.

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

ACTIVITY APPROPRIATIONS:

	2019/20 ACTUALS	2020/21 FINAL BUDGET	2021/22 CAO RECOMMEND	VARIANCE
Judicial	\$15,586,943	\$16,229,640	\$14,415,803	\$(1,813,837)
TOTAL ACTIVITY APPROPRIATIONS	\$15,586,943	\$16,229,640	\$14,415,803	\$(1,813,837)

APPROPRIATIONS:

Cowcap	\$114,845	\$164,123	\$223,892	\$59,769
Other Charges	\$2,425,178	\$2,500,371	\$2,378,967	\$(121,404)
Salaries And Employee Benefits	\$11,317,190	\$11,706,541	\$10,124,848	\$(1,581,693)
Service And Supplies	\$1,729,730	\$1,858,605	\$1,688,096	\$(170,509)
TOTAL APPROPRIATIONS:	\$15,586,943	\$16,229,640	\$14,415,803	\$(1,813,837)

REVENUES:

Intergovernmental Revenue	\$15,492,266	\$15,364,045	\$14,219,575	\$(1,144,470)
Miscellaneous Revenue	\$2,563	\$2,501	\$10,924	\$8,423
Other Financing Sources	\$31,407	\$814,094	\$156,304	\$(657,790)
Rev. from Use of Money & Prop	\$60,705	\$49,000	\$29,000	\$(20,000)
TOTAL REVENUES:	\$15,586,941	\$16,229,640	\$14,415,803	\$(1,813,837)

NET COUNTY COST

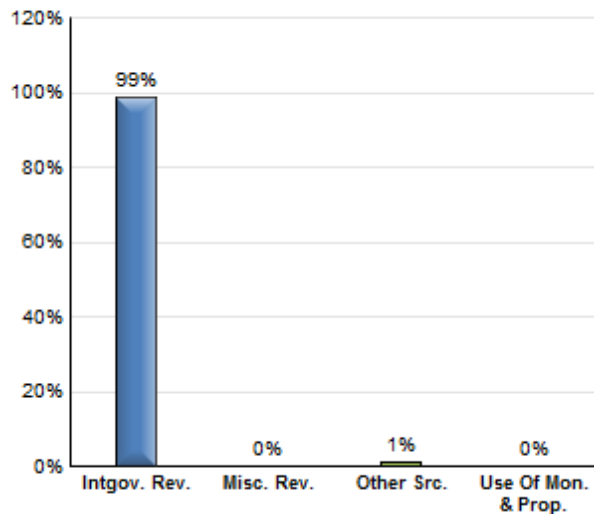
\$2

\$0

\$0

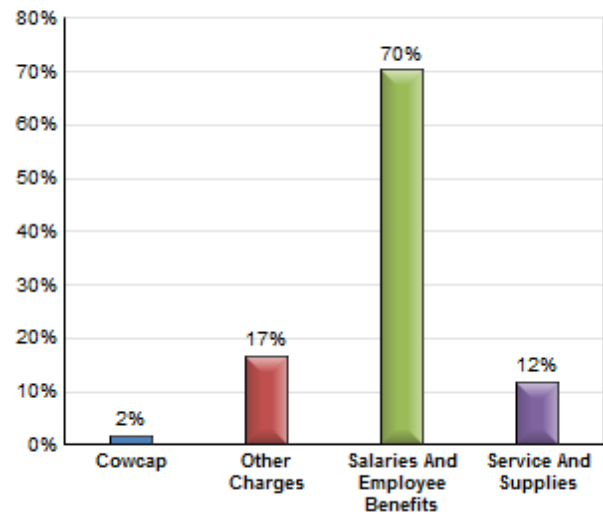
\$0

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 (TCDSCS) 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 TCDSCS 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 22,372 children are served by TCDSCS. The active caseload is approximately 21,823 cases. Services include:

- 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, TCDSCS must know where the non-custodial parent lives or works. TCDSCS will make every effort to locate the non-custodial parent.
- Establish Parentage - If parentage has not been established, TCDSCS 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, TCDSCS 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 - TCDSCS 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. TCDSCS will determine the type of enforcement action to be taken, consistent with state and federal regulations.

TCDSCS 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 FY 2020/21

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. **Results:** This objective was completed. TCDSCS had a distributed collected amount of \$46,411,062 as of September 30, 2020.

- **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. **Results:** This objective was not completed. TDCSS's average number of days from monetary order to first payment was 41 days as of September 30, 2020.

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. **Results:** This objective was completed. TDCSS's average number of days from case opening to the establishment of an order was 108 days as of September 30, 2020.
- **Objective 2:** Focus on marketing services to new customers with the goal of opening 1,600 new cases. **Results:** This objective was completed. TDCSS opened 1,762 new cases as of September 30, 2020.
- **Objective 3:** Establish support orders at a percentage higher than the State average of 92.3%. **Results:** This objective was completed. TDCSS's average for established support orders was 94.3% as of September 30, 2020.

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. **Results:** This objective was completed. TDCSS's Cost-Effectiveness ratio was \$3.03 as of September 30, 2020.

Other Accomplishments in FY 2020/21

- TDCSS was able to maintain 66% of the normal legal workload while most other Child Support Offices in the state were completely shut down during the COVID-19 pandemic.
- TDCSS was able to develop and implement emergency telework protocols which allowed TDCSS to continue serving our customers during the COVID-19 pandemic.

Key Goals and Objectives for FY 2021/22

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, 2021, as set by the state.

- **Objective 1:** Collect and distribute \$ 40,900,000 by September 30, 2021.
- **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 39 days.

Quality of Life

Goal 1: Strengthen customer engagement by September 30, 2021, 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 92.1%.

Organizational Performance

Goal 1: Operate a cost-effective program by September 30, 2021, 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 \$2.74.

Budget Request

The Requested Budget represents an overall decrease of \$1,813,837 or 11% in expenditures and an overall decrease of \$1,813,837 or 11% in revenues when compared with the FY 2020/21 Final Budget.

Significant areas with major changes between the FY 2020/21 Final Budget and the FY 2021/22 Requested Budget are as follows:

- Salaries and Benefits will decrease \$1,581,693 primarily based on the reduction of allocated positions.
- Services and Supplies will decrease \$170,509 primarily based on a reduction of training related travel expenses.
- Other Charges will decrease \$121,404 primarily based on a reduction to worker's compensation insurance costs as a result of reduced allocated positions.
- Countywide Cost Allocation Plan (COWCAP) charges will increase \$59,769 primarily based on changes in the plan.
- Revenue Projections will decrease \$1,813,837 primarily based on a reduction of state and 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.

Mental Health Realignment

Timothy W. Lutz

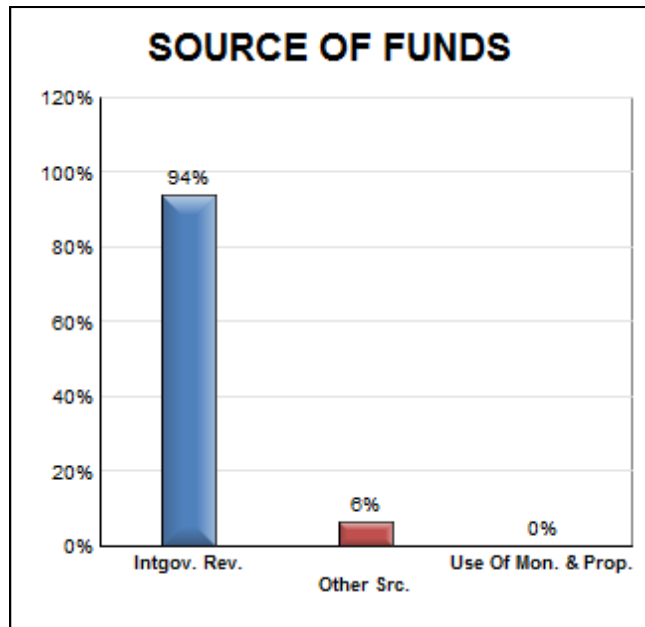
Health & Human Services Agency Director

Fund: 017

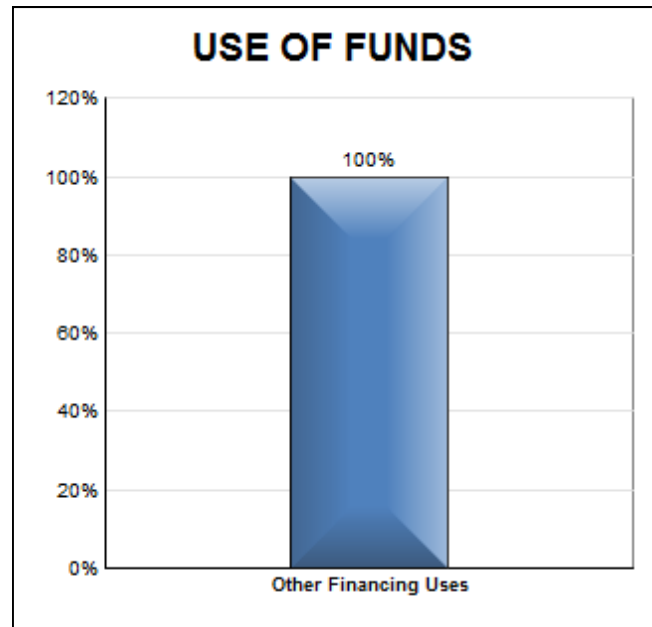
Agency: 017

SUMMARY OF APPROPRIATIONS AND REVENUES

	2019/20 ACTUALS	2020/21 FINAL BUDGET	2021/22 CAO RECOMMEND	VARIANCE
ACTIVITY APPROPRIATIONS:				
Hospital Care	\$16,259,651	\$22,489,589	\$23,444,407	\$954,818
TOTAL ACTIVITY APPROPRIATIONS	\$16,259,651	\$22,489,589	\$23,444,407	\$954,818
APPROPRIATIONS:				
Other Financing Uses	\$16,259,651	\$22,489,589	\$23,444,407	\$954,818
TOTAL APPROPRIATIONS:	\$16,259,651	\$22,489,589	\$23,444,407	\$954,818
REVENUES:				
Intergovernmental Revenue	\$15,399,206	\$14,843,377	\$15,837,396	\$994,019
Other Financing Sources	\$1,027,632	\$775,829	\$1,037,932	\$262,103
Rev. from Use of Money & Prop	\$-	\$-	\$-	\$-
TOTAL REVENUES:	\$16,426,838	\$15,619,206	\$16,875,328	\$1,256,122
NET COUNTY COST	\$(167,187)	\$6,870,383	\$6,569,079	\$(301,304)



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 \$954,818 or 4% in expenditures and an overall increase of \$1,256,122 or 8% in revenues when compared with the FY 2020/21 Final Budget. As a result, the use of Unrestricted Fund Balance decreased \$301,304 or 4% when compared with the FY 2020/21 Final Budget.

Significant areas with major changes between the FY 2020/21 Final Budget and the FY 2021/22 Requested Budget are as follows:

- Other Financing Uses will increase \$954,818 primarily based on rising expenses for mandated hospitalizations and Institutions for Mental Disease placements, as well as increased personnel expenses for positions added during the year for the California Advancing and Innovating Medi-Cal program.
- Revenue Projections will increase \$1,256,122 primarily based on an anticipated increase to State sales tax and VLF receipts due to relief from the effects 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.

Health Realignment

Timothy W. Lutz

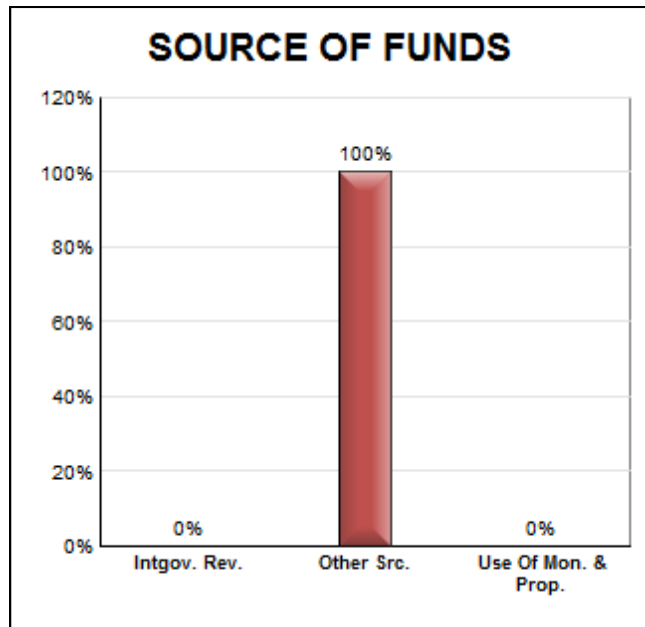
Health & Human Services Agency Director

Fund: 018

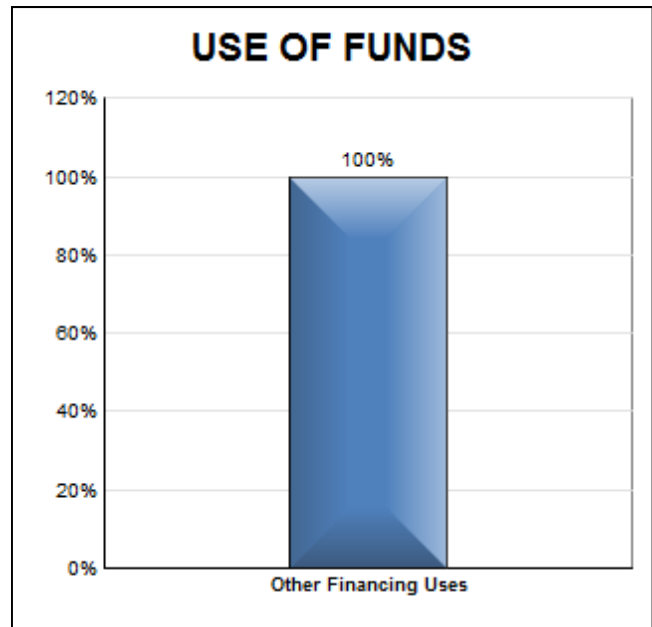
Agency: 018

**SUMMARY OF APPROPRIATIONS
AND REVENUES**

	2019/20 ACTUALS	2020/21 FINAL BUDGET	2021/22 CAO RECOMMEND	VARIANCE
ACTIVITY APPROPRIATIONS:				
Health	\$9,703,168	\$13,477,898	\$13,091,986	\$(385,912)
TOTAL ACTIVITY APPROPRIATIONS	\$9,703,168	\$13,477,898	\$13,091,986	\$(385,912)
APPROPRIATIONS:				
Other Financing Uses	\$9,703,168	\$13,477,898	\$13,091,986	\$(385,912)
TOTAL APPROPRIATIONS:	\$9,703,168	\$13,477,898	\$13,091,986	\$(385,912)
REVENUES:				
Intergovernmental Revenue	\$190,320	\$-	\$-	\$-
Other Financing Sources	\$9,248,458	\$8,876,986	\$9,415,186	\$538,200
Rev. from Use of Money & Prop	\$-	\$-	\$-	\$-
TOTAL REVENUES:	\$9,438,778	\$8,876,986	\$9,415,186	\$538,200
NET COUNTY COST	\$264,390	\$4,600,912	\$3,676,800	\$(924,112)



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 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 decrease of \$385,912 or 3% in expenditures and an overall increase of \$ 538,200 or 6% in revenues when compared with the FY 2020/21 Final Budget. As a result, the use of Unrestricted Fund Balance decreased \$924,112 or 20% when compared with the FY 2020/21 Final Budget.

Significant areas with major changes between the FY 2020/21 Final Budget and the FY 2021/22 Requested Budget are as follows:

- Other Financing Uses will decrease \$385,912 primarily based on other available resources available for public health programs.
- Revenue Projections will increase \$538,200 primarily based on increased VLF.

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 & Human Services Agency Director

Fund: 019

Agency: 019

**SUMMARY OF APPROPRIATIONS
AND REVENUES**

ACTIVITY APPROPRIATIONS:

	2019/20 ACTUALS	2020/21 FINAL BUDGET	2021/22 CAO RECOMMEND	VARIANCE
Administration	\$83,971,270	\$115,881,724	\$115,052,981	\$(828,743)
Health	\$272,703	\$571,155	\$571,155	\$-
TOTAL ACTIVITY APPROPRIATIONS	\$84,243,973	\$116,452,879	\$115,624,136	\$(828,743)

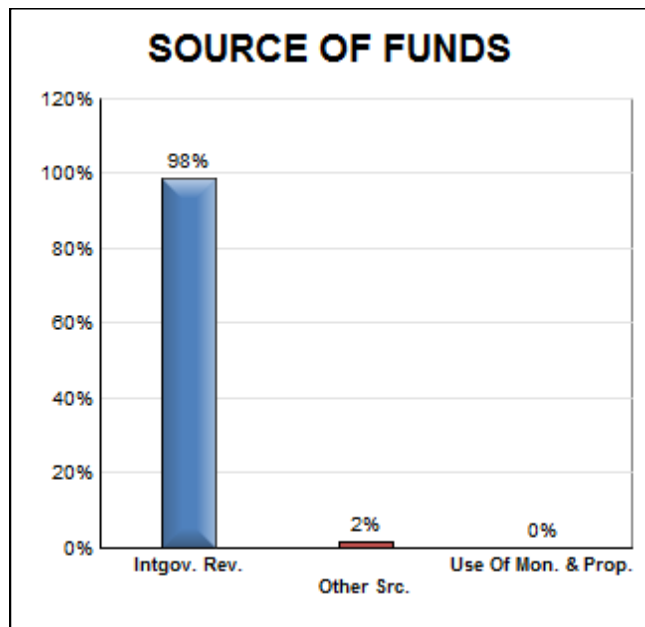
APPROPRIATIONS:

Other Financing Uses	\$84,243,973	\$116,452,879	\$115,624,136	\$(828,743)
TOTAL APPROPRIATIONS:	\$84,243,973	\$116,452,879	\$115,624,136	\$(828,743)

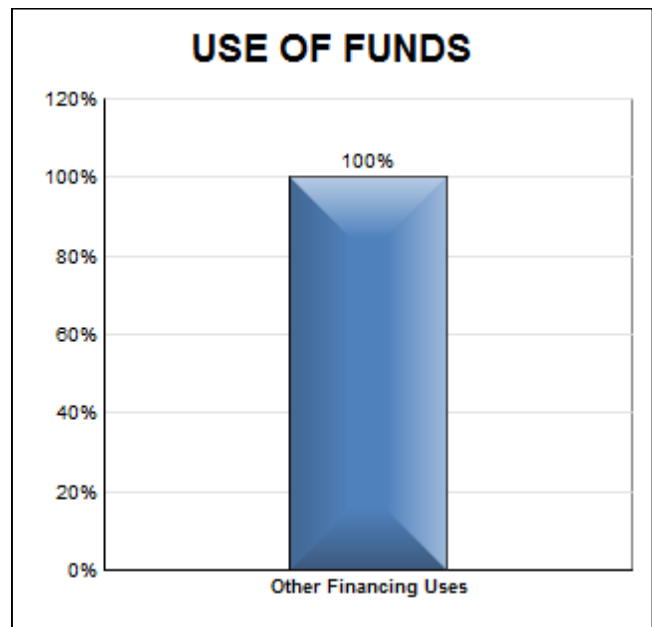
REVENUES:

Intergovernmental Revenue	\$84,890,684	\$104,317,341	\$106,153,421	\$1,836,080
Other Financing Sources	\$1,980,250	\$1,555,308	\$1,708,001	\$152,693
Rev. from Use of Money & Prop	\$-	\$-	\$-	\$-
TOTAL REVENUES:	\$86,870,934	\$105,872,649	\$107,861,422	\$1,988,773

NET COUNTY COST	\$(2,626,961)	\$10,580,230	\$7,762,714	\$(2,817,516)
------------------------	----------------------	---------------------	--------------------	----------------------



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 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.

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 decrease of \$828,743 or 1% in expenditures and an overall increase of \$1,988,773 or 2% in revenues when compared with the FY 2020/21 Final Budget. As a result, the use of Unrestricted Fund Balance decreased \$2,817,516 or 27% when compared with the FY 2020/21 Final Budget.

Significant areas with major changes between the FY 2020/21 Final Budget and the FY 2021/22 Requested Budget are as follows:

- Other Financing Uses will decrease \$828,743 primarily based on California Work Opportunity and Responsibility to Kids (CalWORKs) Assistance caseload contingencies that were budgeted in FY 2020/21 for COVID, that are not needed to be budgeted this fiscal year.
- Revenue Projections will increase \$1,988,773 primarily based on additional funding being used for improvement proposals.

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

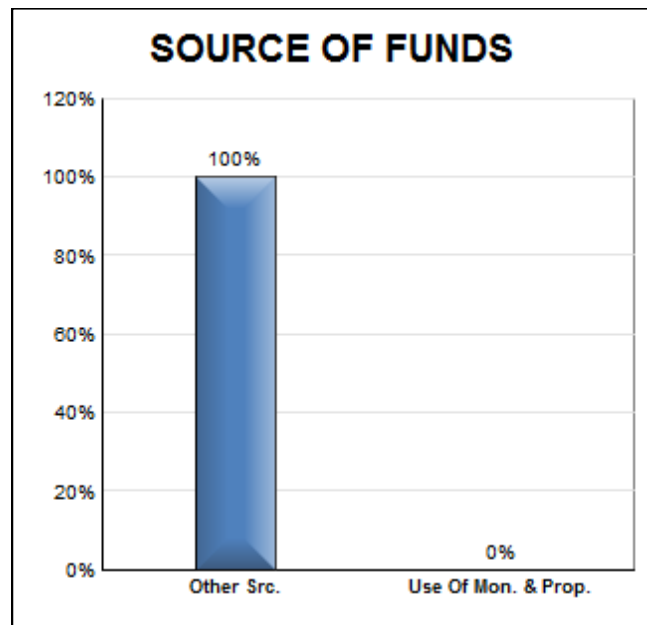
Auditor-Controller/Treasurer-Tax Collector

Fund: 020

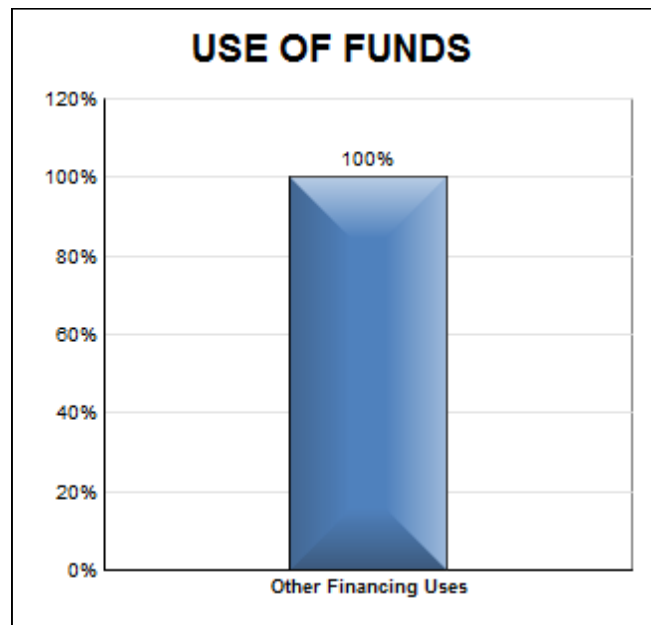
Agency: 020

SUMMARY OF APPROPRIATIONS AND REVENUES

	2019/20 ACTUALS	2020/21 FINAL BUDGET	2021/22 CAO RECOMMEND	VARIANCE
ACTIVITY APPROPRIATIONS:				
Legislative And Administrative	\$4,348,992	\$5,522,519	\$5,587,716	\$65,197
TOTAL ACTIVITY APPROPRIATIONS	\$4,348,992	\$5,522,519	\$5,587,716	\$65,197
APPROPRIATIONS:				
Other Financing Uses	\$4,348,992	\$5,522,519	\$5,587,716	\$65,197
TOTAL APPROPRIATIONS:	\$4,348,992	\$5,522,519	\$5,587,716	\$65,197
REVENUES:				
Other Financing Sources	\$4,348,992	\$5,522,519	\$5,587,716	\$65,197
Rev. from Use of Money & Prop	\$-	\$-	\$-	\$-
TOTAL REVENUES:	\$4,348,992	\$5,522,519	\$5,587,716	\$65,197
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 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 \$65,197 or 1% in expenditures and an overall increase of \$65,197 or 1% in revenues when compared with the FY 2020/21 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

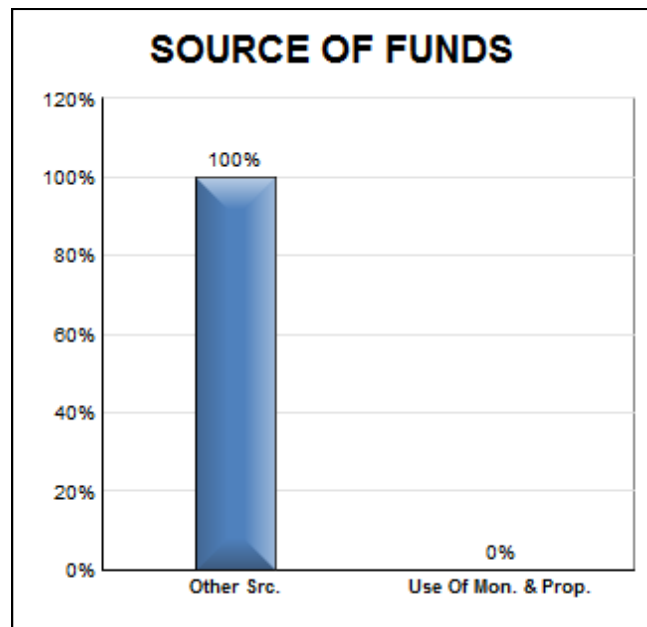
Auditor-Controller/Treasurer-Tax Collector

Fund: 022

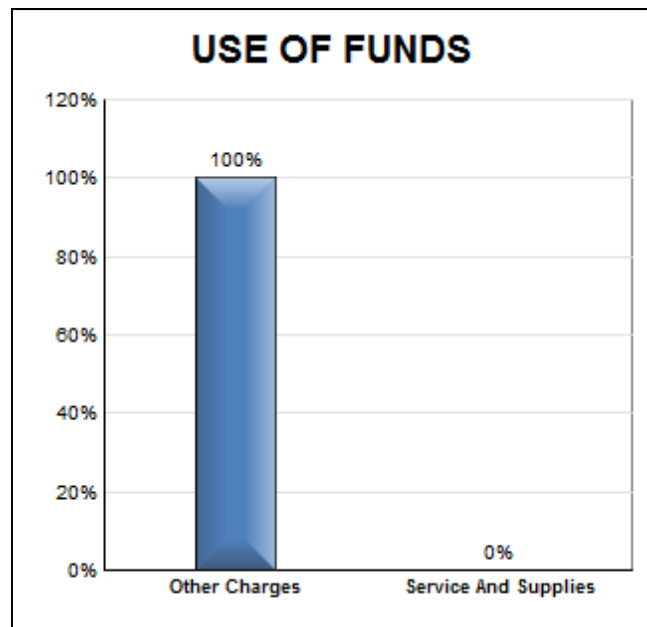
Agency: 022

SUMMARY OF APPROPRIATIONS AND REVENUES

	2019/20 ACTUALS	2020/21 FINAL BUDGET	2021/22 CAO RECOMMEND	VARIANCE
ACTIVITY APPROPRIATIONS:				
Debt Services	\$18,920,279	\$19,494,336	\$19,832,944	\$338,608
TOTAL ACTIVITY APPROPRIATIONS	\$18,920,279	\$19,494,336	\$19,832,944	\$338,608
APPROPRIATIONS:				
Other Charges	\$18,918,779	\$19,492,836	\$19,831,444	\$338,608
Service And Supplies	\$1,500	\$1,500	\$1,500	\$-
TOTAL APPROPRIATIONS:	\$18,920,279	\$19,494,336	\$19,832,944	\$338,608
REVENUES:				
Other Financing Sources	\$19,973,160	\$19,492,836	\$19,831,444	\$338,608
Rev. from Use of Money & Prop	\$-	\$-	\$-	\$-
TOTAL REVENUES:	\$19,973,160	\$19,492,836	\$19,831,444	\$338,608
NET COUNTY COST	\$(1,052,881)	\$1,500	\$1,500	\$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 Pension Obligation Bond (POB) fund accounts for debt service payments of the County's Taxable POBs. Tulare 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 \$338,608 or 2% in expenditures and an overall increase of \$338,608 or 2% in revenues when compared with the FY 2020/21 Final Budget.

Significant areas with major changes between the FY 2020/21 Final Budget and the FY 2021/22 Requested Budget are as follows:

- Other Charges will increase \$338,608 primarily based on the debt schedule for principal payments of POBs.
- Revenue Projections will increase \$338,608 primarily based on the debt schedule for principal 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

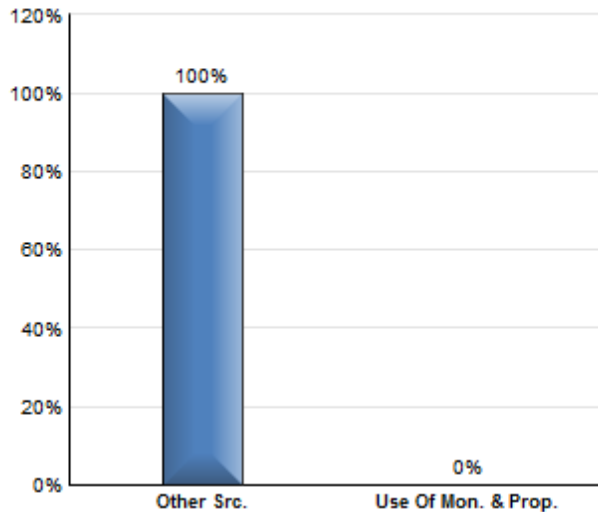
Fund: 024

Agency: 024

SUMMARY OF APPROPRIATIONS AND REVENUES

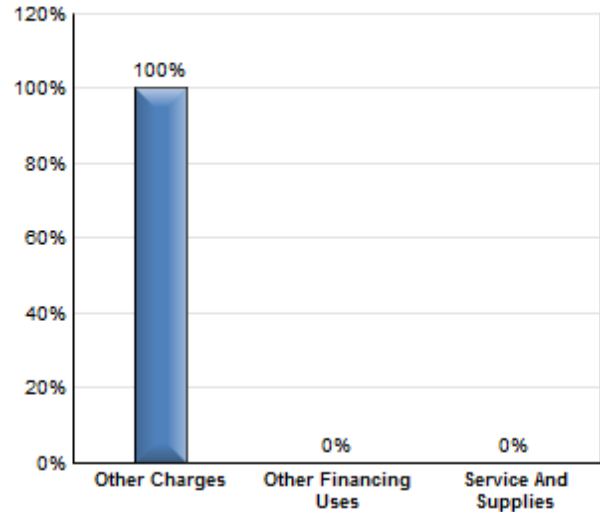
	2019/20 ACTUALS	2020/21 FINAL BUDGET	2021/22 CAO RECOMMEND	VARIANCE
ACTIVITY APPROPRIATIONS:				
Debt Services	\$624,580	\$3,024,601	\$1,806,727	\$(1,217,874)
TOTAL ACTIVITY APPROPRIATIONS	\$624,580	\$3,024,601	\$1,806,727	\$(1,217,874)
APPROPRIATIONS:				
Other Charges	\$624,580	\$1,924,601	\$1,806,727	\$(117,874)
Other Financing Uses	\$-	\$1,100,000	\$-	\$(1,100,000)
Service And Supplies	\$-	\$-	\$-	\$-
TOTAL APPROPRIATIONS:	\$624,580	\$3,024,601	\$1,806,727	\$(1,217,874)
REVENUES:				
Other Financing Sources	\$5,294,360	\$7,475,782	\$6,980,421	\$(495,361)
Rev. from Use of Money & Prop	\$-	\$-	\$-	\$-
TOTAL REVENUES:	\$5,294,360	\$7,475,782	\$6,980,421	\$(495,361)
NET COUNTY COST	\$(4,669,780)	\$(4,451,181)	\$(5,173,694)	\$(722,513)

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 decrease of \$1,217,874 or 40% in expenditures and an overall decrease of \$495,361 or 7% in revenues when compared with the FY 2020/21 Final Budget. The \$5,173,694 difference between expenditures and revenues represents the increase to fund balance.

Significant areas with major changes between the FY 2020/21 Final Budget and the FY 2021/22 Requested Budget are as follows:

- Other Charges will decrease \$117,874 primarily based on retirement of long-term debt.
- Other Financing Uses will decrease \$1,100,000 primarily based on reduction in transfers out for future projects and related expenses.
- Revenue Projections will decrease \$495,361 primarily based on decreases in 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

Brooke Sisk

General Services Agency Director

Fund: 030

Agency: 086

SUMMARY OF APPROPRIATIONS AND REVENUES

	2019/20 ACTUALS	2020/21 FINAL BUDGET	2021/22 CAO RECOMMEND	VARIANCE
--	--------------------	----------------------------	-----------------------------	----------

ACTIVITY APPROPRIATIONS:

Legislative And Administrative	\$1,434,086	\$504,679	\$835,625	\$330,946
Plant Acquisition	\$8,267,495	\$50,135,726	\$92,967,632	\$42,831,906
TOTAL ACTIVITY APPROPRIATIONS	\$9,701,581	\$50,640,405	\$93,803,257	\$43,162,852

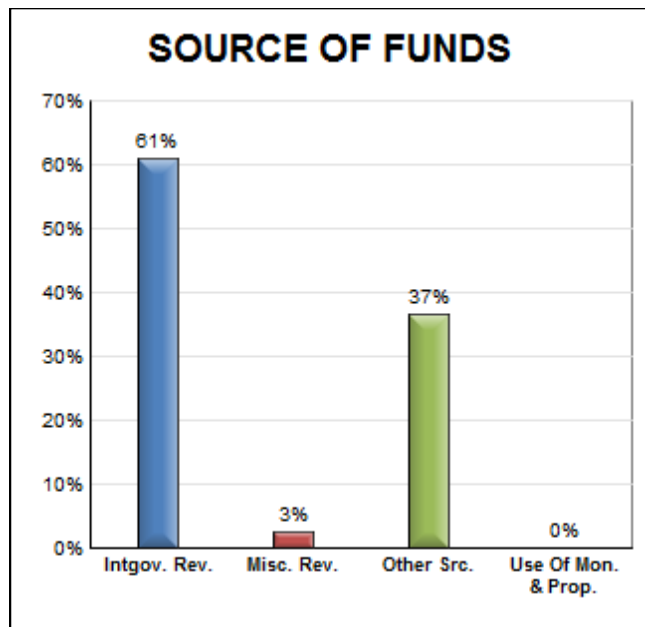
APPROPRIATIONS:

Capital Assets	\$7,534,958	\$45,392,461	\$87,502,928	\$42,110,467
Cowcap	\$596,572	\$(286,143)	\$(219,705)	\$66,438
Other Charges	\$457,393	\$310,136	\$363,960	\$53,824
Other Financing Uses	\$516,122	\$4,563,406	\$5,352,602	\$789,196
Salaries And Employee Benefits	\$586,275	\$386,345	\$579,622	\$193,277
Service And Supplies	\$10,261	\$274,200	\$223,850	\$(50,350)
TOTAL APPROPRIATIONS:	\$9,701,581	\$50,640,405	\$93,803,257	\$43,162,852

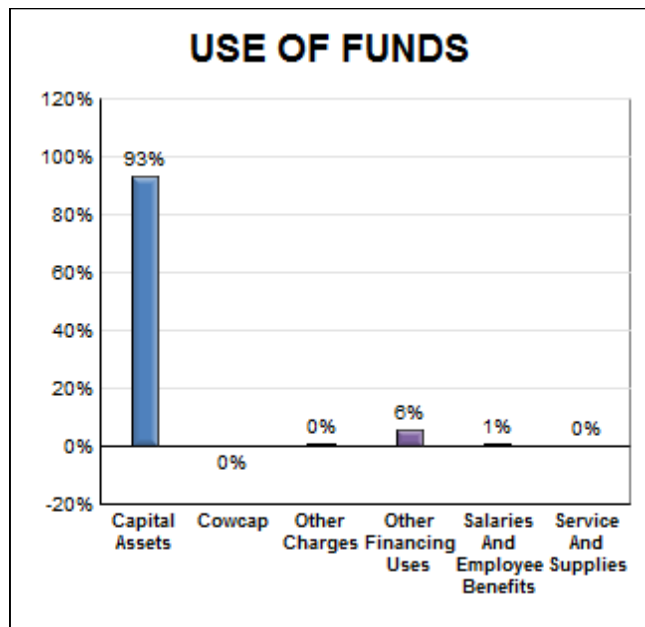
REVENUES:

Intergovernmental Revenue	\$3,415,996	\$14,823,396	\$40,000,000	\$25,176,604
Miscellaneous Revenue	\$408,866	\$100,000	\$1,674,000	\$1,574,000
Other Financing Sources	\$16,871,749	\$10,110,748	\$24,025,458	\$13,914,710
Rev. from Use of Money & Prop	\$-	\$-	\$-	\$-
TOTAL REVENUES:	\$20,696,611	\$25,034,144	\$65,699,458	\$40,665,314

NET COUNTY COST	\$(10,995,030)	\$25,606,261	\$28,103,799	\$2,497,538
------------------------	-----------------------	---------------------	---------------------	--------------------



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 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 coordinated using an in-house project management team. This 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 FY 2020/21

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. **Results:** This objective was not completed. Approval was delayed due to changes in building code requiring project redesign. Approval to bid is expected to be received in FY 2021/22.
- **Objective 2:** Start construction by March 2021. **Results:** This objective was not completed. The delay was due to Objective 1 being deferred. Construction is expected to commence in FY 2021/22.

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. **Results:** This objective was completed. However, it was delayed until November of 2020 due to the need to properly design the project and obtain a construction permit.
- **Objective 2:** Begin construction of the Dispatch Center by December 2020. **Results:** This objective was completed. However, it was delayed until March 2021 due to Objective 1 being deferred.

Goal 3: Provide project management for the Terra Bella Fire Station remodel.

- **Objective 1:** Complete design of the Fire Station by October 2020. **Results:** This objective was not completed. It was delayed due to limited availability of business partners due to COVID-19 pandemic restrictions. Design is expected to be complete in FY 2021/22.

- **Objective 2:** Submit final plans for approval to the Board of Supervisors by December 2020. **Results:** This objective was not completed. It was delayed due to Objective 1 being deferred. Plans are expected to be submitted to the Board of Supervisors in FY 2021/22.
- **Objective 3:** Begin construction of the project by February 2021. **Results:** This objective was not completed. It was delayed due to Objective 2 being deferred. Construction is anticipated to start in FY 2021/22.

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. **Results:** This objective was not completed. It was delayed due to limited availability of business partners due to COVID-19 pandemic restrictions. Design is expected to be complete by July 2021.
- **Objective 2:** Submit final plans for approval to bid to the Board of Supervisors by October 2020. **Results:** This objective was not completed. It was delayed due to Objective 1 being deferred. Plans are expected to be submitted to the Board of Supervisors in FY 2021/22.
- **Objective 3:** Begin construction of the project by January 2021. **Results:** This objective was not completed. It was delayed due to Objective 2 being deferred. Construction is anticipated to start in FY 2021/22.

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. **Results:** This objective was completed. Plans were submitted to the Board of Supervisors in April 2021. The delay was due to limited availability of business partners due to COVID-19 pandemic restrictions.
- **Objective 2:** Begin construction of the Clinic by November 2020. **Results:** This objective was not completed. It was delayed due to Objective 1 being deferred. Construction is expected to begin in July 2021.

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. **Results:** This objective was completed. Plans were submitted to the Board of Supervisors in April 2021. The delay was due to limited availability of business partners due to COVID-19 pandemic restrictions.
- **Objective 2:** Begin construction of the remodel by December 2020. **Results:** This objective was not completed. It was delayed due to Objective 1 being deferred. Construction began in June 2021.
- **Objective 3:** Complete construction by June 2021. **Results:** This objective was not completed. It was delayed due to Objective 2 being deferred. Construction is expected to be complete in FY 2021/22.

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. **Results:** This objective was completed. However, it was completed in February 2021 due to limited availability of business partners due to COVID-19 pandemic restrictions.
- **Objective 2:** Submit final plans for approval to bid to the Board of Supervisors by January 2021. **Results:** This objective was completed. However, it was completed in March 2021 due to Objective 1 being deferred.
- **Objective 3:** Start construction by April 2021. **Results:** This objective was not completed. It was delayed due to Objective 2 being deferred. Construction is anticipated to start in FY 2021/22.

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. **Results:** This objective was completed. Design was completed in April 2021. The delay was due to limited availability of business partners due to COVID-19 pandemic restrictions.
- **Objective 2:** Submit final plans for approval to bid to the Board of Supervisors by October 2020. **Results:** This objective was not completed. It was delayed due to Objective 1 being deferred. Plans are anticipated to be submitted to the Board of Supervisors in FY 2021/22.
- **Objective 3:** Start construction by January 2021. **Results:** This objective was not completed. It was delayed due to Objective 2 being deferred. Construction is anticipated to start in FY 2021/22.

Key Goals and Objectives for FY 2021/22

Safety and Security

Goal 1: Provide project management for design and construction of public safety facilities.

- **Objective 1:** Complete construction of the Sheriff and Fire co-located dispatch center by October 2021.
- **Objective 2:** Begin construction on the Terra Bella Fire Station project by February 2022.
- **Objective 3:** Begin construction on the Sequoia Field Program Facility by March 2022.

Quality of Life

Goal 1: Modernize, design, and construct County-owned facilities to improve accessibility and enhance services to the public.

- **Objective 1:** Begin construction on the Dinuba Library remodel project by January 2022.
- **Objective 2:** Submit final construction plans to the Board of Supervisors for approval to bid the new branch library in Springville by June 2022.

Organizational Performance

Goal 1: Improve the quality of working conditions for County employees and enhance services to the public.

- **Objective 1:** Begin construction on the Board of Supervisors and County Administrative Office remodel project by October 2021.
- **Objective 2:** Begin construction on the Government Plaza parking lot project by November 2021.
- **Objective 3:** Complete construction of the Resource Management Agency remodel project at Government Plaza by June 2021.

Budget Request

The Requested Budget represents an overall increase of \$43,162,852 or 85% in expenditures and an overall increase of \$40,665,314 or 162% in revenues when compared with the FY 2020/21 Final Budget. The \$28,103,799 difference between expenditures and revenues represents the use of Fund Balance.

Significant areas with major changes between the FY 2020/21 Final Budget and the FY 2021/22 Requested Budget are as follows:

- Salaries and Benefits will increase \$193,277 primarily based on prior year salary savings.
- Services and Supplies will decrease \$50,350 primarily based on reduction in special departmental expenses.
- Other Charges will increase \$53,824 primarily based on increase in data processing charges.
- Capital Assets will increase \$42,110,467 primarily based on Sequoia Field Jail Project, improvements to land and building and rehab/relocation projects.
- Other Financing Uses will increase \$789,196 primarily based on additional costs for library projects.
- Countywide Cost Allocation Plan (COWCAP) charges will increase \$66,438 primarily based on changes to the Plan.
- Revenue Projections will increase \$40,665,314 primarily based on increase in State funding due to construction costs for Sequoia Field Jail Project and operating transfers-in to fund various projects.

Staffing changes reflected in the Requested Budget include the following:

- No staffing changes requested.

Capital asset requests reflected in the Requested Budget include the following:

- 1 Truck - \$46,000

Capital assets approved by the Board of Supervisors prior to the publication of this book include the following:

- 1 Truck - \$33,000, per Board Resolution 2020-0572.
- 4 Electric Off-Road Vehicles - \$80,000 per Resolution # 2021-0208

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

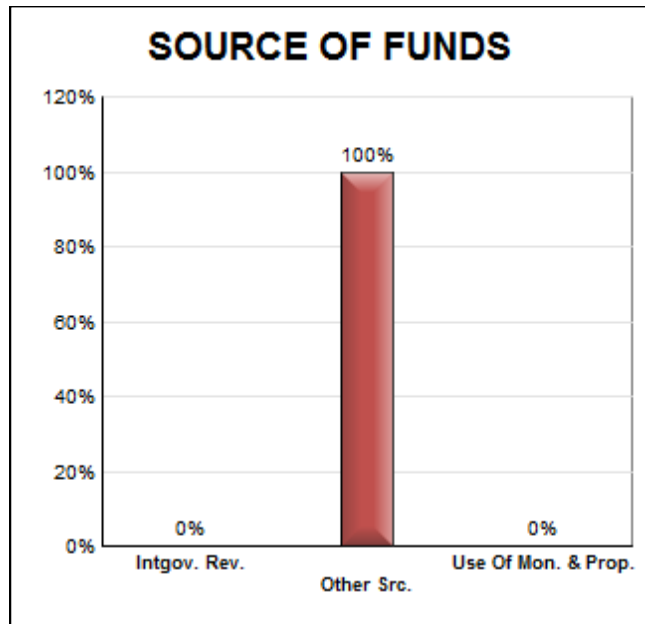
Kennon Keoseyan, Information & Communications Technology Director

Fund: 035

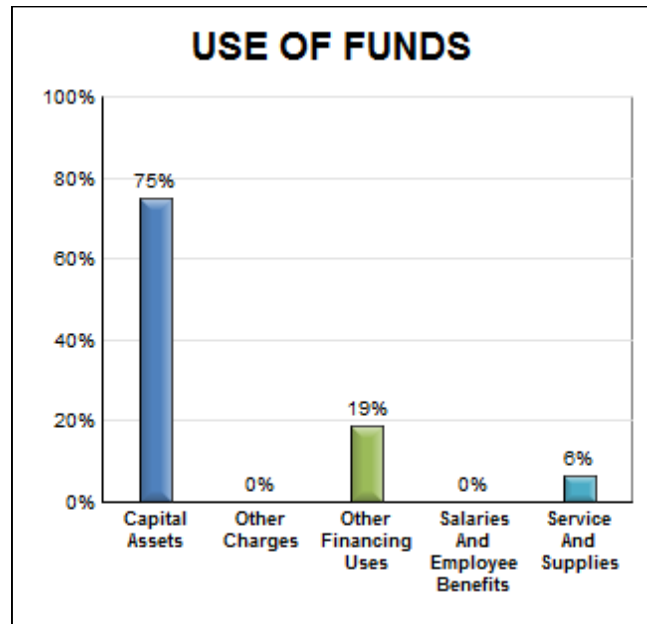
Agency: 090

SUMMARY OF APPROPRIATIONS AND REVENUES

	2019/20 ACTUALS	2020/21 FINAL BUDGET	2021/22 CAO RECOMMEND	VARIANCE
ACTIVITY APPROPRIATIONS:				
Other General	\$62,307	\$109,000	\$200,000	\$91,000
Plant Acquisition	\$2,408,571	\$5,978,641	\$3,594,430	\$(2,384,211)
TOTAL ACTIVITY APPROPRIATIONS	\$2,470,878	\$6,087,641	\$3,794,430	\$(2,293,211)
APPROPRIATIONS:				
Capital Assets	\$787,381	\$2,101,240	\$2,842,138	\$740,898
Other Charges	\$397,318	\$1,371,382	\$-	\$(1,371,382)
Other Financing Uses	\$122,743	\$-	\$708,292	\$708,292
Salaries And Employee Benefits	\$230,052	\$264,854	\$-	\$(264,854)
Service And Supplies	\$933,384	\$2,350,165	\$244,000	\$(2,106,165)
TOTAL APPROPRIATIONS:	\$2,470,878	\$6,087,641	\$3,794,430	\$(2,293,211)
REVENUES:				
Intergovernmental Revenue	\$-	\$-	\$-	\$-
Other Financing Sources	\$2,791,253	\$5,321,148	\$3,643,412	\$(1,677,736)
Rev. from Use of Money & Prop	\$-	\$-	\$-	\$-
TOTAL REVENUES:	\$2,791,253	\$5,321,148	\$3,643,412	\$(1,677,736)
NET COUNTY COST	\$(320,375)	\$766,493	\$151,018	\$(615,475)



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

Information and Communications Technology (ICT) Special Projects supports the County's mission of creating public value and departments' initiatives through the efficacious management of projects funded outside of 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 Functions

- 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 in FY 2020/21

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. **Results:** This objective was completed.

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. **Results:** This objective was partially completed. A vendor was contracted to assist Tulare County municipal agencies with CalOES funds. A team representing most municipalities was formed and will continue to be developed as further guidance from the State is revealed.
- **Objective 2:** Upgrade disaster recovery capabilities and improve efficiencies by June 2021. **Results:** This objective was completed.

Other Accomplishments in FY 2020/21

- Successfully implemented the CARES Act Telework Technology Upgrade Project, totaling \$7.6 million in technology infrastructure.
- Successfully acquired the infrastructure items related to the Radio Infrastructure Upgrade Project.
- Successfully completed the Physical Access Manager & Controller Upgrade project.
- Successfully completed the HIPPA Compliant File Transfer System Project.
- Replaced several countywide uninterruptible power supplies (UPS).

Key Goals and Objectives for FY 2021/22

Organizational Performance

Goal 1: Improve system infrastructure, security, and efficiency.

- **Objective 1:** Review SQL Server licenses and update by June 2022.
- **Objective 2:** Install new SQL Server modernization by June 2022.
- **Objective 3:** Complete NSX Microsegmentation for security isolation of systems by June 2022.

Goal 2: Expand backup storage and pilot a cloud data center.

- **Objective 1:** Purchase and install additional storage capacity to a local storage solution by January 2022.
- **Objective 2:** Relocate DMZ servers into the cloud by June 2022.
- **Objective 3:** Pilot disaster recovery from the cloud by June 2022.

Goal 3: Enhance network infrastructure redundancy.

- **Objective 1:** Enhance geo-redundancy across multiple internet connections by June 2022.
- **Objective 2:** Implement a multi-gig switch for increases in wireless access by June 2022.

Budget Request

The Requested Budget represents an overall decrease of \$2,293,211 or 38% in expenditures and an overall decrease of \$1,677,736 or 32% in revenues when compared with the FY 2020/21 Final Budget. The \$151,018 difference between expenditure and revenue represents the use of fund balance.

Significant areas with major changes between the FY 2020/21 Final Budget and the FY 2021/22 Requested Budget are as follows:

- Salaries and Benefits will decrease \$264,854 primarily based on the reduction in staff due to the termination of the Aumentum Project.
- Services and Supplies will decrease \$2,106,165 primarily based on the termination of the Aumentum Project.
- Other Charges will decrease \$1,371,382 primarily based on decreased data processing charges.
- Capital Assets will increase \$740,898 primarily based on the quantity, cost, and scope of projects scheduled for FY 2021/22.
- Other Financing Uses will increase \$708,292 primarily based on the inclusion of three tower upgrade projects in FY 2021/22.
- Revenue Projections will decrease \$1,677,736 primarily based on the quantity, cost, and scope of projects scheduled for FY 2021/22.

Staffing changes reflected in the Requested Budget include the following:

- No staffing changes requested.

Capital asset requests reflected in the Requested Budget include the following:

- Jordan Peak Tower Upgrade Project - \$285,000
- Lewis Hill Radio Tower Project - \$90,419
- Tulare Fire Station Radio Tower Project - \$300,000

- Radio Infrastructure Upgrade Project - \$52,000
- Badge Access Project - \$25,000
- Wireless Access Point Project - \$20,000
- Business Continuity Project - \$25,000
- Cloud Based BI Platform Project - \$200,000
- Tanium Project - \$618,138
- Disaster Recovery Project - \$280,000
- Backup Storage Project - \$450,000
- SQL Server Modernization Project - \$107,000
- UPS Batteries Project - \$25,000
- UPS Replacement Project - \$100,000
- Civic Center Fiber Upgrade Project - \$100,000
- SmartNet Maintenance Project - \$400,000
- Multi Gig Switch Project - \$10,000
- VM Ware Maintenance Project - \$430,000

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.

Community Development Block Grant

Reed Schenke

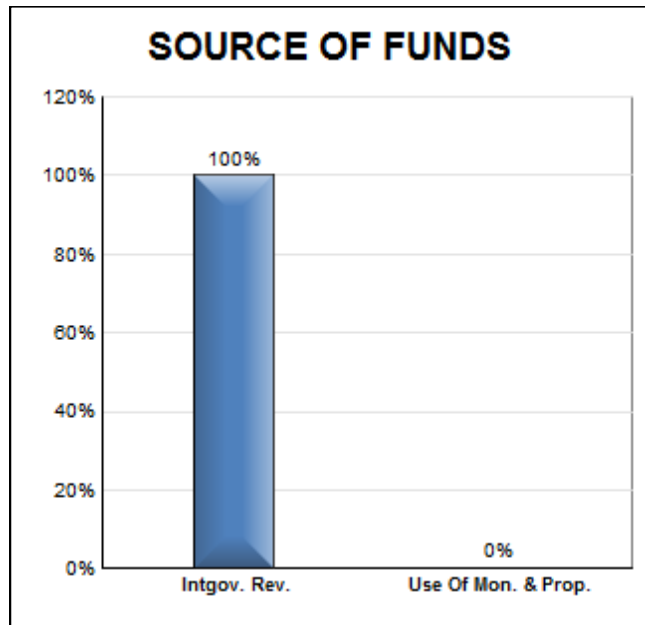
Resource Management Agency Director

Fund: 050

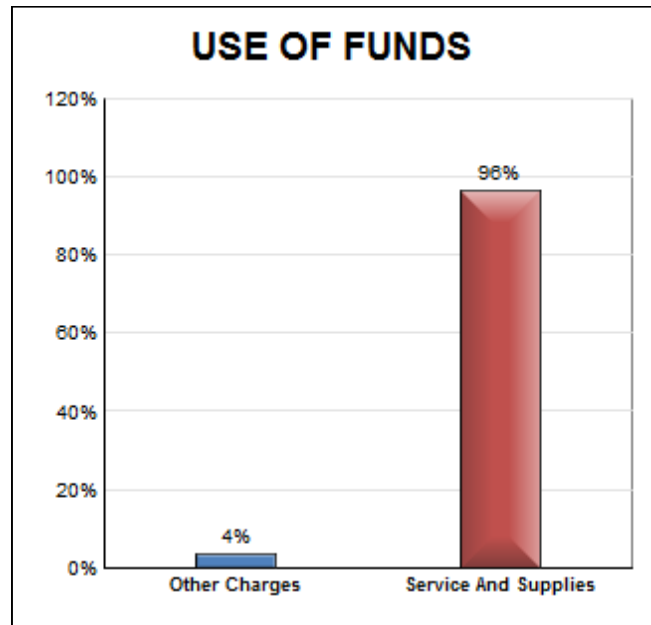
Agency: 230

SUMMARY OF APPROPRIATIONS AND REVENUES

	2019/20 ACTUALS	2020/21 FINAL BUDGET	2021/22 CAO RECOMMEND	VARIANCE
ACTIVITY APPROPRIATIONS:				
TOTAL ACTIVITY APPROPRIATIONS	\$-	\$-	\$955,166	\$955,166
APPROPRIATIONS:				
Other Charges	\$-	\$-	\$35,000	\$35,000
Service And Supplies	\$-	\$-	\$920,166	\$920,166
TOTAL APPROPRIATIONS:	\$-	\$-	\$955,166	\$955,166
REVENUES:				
Intergovernmental Revenue	\$-	\$-	\$955,166	\$955,166
Rev. from Use of Money & Prop	\$-	\$-	\$-	\$-
TOTAL REVENUES:	\$-	\$-	\$955,166	\$955,166
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 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 homebuyer's 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 Functions

To promote healthy neighborhoods and viable communities through the use of CDBG funds.

Key Goals and Objectives Results in FY 2020/21

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. **Results:** This objective was completed.

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. **Results:** This objective was partially completed. A priority list of shovel ready projects is in progress and is expected to be completed by the end of next fiscal year.
- **Objective 2:** Seek additional funding for water and/or sewer lateral projects throughout FY 2020/21. **Results:** This objective was not completed. Currently there are no water or sewer consolidation projects in progress, therefore no need to apply for lateral funding.

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. **Results:** This objective was completed.

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. **Results:** This objective was completed.

Key Goals and Objectives for FY 2021/22

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 2021/22.

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 2021/22.

Quality of Life

Goal 1: Utilize CDBG funding for community housing needs.

- **Objective 1:** Begin implementation of the CDBG housing assistance grant to offset impacts of COVID-19 pandemic by June 2022.

Budget Request

The Requested Budget represents an overall increase of \$955,166 or 100% in expenditures and an overall increase of \$ 955,166 or 100% in revenues when compared with the FY 2020/21 Final Budget.

Significant areas with major changes between the FY 2020/21 Final Budget and the FY 2021/22 Requested Budget are as follows:

- Services and Supplies will increase \$920,166 primarily based on an increase in grant related expenses.
- Other Charges will increase \$35,000 primarily based on an increase in grant related expenses.
- Revenue Projections will increase \$955,166 primarily based on an increase in grant related revenues.

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

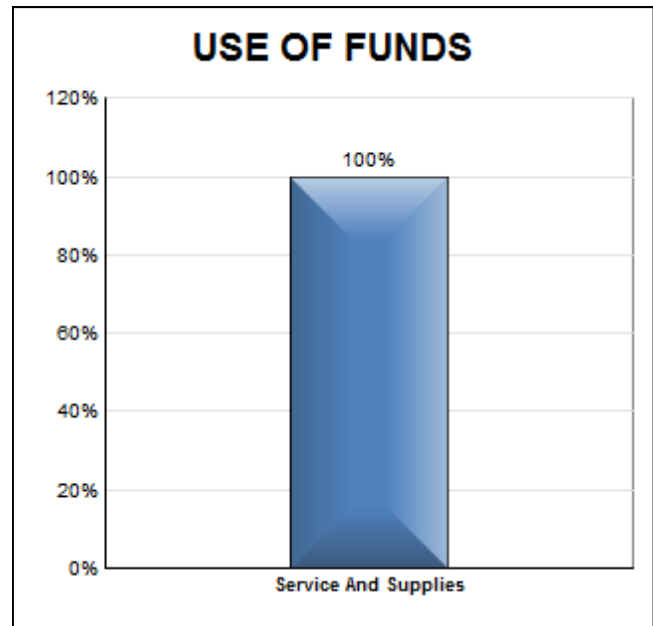
The Department Head concurs with the Recommended Budget.

HOME Program

Reed Schenke

Resource Management Agency Director

Fund: 051				
Agency: 230				
SUMMARY OF APPROPRIATIONS AND REVENUES	2019/20 ACTUALS	2020/21 FINAL BUDGET	2021/22 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 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. **Results:** This objective was completed.

Key Goals and Objectives for FY 2021/22

Organizational Performance

Goal 1: Expand staff knowledge of program rules and application process to improve potential grant prospects.

- **Objective 1:** Have grant staff complete the CORE modules of the Building HOME online training program provided by the Department of Housing & Urban Development (HUD) Exchange.

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

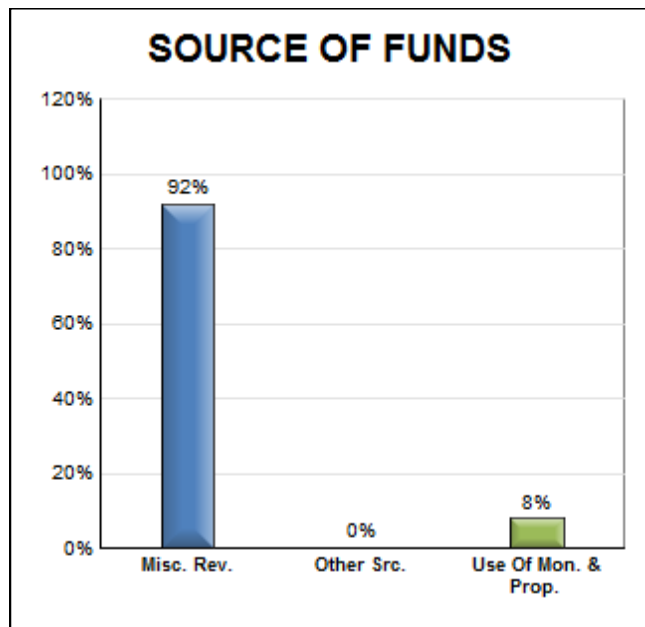
Jason T. Britt
Executive Director

Fund: RA6

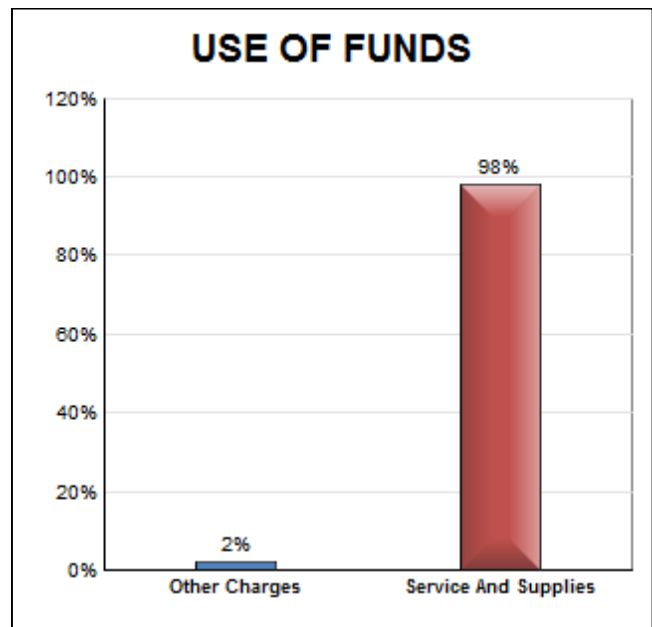
Agency: RA6

SUMMARY OF APPROPRIATIONS AND REVENUES

	2019/20 ACTUALS	2020/21 FINAL BUDGET	2021/22 CAO RECOMMEND	VARIANCE
ACTIVITY APPROPRIATIONS:				
Other Assistance	\$4,921	\$208,551	\$262,453	\$53,902
TOTAL ACTIVITY APPROPRIATIONS	\$4,921	\$208,551	\$262,453	\$53,902
APPROPRIATIONS:				
Other Charges	\$3,941	\$3,986	\$4,916	\$930
Service And Supplies	\$980	\$204,565	\$257,537	\$52,972
TOTAL APPROPRIATIONS:	\$4,921	\$208,551	\$262,453	\$53,902
REVENUES:				
Miscellaneous Revenue	\$56,157	\$29,000	\$29,000	\$-
Other Financing Sources	\$-	\$-	\$-	\$-
Rev. from Use of Money & Prop	\$3,975	\$3,000	\$2,500	\$(500)
TOTAL REVENUES:	\$60,132	\$32,000	\$31,500	\$(500)
NET COUNTY COST	\$(55,211)	\$176,551	\$230,953	\$54,402



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 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. **Results:** This objective was completed.
- **Objective 2:** Finalize the property disposition plan and complete the transfer of remaining properties in FY 2020/21. **Results:** This objective was partially completed. An appraisal was completed, and the properties have been listed for sale.

Key Goals and Objectives for FY 2021/22

Organizational Performance

Goal 1: Fulfill regulatory responsibilities in accordance with state law.

- **Objective 1:** Prepare and submit annual Housing Successor report prior to June 2022.
- **Objective 2:** Finalize the property disposition plan and complete the transfer of remaining properties in FY 2021/22.

Budget Request

The Requested Budget represents an overall increase of \$53,902 or 26% in expenditures and an overall decrease of \$ 500 or 2% in revenues when compared with the FY 2020/21 Final Budget. The \$230,953 difference between expenditures and revenues represents the use of Fund Balance.

Significant areas with major changes between the FY 2020/21 Final Budget and the FY 2021/22 Requested Budget are as follows:

- Other Charges will increase \$930 primarily based on increased staff time.

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.

Page Intentionally Left Blank

Risk Management

Jennifer M. Flores

County Counsel

Fund: 061				
Agency: 035				
SUMMARY OF APPROPRIATIONS AND REVENUES	2019/20 ACTUALS	2020/21 FINAL BUDGET	2021/22 CAO RECOMMEND	VARIANCE
ACTIVITY APPROPRIATIONS:				
Other General	\$17,412,554	\$24,604,172	\$25,717,503	\$1,113,331
TOTAL ACTIVITY APPROPRIATIONS	\$17,412,554	\$24,604,172	\$25,717,503	\$1,113,331
APPROPRIATIONS:				
Cowcap	\$5,871	\$148,764	\$246,599	\$97,835
Internal Service Accounts	\$3,378,161	\$3,622,000	\$4,322,123	\$700,123
Other Charges	\$11,800,219	\$16,039,540	\$18,094,966	\$2,055,426
Service And Supplies	\$2,228,303	\$4,793,868	\$3,053,815	\$(1,740,053)
TOTAL APPROPRIATIONS:	\$17,412,554	\$24,604,172	\$25,717,503	\$1,113,331
REVENUES:				
Charges For Current Serv	\$19,246,939	\$20,128,323	\$18,591,750	\$(1,536,573)
Intergovernmental Revenue	\$24,876	\$25,349	\$24,876	\$(473)
Miscellaneous Revenue	\$6,737,821	\$4,000,500	\$2,500,500	\$(1,500,000)
Rev. from Use of Money & Prop	\$970,962	\$450,000	\$450,000	\$-
TOTAL REVENUES:	\$26,980,598	\$24,604,172	\$21,567,126	\$(3,037,046)
NET COUNTY COST	\$(9,568,044)	\$0	\$4,150,377	\$4,150,377
Fund: 062				
Agency: 035				
SUMMARY OF APPROPRIATIONS AND REVENUES	2019/20 ACTUALS	2020/21 FINAL BUDGET	2021/22 CAO RECOMMEND	VARIANCE
ACTIVITY APPROPRIATIONS:				
Other General	\$7,517,754	\$13,542,689	\$13,869,867	\$327,178
TOTAL ACTIVITY APPROPRIATIONS	\$7,517,754	\$13,542,689	\$13,869,867	\$327,178
APPROPRIATIONS:				
Cowcap	\$2,825	\$57,749	\$83,837	\$26,088
Internal Service Accounts	\$4,341,194	\$5,756,000	\$7,000,000	\$1,244,000
Other Charges	\$2,448,801	\$6,595,940	\$5,653,030	\$(942,910)
Service And Supplies	\$724,934	\$1,133,000	\$1,133,000	\$-
TOTAL APPROPRIATIONS:	\$7,517,754	\$13,542,689	\$13,869,867	\$327,178
REVENUES:				
Charges For Current Serv	\$6,515,722	\$8,992,281	\$9,950,660	\$958,379
Intergovernmental Revenue	\$-	\$-	\$-	\$-
Miscellaneous Revenue	\$362,030	\$3,000,000	\$1,000,001	\$(1,999,999)
Rev. from Use of Money & Prop	\$194,772	\$100,000	\$100,000	\$-
TOTAL REVENUES:	\$7,072,524	\$12,092,281	\$11,050,661	\$(1,041,620)
NET COUNTY COST	\$445,230	\$1,450,408	\$2,819,206	\$1,368,798
Fund: 063				
Agency: 035				
SUMMARY OF APPROPRIATIONS AND REVENUES	2019/20 ACTUALS	2020/21 FINAL BUDGET	2021/22 CAO RECOMMEND	VARIANCE
ACTIVITY APPROPRIATIONS:				
Other General	\$463,484	\$709,555	\$919,930	\$210,375
TOTAL ACTIVITY APPROPRIATIONS	\$463,484	\$709,555	\$919,930	\$210,375
APPROPRIATIONS:				
Cowcap	\$197	\$3,745	\$5,087	\$1,342
Internal Service Accounts	\$436,809	\$662,213	\$875,200	\$212,987
Other Charges	\$26,478	\$35,597	\$31,642	\$(3,955)

Service And Supplies	\$-	\$8,000	\$8,001	\$1
TOTAL APPROPRIATIONS:	\$463,484	\$709,555	\$919,930	\$210,375

REVENUES:

Charges For Current Serv	\$515,436	\$701,555	\$809,930	\$108,375
Rev. from Use of Money & Prop	\$19,969	\$8,000	\$10,000	\$2,000
TOTAL REVENUES:	\$535,405	\$709,555	\$819,930	\$110,375

NET COUNTY COST	\$(71,921)	\$0	\$100,000	\$100,000
------------------------	-------------------	------------	------------------	------------------

Fund: 064

Agency: 035

SUMMARY OF APPROPRIATIONS AND REVENUES	2019/20 ACTUALS	2020/21 FINAL BUDGET	2021/22 CAO RECOMMEND	VARIANCE
---	------------------------	-----------------------------	------------------------------	-----------------

ACTIVITY APPROPRIATIONS:

Other General	\$383,230	\$455,985	\$528,508	\$72,523
TOTAL ACTIVITY APPROPRIATIONS	\$383,230	\$455,985	\$528,508	\$72,523

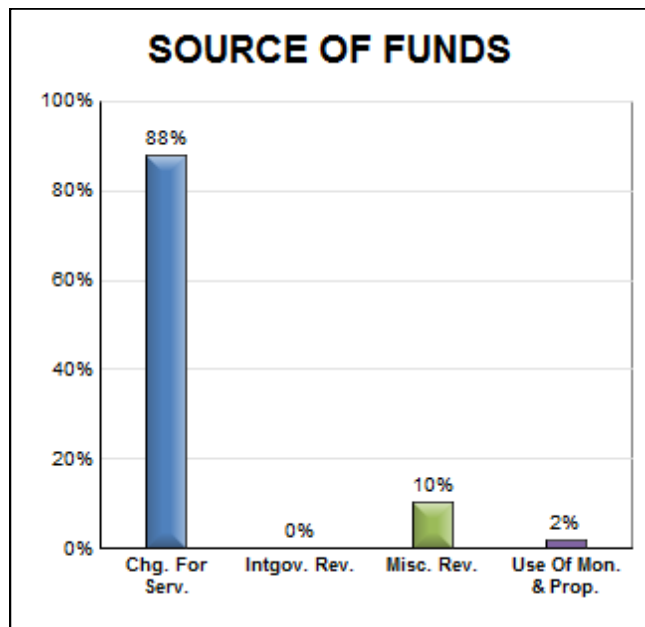
APPROPRIATIONS:

Cowcap	\$192	\$7,935	\$4,206	\$(3,729)
Internal Service Accounts	\$364,241	\$430,000	\$500,000	\$70,000
Other Charges	\$18,797	\$17,750	\$24,000	\$6,250
Service And Supplies	\$-	\$300	\$302	\$2
TOTAL APPROPRIATIONS:	\$383,230	\$455,985	\$528,508	\$72,523

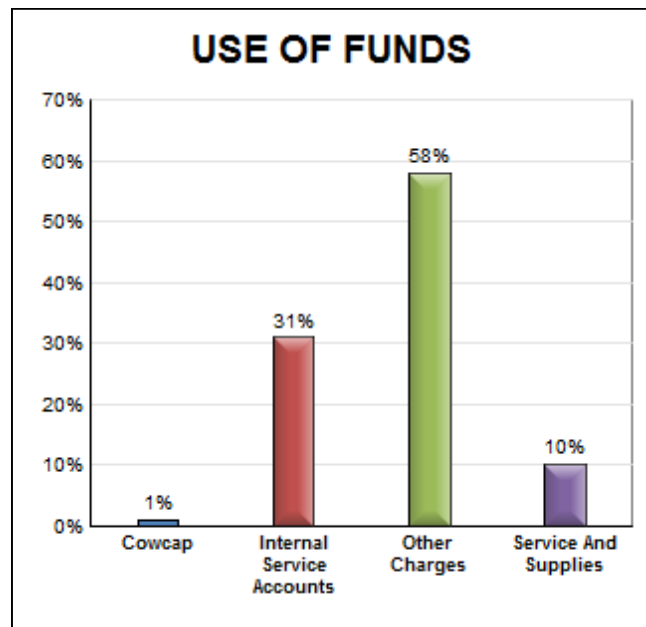
REVENUES:

Charges For Current Serv	\$394,503	\$430,985	\$402,508	\$(28,477)
Rev. from Use of Money & Prop	\$29,142	\$25,000	\$25,000	\$-
TOTAL REVENUES:	\$423,645	\$455,985	\$427,508	\$(28,477)

NET COUNTY COST	\$(40,415)	\$0	\$101,000	\$101,000
------------------------	-------------------	------------	------------------	------------------



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 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 \$25,000 deductible.

Key Goals and Objectives Results in FY 2020/21

Safety and Security

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. **Results:** This objective was completed.
- **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. **Results:** This objective was completed.

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. **Results:** This objective was completed.

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. **Results:** This objective was completed.
- **Objective 2:** By May 2021, conduct training for departments on insurance requirements and review processes for county contracts. **Results:** This objective was completed.

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. **Results:** This objective was completed.
- **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. **Results:** This objective was completed.

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. **Results:** This objective was completed.
- **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. **Results:** This objective was completed.

Other Accomplishments in FY 2020/21

- Formed a working group with County Counsel, the Auditor's Office, and Human Resources & Development to implement reporting and tracking systems for the new COVID-19-related benefits and leaves in compliance with federal and state regulations.
- Resolved over 419 workers' compensation claims and 147 employee leaves and held departmental leave review meetings with General Services Agency, Sheriff, Probation, Resource Management Agency, and Health and Human Services Agency.
- Risk Safety provided consultation to affected departments based on the following topics: implementing Clearinghouse regulations for U.S. Department of Transport drivers and conducted over 150 ergonomic evaluations for county employees.
- Resolved over 116 general liability and civil litigation cases resulting in settlement payments of \$2,567,597 from the County and substantial claim savings totaling over \$44 million.
- Collected \$730,958 in property and subrogation insurance recoveries.

Key Goals and Objectives for FY 2021/22

Safety and Security

Goal 1: Promote and maintain a work culture and environment that supports a safe and healthy workforce.

- **Objective 1:** Develop and facilitate departmental loss control and safety training sessions utilizing various training and communication modalities by June 2022.
- **Objective 2:** Conduct site inspections and safety audits to ensure departments identify and address possible safety concerns, comply with Cal OSHA regulations, and evaluate the need for an updated safety plan or training procedure by June 2022.
- **Objective 3:** 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 by June 2022.

Organizational Performance

Goal 1: Improve the efficiency and effectiveness of Risk Management programs to safeguard county assets.

- **Objective 1:** Conduct training for departments on insurance requirements and review processes for county contracts by June 2022.
- **Objective 2:** 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 by June 2022.
- **Objective 3:** Provide departments annual and periodic loss control reports on the top risk exposures by frequency, severity, and financial impact to assist department management in developing strategies to minimize identified exposures by June 2022.

Budget Request

The Requested Budget represents an overall increase of \$1,723,407 or 4% in expenditures and an overall decrease of \$3,996,768 or 11% in revenues when compared with the FY 2020/21 Final Budget. As a result, the \$7,170,583 difference between expenditure and revenue represent the use of Unrestricted Net Position.

Significant areas with major changes between the FY 2020/21 Final Budget and the FY 2021/22 Requested Budget are as follows:

- Services and Supplies will decrease \$1,740,050 primarily based on a decrease in professional workers' compensation expenses.
- Other Charges will increase \$1,114,811 primarily based on increases in workers' compensation claims.
- Countywide Cost Allocation Plan (COWCAP) charges will increase \$121,536 primarily based on changes in the plan.
- Internal Service Account charges will increase \$2,227,110 due to an anticipated increase in insurance costs.
- Revenue Projections will decrease \$3,996,768 primarily based on decreases in insurance proceeds, recoveries, and workers' compensation insurance charges to 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.

Grounds Services

Brooke Sisk

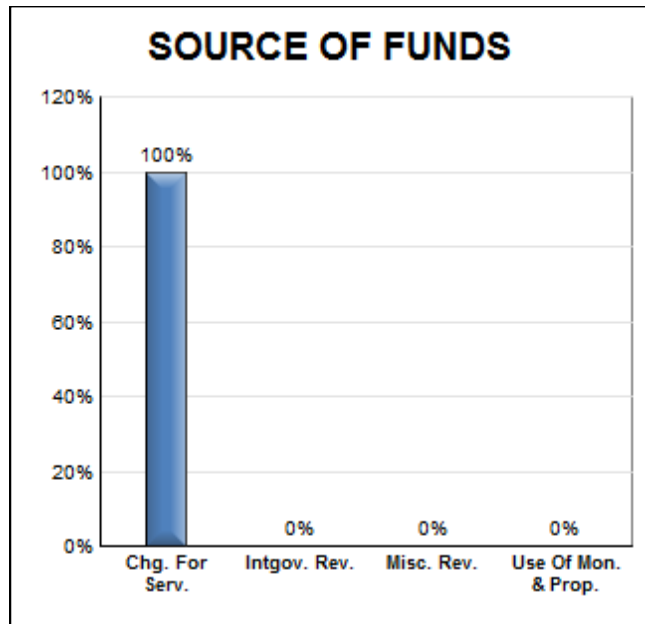
General Services Agency Director

Fund: 066

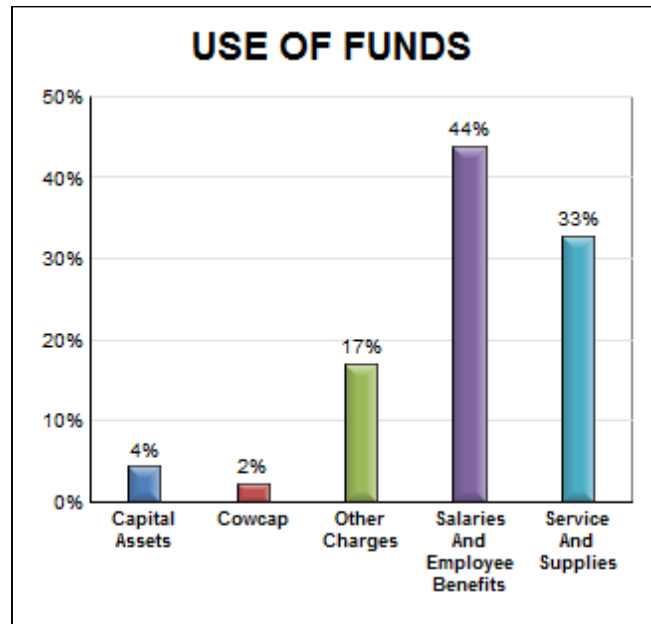
Agency: 066

**SUMMARY OF APPROPRIATIONS
AND REVENUES**

	2019/20 ACTUALS	2020/21 FINAL BUDGET	2021/22 CAO RECOMMEND	VARIANCE
ACTIVITY APPROPRIATIONS:				
Other General	\$672,332	\$812,419	\$874,298	\$61,879
TOTAL ACTIVITY APPROPRIATIONS	\$672,332	\$812,419	\$874,298	\$61,879
APPROPRIATIONS:				
Capital Assets	\$-	\$30,000	\$37,500	\$7,500
Cowcap	\$9,303	\$11,225	\$18,699	\$7,474
Other Charges	\$237,222	\$191,168	\$148,814	\$(42,354)
Salaries And Employee Benefits	\$250,916	\$305,876	\$383,534	\$77,658
Service And Supplies	\$174,891	\$274,150	\$285,751	\$11,601
TOTAL APPROPRIATIONS:	\$672,332	\$812,419	\$874,298	\$61,879
REVENUES:				
Charges For Current Serv	\$546,795	\$603,146	\$721,656	\$118,510
Intergovernmental Revenue	\$-	\$-	\$-	\$-
Miscellaneous Revenue	\$129	\$-	\$-	\$-
Rev. from Use of Money & Prop	\$-	\$-	\$-	\$-
TOTAL REVENUES:	\$546,924	\$603,146	\$721,656	\$118,510
NET COUNTY COST	\$125,408	\$209,273	\$152,642	\$(56,631)



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 Function

- Provide a warm and inviting exterior environment for Tulare County employees and visitors to county facilities.

Key Goals and Objectives Results in FY 2020/21

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. **Results:** This objective was completed. Landscaping design was completed January 2021. This objective was delayed due to COVID-19 pandemic restrictions and limited availability of business partners.
- **Objective 2:** Start construction of Juvenile Justice Center landscaping by May 2021. **Results:** This objective was completed.
- **Objective 3:** Develop a grounds improvement proposal by June 2021. **Results:** This objective was not completed. Due to funding constraints, this objective will continue into future years as capital improvement funding is available.

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. **Results:** This objective was completed. California Air Resources Board compliance of all Grounds equipment was completed in January 2021 and the evaluation of all equipment was completed in April 2021.
- **Objective 2:** Identify equipment incentive and rebate opportunities by March 2021. **Results:** This objective was completed.

Key Goals and Objectives for FY 2021/22

Quality of Life

Goal 1: Continuously improve the appearance of county-owned buildings to ensure each building provides a warm and welcoming environment for the public and employees.

- **Objective 1:** Complete the Juvenile Detention Facility landscaping project by December 2021.

Safety and Security

Goal 1: Ensure trees are properly maintained at county facilities.

- **Objective 1:** Perform high priority tree pruning and removal at major county campuses by June 2022.

Budget Request

The Requested Budget represents an overall increase of \$61,879 or 8% in expenditures and an overall increase of \$118,510 or 20% in revenues when compared with the FY 2020/21 Final Budget. As a result, the use of Unrestricted Net Position decreased \$56,631 or 27% when compared with the FY 2020/21 Final Budget.

Significant areas with major changes between the FY 2020/21 Final Budget and the FY 2021/22 Requested Budget are as follows:

- Salaries and Benefits will increase \$77,658 based on one additional FTE that was transferred from the Parks Division to Grounds.
- Other Charges will decrease \$42,354 primarily based on reduction in services by Parks employees and administrative costs.
- Capital Assets will increase \$7,500 primarily based on increase in cost for grounds equipment.
- Countywide Cost Allocation Plan (COWCAP) charges will increase \$7,474 primarily based on changes in the Plan.
- Revenue Projections will increase \$118,510 primarily based on an increase in Grounds Services, the additional FTE added during FY 2020/21 and an increase in the internal service fund rate.

Staffing changes reflected in the Requested Budget include the following:

- No staffing changes requested.

Capital asset requests reflected in the Requested Budget include the following:

- 3 Gator Utility Vehicles - \$12,500 each

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

Brooke Sisk

General Services Agency Director

Fund: 067

Agency: 067

SUMMARY OF APPROPRIATIONS AND REVENUES

	2019/20 ACTUALS	2020/21 FINAL BUDGET	2021/22 CAO RECOMMEND	VARIANCE
--	--------------------	----------------------------	-----------------------------	----------

ACTIVITY APPROPRIATIONS:

Property Manangement	\$10,730,261	\$12,589,761	\$13,186,464	\$596,703
TOTAL ACTIVITY APPROPRIATIONS	\$10,730,261	\$12,589,761	\$13,186,464	\$596,703

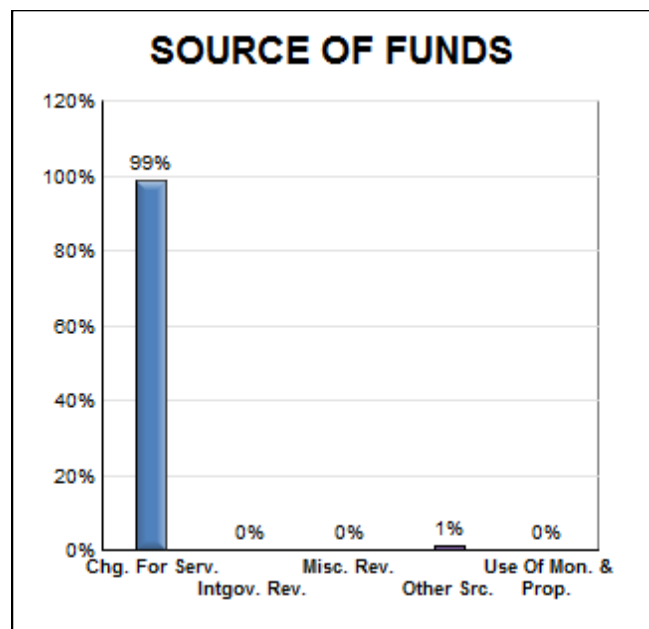
APPROPRIATIONS:

Capital Assets	\$-	\$121,000	\$46,000	\$(75,000)
Cowcap	\$188,982	\$248,472	\$250,016	\$1,544
Other Charges	\$1,550,065	\$1,675,597	\$1,586,111	\$(89,486)
Other Financing Uses	\$4,216	\$4,384	\$4,558	\$174
Salaries And Employee Benefits	\$3,013,685	\$3,648,872	\$3,775,869	\$126,997
Service And Supplies	\$5,973,313	\$6,891,436	\$7,523,910	\$632,474
TOTAL APPROPRIATIONS:	\$10,730,261	\$12,589,761	\$13,186,464	\$596,703

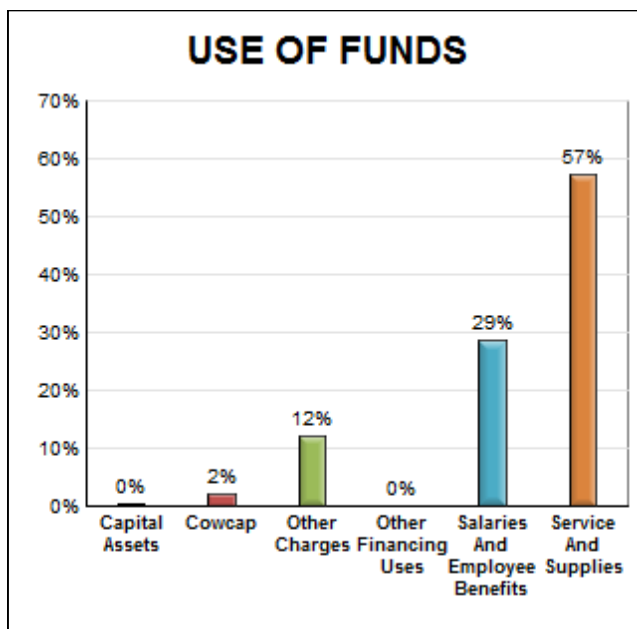
REVENUES:

Charges For Current Serv	\$10,097,596	\$10,473,975	\$11,904,135	\$1,430,160
Intergovernmental Revenue	\$-	\$-	\$-	\$-
Miscellaneous Revenue	\$5,861	\$-	\$-	\$-
Other Financing Sources	\$150,000	\$169,000	\$158,000	\$(11,000)
Rev. from Use of Money & Prop	\$-	\$-	\$-	\$-
TOTAL REVENUES:	\$10,253,457	\$10,642,975	\$12,062,135	\$1,419,160

NET COUNTY COST	\$476,804	\$1,946,786	\$1,124,329	\$(822,457)
------------------------	------------------	--------------------	--------------------	--------------------



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 2020/21

Safety and Security

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. **Results:** This objective was completed.

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. **Results:** This objective was completed.

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. **Results:** This objective was completed. It was delayed due to limited availability of business partners due to COVID-19 pandemic restrictions and was completed in June 2021.
- **Objective 2:** Install, test, and adjust new SCADA ground well control systems by June 2021. **Results:** This objective was completed.

Other Accomplishments in FY 2020/21

- Supported the COVID-19 pandemic response effort by installing air conditioning units and completing electrical upgrades for COVID-19 vaccine storage.
- Conducted countywide COVID-19 consultations with departments to facilitate the reopening of business operations.
- Provided lift training to new staff.
- Completed cross connection surveys for the Bob Wiley Detention Facility, Pre-Trial, and Juvenile Detention Facility.

Key Goals and Objectives for FY 2021/22

Organizational Performance

Goal 1: Train staff in advanced electrical and plumbing techniques.

- **Objective 1:** Provide 16 hours of electrical training to five Facilities staff by May 2022.
- **Objective 2:** Provide eight hours of plumbing training to five Facilities staff by May 2022.

Safety and Security

Goal 1: Replace aging and nonfunctioning aerators and controls at the Wastewater Treatment Plant.

- **Objective 1:** Develop a scope of work and bid the project by December 2021.
- **Objective 2:** Award and manage the project to completion by March 2022.

Budget Request

The Requested Budget represents an overall increase of \$596,703 or 5% in expenditures and an overall increase of \$1,419,160 or 13% in revenues when compared with the FY 2020/21 Final Budget. As a result, the use of Unrestricted Net Position decreased \$822,457 or 42% when compared with the FY 2020/21 Final Budget.

Significant areas with major changes between the FY 2020/21 Final Budget and the FY 2021/22 Requested Budget are as follows:

- Salaries and Benefits will increase \$126,997 primarily based on cost of living allowance and an increase in extra help.
- Services and Supplies will increase \$632,474 primarily based on an increase in maintenance of buildings and improvement expenses.
- Capital Assets will decrease \$75,000 primarily based on a reduction in capital asset purchase requests.
- Revenue Projections will increase \$1,419,160 primarily based on an increase in building maintenance services and the internal service fund rate.

Staffing changes reflected in the Requested Budget include the following:

- No staffing changes requested.

Capital asset requests reflected in the Requested Budget include the following:

- Truck - \$46,000

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

Brooke Sisk

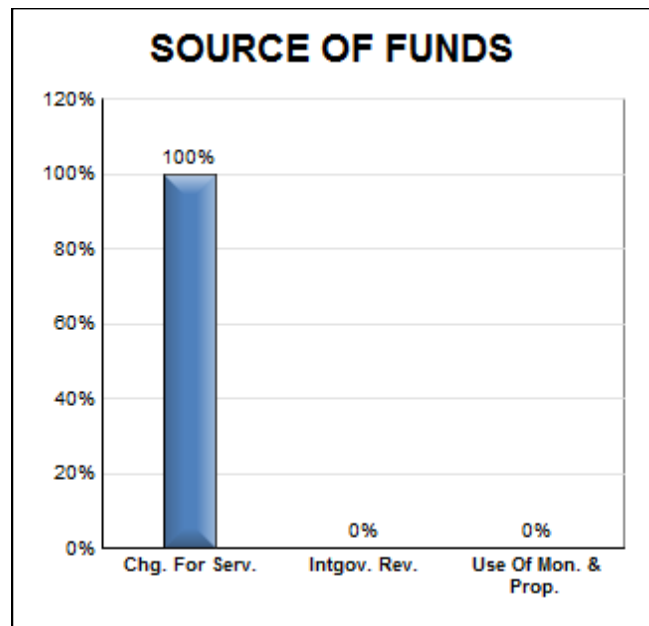
General Services Agency Director

Fund: 068

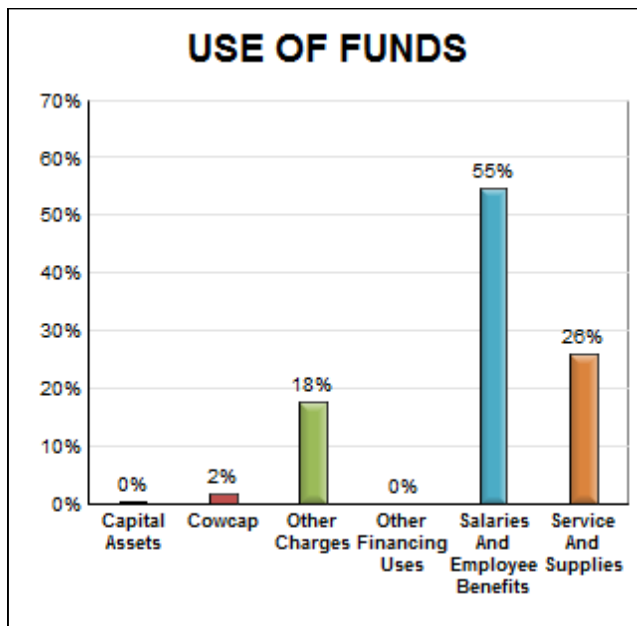
Agency: 068

SUMMARY OF APPROPRIATIONS AND REVENUES

	2019/20 ACTUALS	2020/21 FINAL BUDGET	2021/22 CAO RECOMMEND	VARIANCE
ACTIVITY APPROPRIATIONS:				
Other General	\$3,397,640	\$3,854,500	\$4,504,092	\$649,592
TOTAL ACTIVITY APPROPRIATIONS	\$3,397,640	\$3,854,500	\$4,504,092	\$649,592
APPROPRIATIONS:				
Capital Assets	\$-	\$9,500	\$10,000	\$500
Cowcap	\$25,503	\$38,319	\$73,084	\$34,765
Other Charges	\$717,748	\$686,592	\$793,317	\$106,725
Other Financing Uses	\$761	\$-	\$-	\$-
Salaries And Employee Benefits	\$1,778,037	\$2,024,809	\$2,457,591	\$432,782
Service And Supplies	\$875,591	\$1,095,280	\$1,170,100	\$74,820
TOTAL APPROPRIATIONS:	\$3,397,640	\$3,854,500	\$4,504,092	\$649,592
REVENUES:				
Charges For Current Serv	\$3,208,631	\$3,720,413	\$4,478,139	\$757,726
Intergovernmental Revenue	\$-	\$-	\$-	\$-
Rev. from Use of Money & Prop	\$-	\$-	\$-	\$-
TOTAL REVENUES:	\$3,208,631	\$3,720,413	\$4,478,139	\$757,726
NET COUNTY COST	\$189,009	\$134,087	\$25,953	\$(108,134)



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, at the detention facilities county-wide, 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 clean, healthy, and safe environment for Tulare County employees and visitors.

Key Goals and Objectives Results in FY 2020/21

Safety and Security

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. **Results:** This objective was completed.
- **Objective 2:** Provide Custodial staff instructions on new equipment by December 2020. **Results:** This objective was completed. Due to a delay in receiving specialized equipment, this goal was completed in June 2021.

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 (CDC) guidelines by December 2020. **Results:** This objective was completed.
- **Objective 2:** Provide training on emergency response by June 2021. **Results:** This objective was completed.

Other Accomplishments in FY 2020/21

- Provided continuity of service to departments during COVID-19 pandemic.
- Implemented the use of new technology to help stop the spread of COVID-19 and keep County worksites safe.

Key Goals and Objectives for FY 2021/22

Safety and Security

Goal 1: Align operations with post-COVID-19 protocols.

- **Objective 1:** Develop a COVID-19 Custodial Transition Plan in alignment with CDC guidance by December 2021.
- **Objective 2:** Reinstate former levels of service at all sites by June 2022.

Budget Request

The Requested Budget represents an overall increase of \$649,592 or 17% in expenditures and an overall increase of \$ 757,726 or 20% in revenues when compared with the FY 2020/21 Final Budget. As a result, the use of Unrestricted Net Position decreased \$108,134 or 81% when compared with the FY 2020/21 Final Budget.

Significant areas with major changes between the FY 2020/21 Final Budget and the FY 2021/22 Requested Budget are as follows:

- Salaries and Benefits will increase \$432,782 primarily based on addition of one FTE, four Extra Help positions, and salary increases.
- Other Charges will increase \$106,725 primarily based on an increase in Fleet Services expenses.
- Countywide Cost Allocation Plan (COWCAP) charges will increase \$34,765 primarily based on changes to the Plan.
- Revenue Projections will increase \$757,726 primarily based on an increase in Custodial services and internal service fund rate.

Staffing changes reflected in the Requested Budget include the following:

- Add 1 FTE position to provide services at the Transitional Living Center:
 - 1 Custodial Worker

Capital asset requests reflected in the Requested Budget include the following:

- Trailer - \$10,000

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

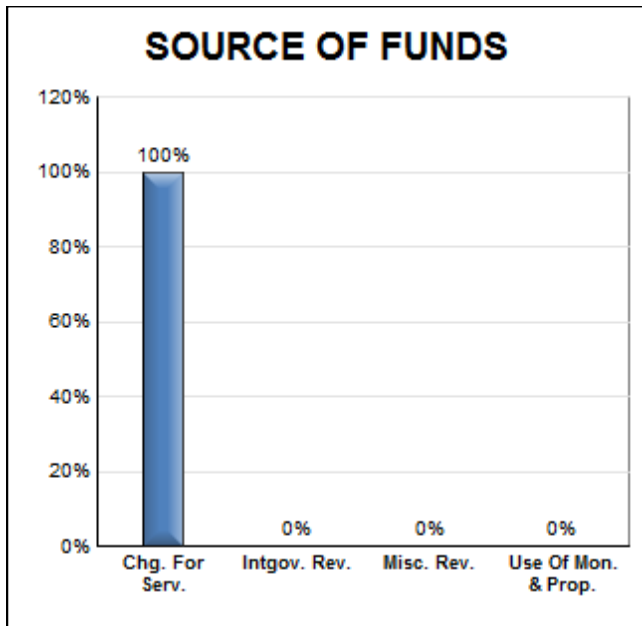
Brooke Sisk

General Services Agency Director

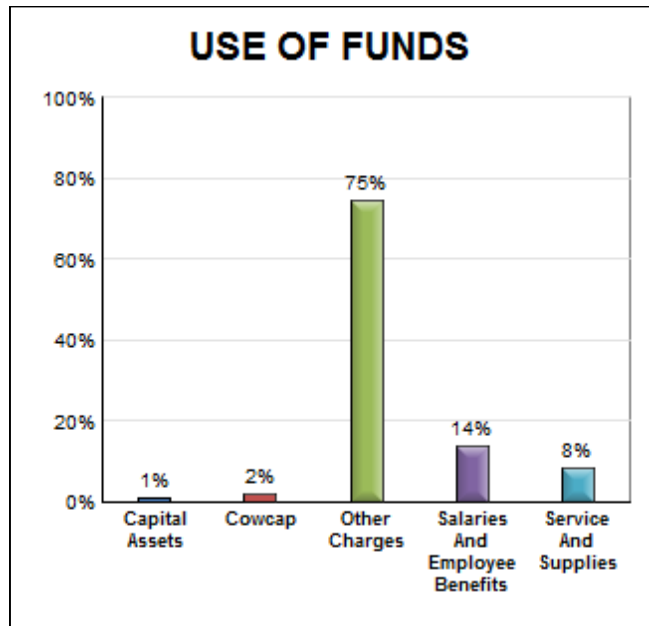
Fund: 070

Agency: 070

SUMMARY OF APPROPRIATIONS AND REVENUES	2019/20 ACTUALS	2020/21 FINAL BUDGET	2021/22 CAO RECOMMEND	VARIANCE
ACTIVITY APPROPRIATIONS:				
Other General	\$4,702,729	\$5,785,881	\$6,211,573	\$425,692
TOTAL ACTIVITY APPROPRIATIONS	\$4,702,729	\$5,785,881	\$6,211,573	\$425,692
APPROPRIATIONS:				
Capital Assets	\$-	\$-	\$60,000	\$60,000
Cowcap	\$105,890	\$126,297	\$132,925	\$6,628
Other Charges	\$3,516,562	\$4,478,148	\$4,643,361	\$165,213
Salaries And Employee Benefits	\$767,241	\$834,235	\$850,086	\$15,851
Service And Supplies	\$313,036	\$347,201	\$525,201	\$178,000
TOTAL APPROPRIATIONS:	\$4,702,729	\$5,785,881	\$6,211,573	\$425,692
REVENUES:				
Charges For Current Serv	\$4,694,346	\$5,633,102	\$5,776,668	\$143,566
Intergovernmental Revenue	\$-	\$-	\$-	\$-
Miscellaneous Revenue	\$4,804	\$-	\$-	\$-
Rev. from Use of Money & Prop	\$-	\$-	\$-	\$-
TOTAL REVENUES:	\$4,699,150	\$5,633,102	\$5,776,668	\$143,566
NET COUNTY COST	\$3,579	\$152,779	\$434,905	\$282,126



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 (GSA) provides safe and cost-effective management of vehicles operated by Tulare County. The services provided include performing maintenance and repairs and the acquisition and disposal of vehicles. Fleet Services maintains 45 checkout vehicles which can be used by county departments. The cost of providing services is recovered through charges to user departments.

Core Functions

- Provide and maintain vehicles for county departments.

Key Goals and Objectives Results in 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. **Results:** This objective was partially completed. The fuel station at the Civic Center was upgraded in June 2021. However, due to regulatory compliance, the five other sites are still in various stages of completion. This objective will continue into FY 2021/22.
- **Objective 2:** Train staff to track, monitor, and evaluate fuel usage by April 2021. **Results:** This objective was completed.

Other Accomplishments in FY 2020/21

- Installed GPS equipment in Sheriff, Probation, and GSA's entire fleet.

Key Goals and Objectives for FY 2021/22

Organizational Performance

Goal 1: Monitor and track fuel consumption to provide efficient vehicle maintenance.

- **Objective 1:** Upgrade fuel stations to smart pumps at five sites by June 2022.

Budget Request

The Requested Budget represents an overall increase of \$425,692 or 7% in expenditures and an overall increase of \$143,566 or 3% in revenues when compared with the FY 2020/21 Final Budget. As a result, the use of Unrestricted Net Position increased \$282,126 or 185% when compared with the FY 2020/21 Final Budget.

Significant areas with major changes between the FY 2020/21 Final Budget and the FY 2021/22 Requested Budget are as follows:

- Services and Supplies will increase \$178,000 primarily based on increase in professional and specialized services.
- Other Charges will increase \$165,213 primarily based on an increase in costs for vehicle parts.
- Revenue Projections will increase \$143,566 primarily based on additional services provided to county departments.

Staffing changes reflected in the Requested Budget include the following:

- No staffing changes requested.

Capital asset requests reflected in the Requested Budget include the following:

- 1 Hybrid Mid-Size SUV - \$40,000

Capital assets approved by the Board of Supervisors prior to the publication of this book include the following:

- 1 Electric Off-Road Vehicle - \$20,000 per Resolution # 2021-0208

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 & Communications Technology

Kennon Keoseyan

Director

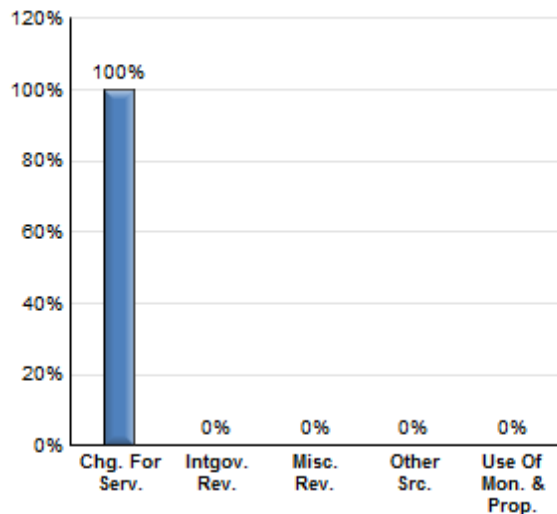
Fund: 071

Agency: 090

SUMMARY OF APPROPRIATIONS AND REVENUES

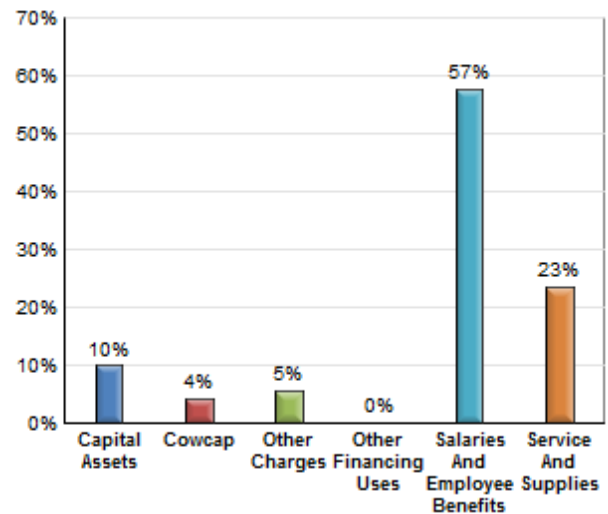
	2019/20 ACTUALS	2020/21 FINAL BUDGET	2021/22 CAO RECOMMEND	VARIANCE
ACTIVITY APPROPRIATIONS:				
Other General	\$23,456,639	\$27,846,189	\$28,879,036	\$1,032,847
TOTAL ACTIVITY APPROPRIATIONS	\$23,456,639	\$27,846,189	\$28,879,036	\$1,032,847
APPROPRIATIONS:				
Capital Assets	\$561,607	\$20,200	\$2,825,019	\$2,804,819
Cowcap	\$437,288	\$830,692	\$1,158,390	\$327,698
Other Charges	\$1,188,666	\$1,515,719	\$1,560,022	\$44,303
Other Financing Uses	\$56	\$59	\$62	\$3
Salaries And Employee Benefits	\$14,812,938	\$16,239,292	\$16,604,536	\$365,244
Service And Supplies	\$6,456,084	\$9,240,227	\$6,731,007	\$(2,509,220)
TOTAL APPROPRIATIONS:	\$23,456,639	\$27,846,189	\$28,879,036	\$1,032,847
REVENUES:				
Charges For Current Serv	\$22,264,558	\$26,228,537	\$27,679,007	\$1,450,470
Intergovernmental Revenue	\$284,179	\$1	\$2	\$1
Miscellaneous Revenue	\$13,010	\$11	\$25	\$14
Other Financing Sources	\$-	\$1	\$1	\$-
Rev. from Use of Money & Prop	\$-	\$1	\$1	\$-
TOTAL REVENUES:	\$22,561,747	\$26,228,551	\$27,679,036	\$1,450,485
NET COUNTY COST	\$894,892	\$1,617,638	\$1,200,000	\$(417,638)

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 (GIS) 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 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. **Results:** This objective was completed.
- **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. **Results:** This objective was completed.
- **Objective 3:** Procure and implement a network security monitoring solution that provides security alerts for both traditional and advanced network threats by June 2021. **Results:** This objective was completed.

Goal 2: Improve processes, implement strategic initiatives, and improve customer service.

- **Objective 1:** Develop and implement a client-facing service catalog by June 2021. **Results:** This objective was not completed. This objective was delayed due to the COVID-19 pandemic related production support activities and will be completed no later than June 2022.
- **Objective 2:** Develop and introduce a three-year technology plan by February 2021. **Results:** This objective was completed.
- **Objective 3:** Support the Tulare County electoral redistricting efforts with technology and GIS support by June 2021. **Results:** This objective was completed.

Other Accomplishments in FY 2020/21

- Successfully created and implemented an improved cost-allocation methodology for all departments.
- Assisted with the COVID-19 pandemic vaccination clinics.
- Received national recognition for the implementation of the Tulare County GIS COVID-19 dashboard.
- Successfully implemented Microsoft Office 365 technologies for all county departments.
- Supported the emergency operations and management of the SQF Complex Fire Disaster.

Key Goals and Objectives for FY 2021/22

Safety and Security

Goal 1: Create infrastructure for the Sheriff's Department Motorola Flex Project.

- **Objective 1:** Consult with all vendors to create a detailed network plan to support Motorola Flex.
- **Objective 2:** Procure and install all necessary hardware and software to match the network plan.
- **Objective 3:** Test the network to minimum standards to support Motorola Flex.

Goal 2: Consult and plan IT needs for capital improvement projects.

- **Objective 1:** Complete the installation of radio infrastructure from tower to dispatch at the Sheriff's Headquarters.
- **Objective 2:** Complete consultation and planning for the County Administrative Office and Board of Supervisor's office remodel.
- **Objective 3:** Complete consultation and planning for the Resource Management Agency permit center remodel.

Organizational Performance

Goal 1: Expand and improve accessibility and use of County GIS data and application systems for all interested departments.

- **Objective 1:** Through the County redistricting solution previously implemented, allow the Redistricting Commission and members of the public an opportunity to provide direct input to the supervisorial redistricting process through sophisticated mapping, data analysis web, and mobile tools.
- **Objective 2:** Implement the first phases of the NextGen 911 GIS based dataset that allows for a common GIS dataset shared across city, county, and state agencies in support of faster and more accurate call routing.
- **Objective 3:** Implement a public facing GIS open data site to allow the public to obtain access easily to public GIS data.

Goal 2: Improve network infrastructure to ensure County productivity.

- **Objective 1:** Purchase and deploy additional Informacast servers to add redundancy to the platform and ensure critical paging alerts are sent.
- **Objective 2:** Conduct network enhancements by replacing end of life equipment at multiple county locations.
- **Objective 3:** Procure and deploy a Packet Broker System to identify and route network management, monitoring and discovery platforms.

Budget Request

The Requested Budget represents an overall increase of \$1,032,847 or 4% in expenditures and an overall increase of \$1,450,485 or 6% in revenues when compared with the FY 2020/21 Final Budget.

Significant areas with major changes between the FY 2020/21 Final Budget and the FY 2021/22 Requested Budget are as follows:

- Salaries and Benefits will increase \$365,244 primarily based on cost of living increases.
- Services and Supplies will decrease \$2,509,220 primarily based on a decrease in professional and specialized service expenses.
- Capital Assets will increase \$2,804,819 primarily based on the quantity, cost, and scope of the projects scheduled in FY 2021/22.
- Countywide Cost Allocation Plan (COWCAP) charges will increase \$327,698 primarily based on changes in the plan.
- Revenue Projections will increase \$1,450,485 primarily based on the increased volume of reimbursable projects.

Staffing changes reflected in the Requested Budget include the following:

- No staffing changes requested.

Capital asset requests reflected in the Requested Budget include the following:

- Networks Enhancement Project - \$50,000
- Informacast Redundancy Project - \$30,000
- Packet Broker System Project - \$150,000
- Camera System Upgrade Project - \$30,000
- ServiceNow Enterprise Platform Project - \$235,000
- Office 365 Enterprise Platform Project - \$1,540,000
- Zoom Enterprise Platform Project - \$140,000
- DUO Enterprise Platform Project - \$350,019
- Office 365 Proofpoint Project - \$300,000

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.

Communications

Kennon Keoseyan, Information and Communications Technology Director

Fund: 074

Agency: 074

SUMMARY OF APPROPRIATIONS AND REVENUES

	2019/20 ACTUALS	2020/21 FINAL BUDGET	2021/22 CAO RECOMMEND	VARIANCE
ACTIVITY APPROPRIATIONS:				
Communications	\$1,240,795	\$1,218,116	\$1,430,690	\$212,574
TOTAL ACTIVITY APPROPRIATIONS	\$1,240,795	\$1,218,116	\$1,430,690	\$212,574

APPROPRIATIONS:

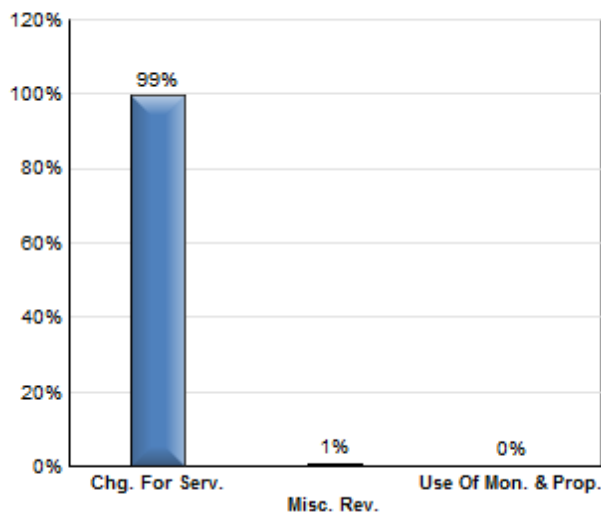
Capital Assets	\$35,999	\$27,500	\$-	\$(27,500)
Cowcap	\$10,987	\$10,370	\$14,170	\$3,800
Other Charges	\$472,788	\$361,178	\$561,502	\$200,324
Salaries And Employee Benefits	\$589,819	\$632,351	\$653,504	\$21,153
Service And Supplies	\$131,202	\$186,717	\$201,514	\$14,797
TOTAL APPROPRIATIONS:	\$1,240,795	\$1,218,116	\$1,430,690	\$212,574

REVENUES:

Charges For Current Serv	\$992,327	\$1,208,016	\$1,421,686	\$213,670
Miscellaneous Revenue	\$35,032	\$9,001	\$9,002	\$1
Rev. from Use of Money & Prop	\$1,308	\$2	\$2	\$-
TOTAL REVENUES:	\$1,028,667	\$1,217,019	\$1,430,690	\$213,671

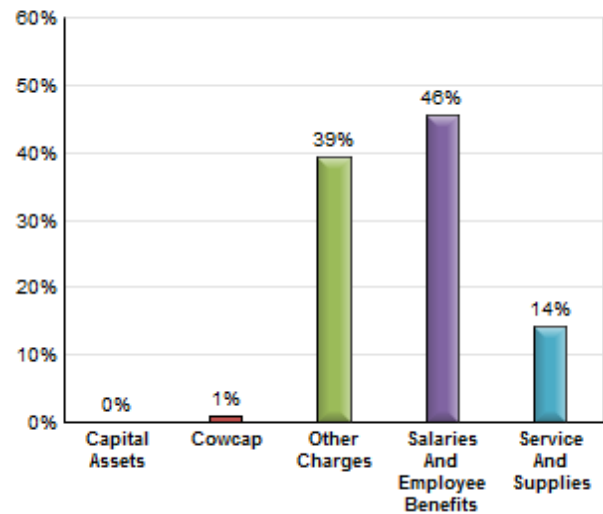
NET COUNTY COST	\$212,128	\$1,097	\$0	\$(1,097)
------------------------	------------------	----------------	------------	------------------

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 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 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 and makes improvements, where feasible.
- Builds public value with continual county-wide 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 2020/21

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. **Results:** This objective was completed.
- **Objective 2:** Implement radio hardware by June 2021. **Results:** This objective was completed.

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. **Results:** This objective was completed.
- **Objective 2:** Inspect power systems, repeaters, antenna systems, and safety systems at various radio sites and repair or replace as needed by June 2021. **Results:** This objective was completed.
- **Objective 3:** Inspect, tune-up, and repair as needed, portable and mobile radios at various Sheriff substations and detention facilities by June 2021. **Results:** This objective was completed.

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. **Results:** This objective was completed.
- **Objective 2:** Work with partners to get signed MOUs ready for Board approval by October 2020. **Results:** This objective was completed.
- **Objective 3:** Request Board approval of MOUs by November 2020. **Results:** This objective was completed.

Other Accomplishments in FY 2020/21

- Successfully installed a temporary radio telecommunications tower at Jordan Peak to maintain safety communications during and after the SQF Complex Fire.
- Installed Fire Station One base radio, antennas, and paging system.
- Installed dispatch and base radio for the Transit Operations & Maintenance Facility.
- Installed microwave at the new Probation building.
- Installed new mountain top repeaters to replace end of life equipment.

Key Goals and Objectives for FY 2021/22

Safety and Security

Goal 1: Maintain current public safety communications systems through annual preventative maintenance.

- **Objective 1:** Tune-up base radios at various locations to current factory specifications.
- **Objective 2:** Inspect power systems, repeaters, antenna systems, and safety systems at various radio sites and repair or replace as needed.
- **Objective 3:** Inspect, tune-up, and repair as needed portable and mobile radios at various Sheriff substations and detention facilities.

Goal 2: Support public safety communication changes.

- **Objective 1:** Relocate Sheriff and Fire dispatch to the Tulare/Akers Professional Center.
- **Objective 2:** Relocate the Sheriff's Pixley Substation communications gear to a new Earlimart Substation.

Goal 3: Re-establish full functionality of the Jordan Peak Communications Site.

- **Objective 1:** Establish a lease with the U.S. Forest Service by October 2021.
- **Objective 2:** Purchase the Jordan Peak radio shelter and associated radio components by October 2021.
- **Objective 3:** Transport and implement new shelter and establish communications by October 2021.

Budget Request

The Requested Budget represents an overall increase of \$212,574 or 17% in expenditures and an overall increase of \$ 213,671 or 18% in revenues when compared with the FY 2020/21 Final Budget. As a result, the use of Unrestricted Net Position decreased \$1,097 or 100% when compared with the FY 2020/21 Final Budget.

Significant areas with major changes between the FY 2020/21 Final Budget and the FY 2021/22 Requested Budget are as follows:

- Other Charges will increase \$200,324 primarily based on an increase to the services provided to other departments.
- Capital Assets will decrease \$27,500 primarily based on the quantity, cost, and scope of projects scheduled in FY 2021/22.
- Countywide Cost Allocation Plan (COWCAP) charges will increase \$3,800 primarily based on changes in the plan.
- Revenue Projections will increase \$213,671 primarily based on an increase in Radio charges to 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.

Mail Services

Brooke Sisk

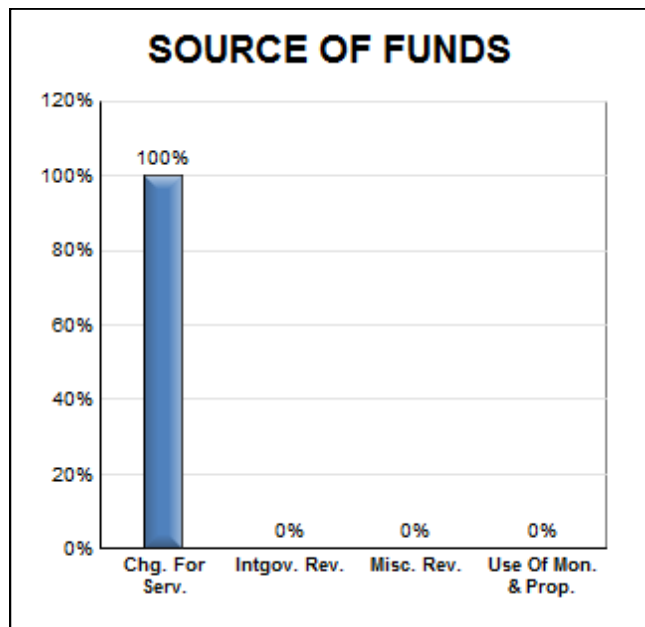
General Services Agency Director

Fund: 076

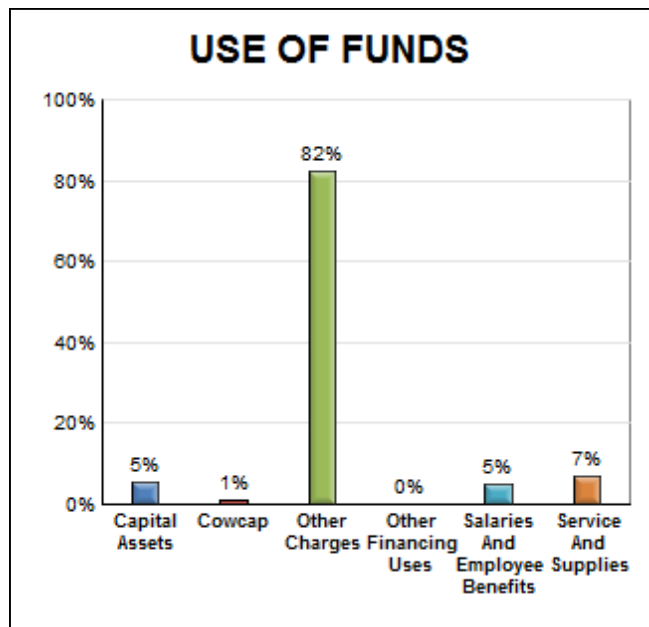
Agency: 076

SUMMARY OF APPROPRIATIONS AND REVENUES

	2019/20 ACTUALS	2020/21 FINAL BUDGET	2021/22 CAO RECOMMEND	VARIANCE
ACTIVITY APPROPRIATIONS:				
Other General	\$1,344,369	\$2,021,244	\$2,072,745	\$51,501
TOTAL ACTIVITY APPROPRIATIONS	\$1,344,369	\$2,021,244	\$2,072,745	\$51,501
APPROPRIATIONS:				
Capital Assets	\$-	\$-	\$110,000	\$110,000
Cowcap	\$15,512	\$16,406	\$19,586	\$3,180
Other Charges	\$1,135,154	\$1,681,361	\$1,704,307	\$22,946
Other Financing Uses	\$1,521	\$-	\$-	\$-
Salaries And Employee Benefits	\$99,354	\$104,477	\$98,852	\$(5,625)
Service And Supplies	\$92,828	\$219,000	\$140,000	\$(79,000)
TOTAL APPROPRIATIONS:	\$1,344,369	\$2,021,244	\$2,072,745	\$51,501
REVENUES:				
Charges For Current Serv	\$1,216,200	\$1,481,582	\$1,673,922	\$192,340
Intergovernmental Revenue	\$-	\$-	\$-	\$-
Miscellaneous Revenue	\$72	\$-	\$-	\$-
Rev. from Use of Money & Prop	\$-	\$-	\$-	\$-
TOTAL REVENUES:	\$1,216,272	\$1,481,582	\$1,673,922	\$192,340
NET COUNTY COST	\$128,097	\$539,662	\$398,823	\$(140,839)



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. The cost of providing services is recovered through charges to user departments.

Core Function

- Process incoming and outgoing mail at a discounted presort mail rate.
- Ship and receive packages and sort mail for inter-office courier service.

Key Goals and Objectives Results in 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. **Results:** This objective was completed.
- **Objective 2:** Conduct outreach efforts with internal and external customers by April 2021. **Results:** This objective was not completed. Staff was needed to assist with the COVID-19 pandemic response and this objective will continue into FY 2021/22.

Other Accomplishments in FY 2020/21

- Preventative maintenance on sorter inserter and other equipment resulted in increased productivity.

Key Goals and Objectives for FY 2021/22

Organizational Performance

Goal 1: Increase awareness of services offered.

- **Objective 1:** Conduct outreach efforts with Tulare County departments by June 2022.

Goal 2: Upgrade equipment to improve the operational efficiency to better serve departmental needs.

- **Objective 1:** Replace mail feeder/folder module on the inserter by April 2022.
- **Objective 2:** Upgrade software on sorter to capture and store mail images by April 2022.

Budget Request

The Requested Budget represents an overall increase of \$51,501 or 3% in expenditures and an overall increase of \$192,340 or 13% in revenues when compared with the FY 2020/21 Final Budget. As a result, the use of Unrestricted Net Position decreased \$140,839 or 26% when compared with the FY 2020/21 Final Budget.

Significant areas with major changes between the FY 2020/21 Final Budget and the FY 2021/22 Requested Budget are as follows:

- Services and Supplies will decrease \$79,000 primarily based on reduction in maintenance equipment and rent and lease equipment expenses.
- Capital Assets will increase \$110,000 primarily based on a request for additional mail equipment.
- Countywide Cost Allocation Plan (COWCAP) charges will increase \$3,180 primarily based on changes in the Plan.
- Revenue Projections will increase \$192,340 primarily based on increase in postage rate.

Staffing changes reflected in the Requested Budget include the following:

- No staffing changes requested.

Capital asset requests reflected in the Requested Budget include the following:

- 1 Bell & Howell Mail Inserter - \$110,000

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

Brooke Sisk

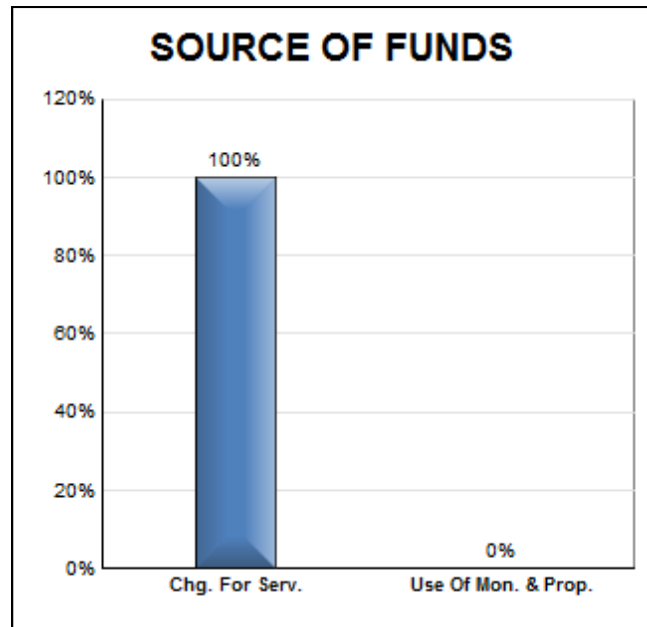
General Services Agency Director

Fund: 077

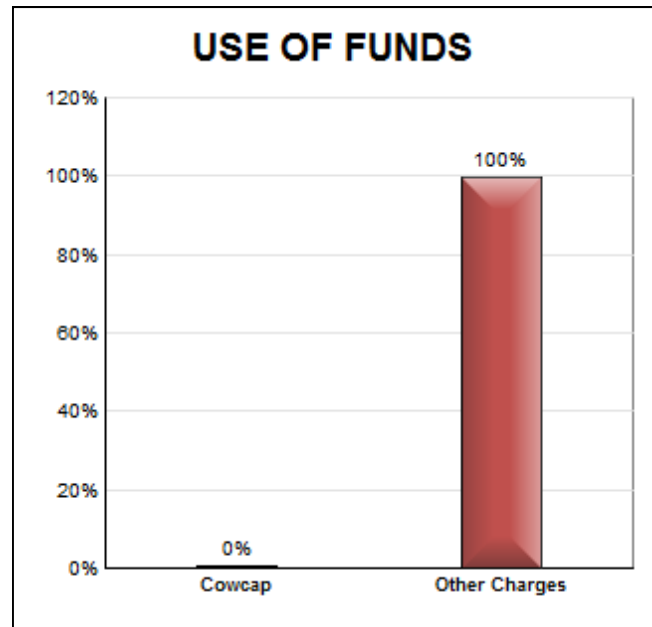
Agency: 077

SUMMARY OF APPROPRIATIONS AND REVENUES

	2019/20 ACTUALS	2020/21 FINAL BUDGET	2021/22 CAO RECOMMEND	VARIANCE
ACTIVITY APPROPRIATIONS:				
Communications	\$288,525	\$411,983	\$400,880	\$(11,103)
TOTAL ACTIVITY APPROPRIATIONS	\$288,525	\$411,983	\$400,880	\$(11,103)
APPROPRIATIONS:				
Cowcap	\$2,283	\$687	\$1,895	\$1,208
Other Charges	\$286,242	\$411,296	\$398,985	\$(12,311)
TOTAL APPROPRIATIONS:	\$288,525	\$411,983	\$400,880	\$(11,103)
REVENUES:				
Charges For Current Serv	\$367,627	\$429,134	\$250,130	\$(179,004)
Rev. from Use of Money & Prop	\$-	\$-	\$-	\$-
TOTAL REVENUES:	\$367,627	\$429,134	\$250,130	\$(179,004)
NET COUNTY COST	\$(79,102)	\$(17,151)	\$150,750	\$167,901



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 contractors and managed by the Division. The cost of providing services is recovered through charges to user departments.

Core Functions

- Provide copier, faxing, and scanning equipment to departments through the management of 375 multi-function copiers.

Key Goals and Objectives Results in 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. **Results:** This objective was not completed. It was delayed due to limited availability of business partners due to COVID-19 pandemic restrictions. This objective will be continued into FY 2021/22.
- **Objective 2:** Replace 360 copiers countywide and update software and hardware modules as needed by April 2021. **Results:** This objective was not completed. It was delayed due to Objective 1 being deferred and will be continued into FY 2021/22.

Other Accomplishments in FY 2020/21

- Provided new and updated equipment for Agricultural Commissioner, District Attorney, Probation, and Public Defender at new locations.

Key Goals and Objectives for FY 2021/22

Organizational Performance

Goal 1: Enhance operational efficiency of copier equipment available to departments to ensure business needs are met.

- **Objective 1:** Replace 360 copiers and update software and hardware modules as needed by April 2022.
- **Objective 2:** Configure up to half of copier equipment to send automated meter readings to vendor by April 2022.

Budget Request

The Requested Budget represents an overall decrease of \$11,103 or 3% in expenditures and an overall decrease of \$179,004 or 42% in revenues when compared with the FY 2020/21 Final Budget. As a result, the use of Unrestricted Net Position increased \$167,901 or 979% when compared with the FY 2020/21 Final Budget.

Significant areas with major changes between the FY 2020/21 Final Budget and the FY 2021/22 Requested Budget are as follows:

- Countywide Cost Allocation Plan (COWCAP) charges will increase \$1,208 primarily based on changes in the plan.

- Revenue Projections will decrease \$179,004 primarily based on reduction in copy rate and copy services.

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

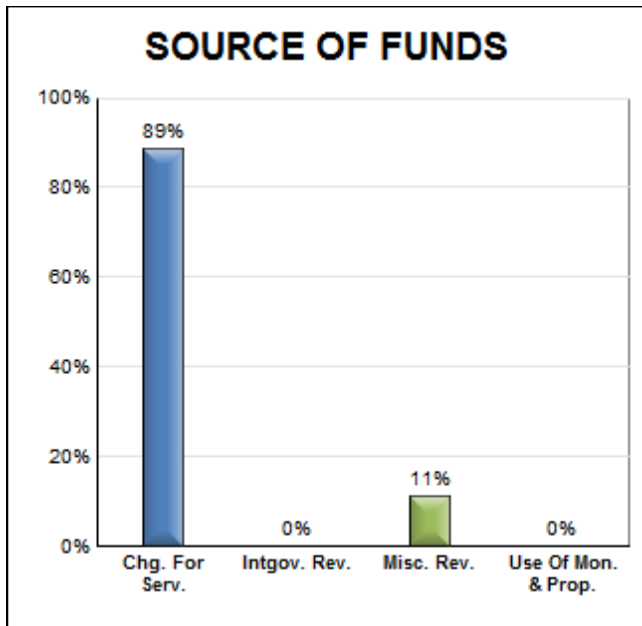
Brooke Sisk

General Services Agency Director

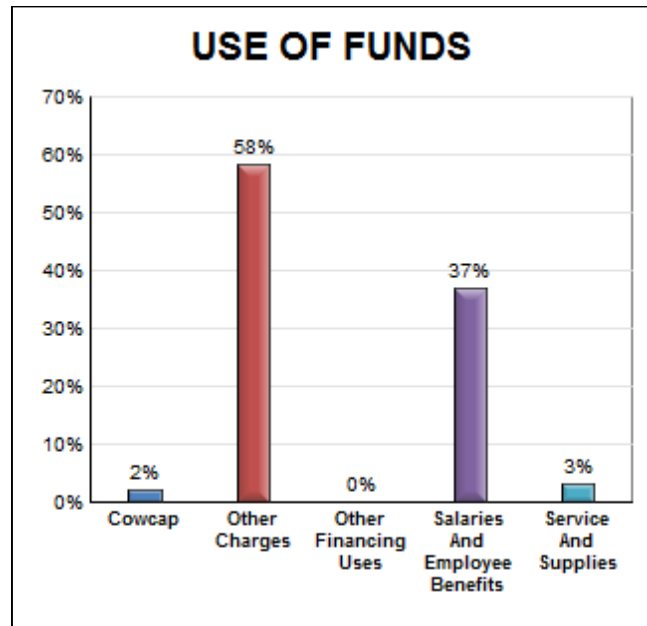
Fund: 079

Agency: 079

SUMMARY OF APPROPRIATIONS AND REVENUES	2019/20 ACTUALS	2020/21 FINAL BUDGET	2021/22 CAO RECOMMEND	VARIANCE
ACTIVITY APPROPRIATIONS:				
Other General	\$1,809,157	\$2,025,682	\$2,041,944	\$16,262
TOTAL ACTIVITY APPROPRIATIONS	\$1,809,157	\$2,025,682	\$2,041,944	\$16,262
APPROPRIATIONS:				
Cowcap	\$30,042	\$39,702	\$41,782	\$2,080
Other Charges	\$1,096,457	\$1,201,454	\$1,187,834	\$(13,620)
Other Financing Uses	\$4,564	\$-	\$-	\$-
Salaries And Employee Benefits	\$648,933	\$715,595	\$752,328	\$36,733
Service And Supplies	\$29,161	\$68,931	\$60,000	\$(8,931)
TOTAL APPROPRIATIONS:	\$1,809,157	\$2,025,682	\$2,041,944	\$16,262
REVENUES:				
Charges For Current Serv	\$1,398,221	\$1,649,524	\$1,315,213	\$(334,311)
Intergovernmental Revenue	\$-	\$-	\$-	\$-
Miscellaneous Revenue	\$176,989	\$146,491	\$168,045	\$21,554
Rev. from Use of Money & Prop	\$-	\$-	\$-	\$-
TOTAL REVENUES:	\$1,575,210	\$1,796,015	\$1,483,258	\$(312,757)
NET COUNTY COST	\$233,947	\$229,667	\$558,686	\$329,019



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

- Copy, print and finish documents, presentations, posters, training manuals, and more.
- Provide services including variable data, graphic design, and marketing products of all types.

Key Goals and Objectives Results in 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. **Results:** This objective was completed.

Other Accomplishments in FY 2020/21

- Increased the volume of large format printing by 100%.

Key Goals and Objectives for FY 2021/22

Organizational Performance

Goal 1: Improve continuity of service and operations.

- **Objective 1:** Conduct cross training for multi-year preparedness with all staff by May 2022.

Budget Request

The Requested Budget represents an overall increase of \$16,262 or 1% in expenditures and an overall decrease of \$312,757 or 17% in revenues when compared with the FY 2020/21 Final Budget. As a result, the use of Unrestricted Net Position increased \$329,019 or 143% when compared with the FY 2020/21 Final Budget.

Significant areas with major changes between the FY 2020/21 Final Budget and the FY 2021/22 Requested Budget are as follows:

- Services and Supplies will decrease \$8,931 primarily based on decrease in unemployment insurance and training expenses.
- Revenue Projections will decrease \$312,757 primarily based on reduction in print 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.

Utilities

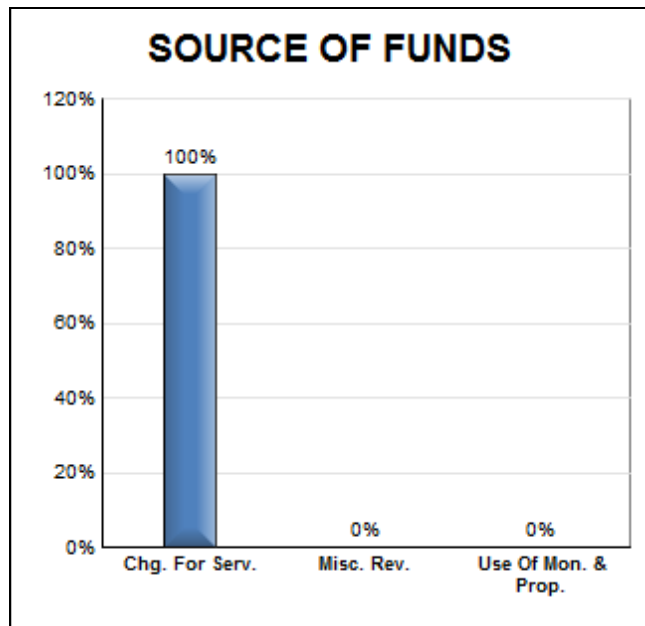
Brooke Sisk

General Services Agency Director

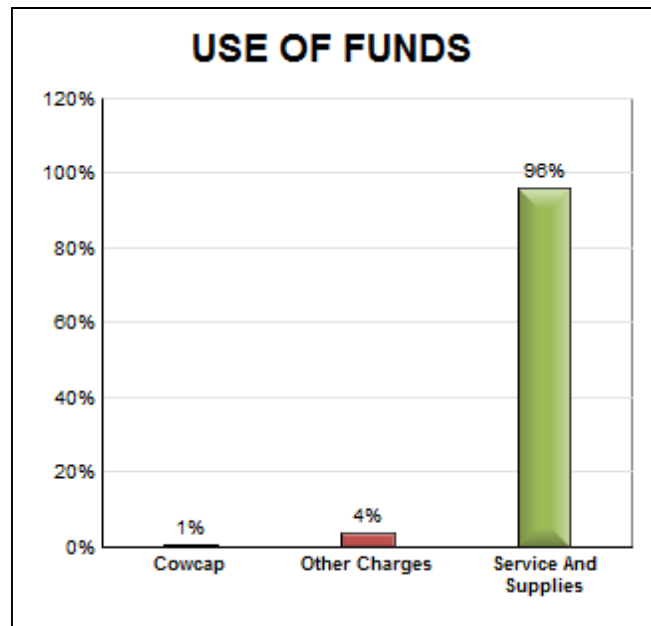
Fund: 081

Agency: 081

SUMMARY OF APPROPRIATIONS AND REVENUES	2019/20 ACTUALS	2020/21 FINAL BUDGET	2021/22 CAO RECOMMEND	VARIANCE
ACTIVITY APPROPRIATIONS:				
Property Manangement	\$6,012,358	\$6,392,040	\$6,442,783	\$50,743
TOTAL ACTIVITY APPROPRIATIONS	\$6,012,358	\$6,392,040	\$6,442,783	\$50,743
APPROPRIATIONS:				
Cowcap	\$21,815	\$18,884	\$40,402	\$21,518
Other Charges	\$160,600	\$105,156	\$235,333	\$130,177
Service And Supplies	\$5,829,943	\$6,268,000	\$6,167,048	\$(100,952)
TOTAL APPROPRIATIONS:	\$6,012,358	\$6,392,040	\$6,442,783	\$50,743
REVENUES:				
Charges For Current Serv	\$5,834,369	\$6,322,251	\$6,145,511	\$(176,740)
Miscellaneous Revenue	\$1,442	\$-	\$-	\$-
Rev. from Use of Money & Prop	\$-	\$-	\$-	\$-
TOTAL REVENUES:	\$5,835,811	\$6,322,251	\$6,145,511	\$(176,740)
NET COUNTY COST	\$176,547	\$69,789	\$297,272	\$227,483



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 departments to provide information about energy efficiency measures.

Key Goals and Objectives Results in 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. **Results:** This objective was completed.
- **Objective 2:** Streamline the utility invoice payment procedure by December 2020. **Results:** This objective was completed.
- **Objective 3:** Monitor, track, and validate utility use by December 2020. **Results:** This objective was completed.

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. **Results:** This objective was completed.
- **Objective 2:** Integrate solar energy statistics into the Energy Manager Software by December 2020. **Results:** This objective was completed.

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. **Results:** This objective was completed. It was delayed until November 2020 due to the need to consult with identified departments to ensure projects would be cost effective.
- **Objective 2:** Secure funding to implement identified projects by December 2020. **Results:** This objective was not completed. Negotiations regarding financing are ongoing and will continue into FY 2021/22.

Other Accomplishments in FY 2020/21

- All utility accounts for county facilities were entered into the energy management database.

Key Goals and Objectives for FY 2021/22

Organizational Performance

Goal 1: Assess savings on solar generation at all active solar sites.

- **Objective 1:** Develop a tool to analyze forecasted data by April 2022.

Budget Request

The Requested Budget represents an overall increase of \$50,743 or 1% in expenditures and an overall decrease of \$176,740 or 3% in revenues when compared with the FY 2020/21 Final Budget. As a result, the use of Unrestricted Net Position increased \$227,483 or 326% when compared with the FY 2020/21 Final Budget.

Significant areas with major changes between the FY 2020/21 Final Budget and the FY 2021/22 Requested Budget are as follows:

- Services and Supplies will decrease \$100,952 primarily based on reduction in utility charges.
- Other Charges will increase \$130,177 primarily based on an increase in maintenance and administrative charges.
- Countywide Cost Allocation Plan (COWCAP) charges will increase \$21,518 primarily based on changes in the Plan.
- Revenue Projections will decrease \$176,740 primarily based on a reduction in utility charges to departments.

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

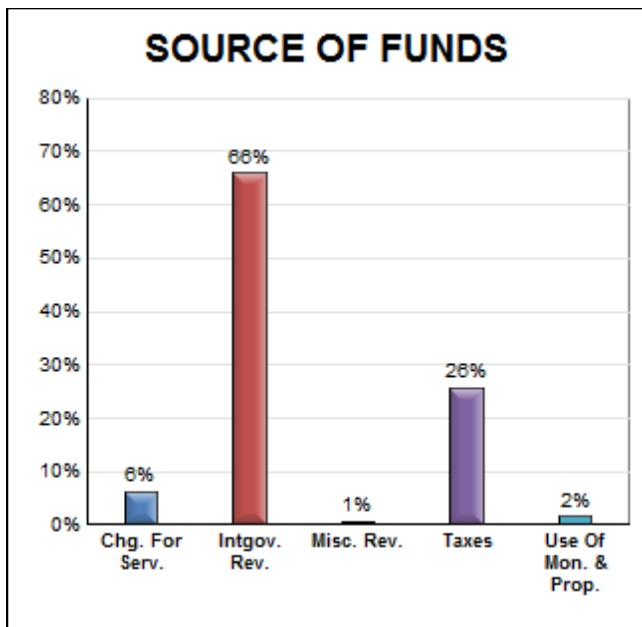
The Department Head concurs with the Recommended Budget.

Transit

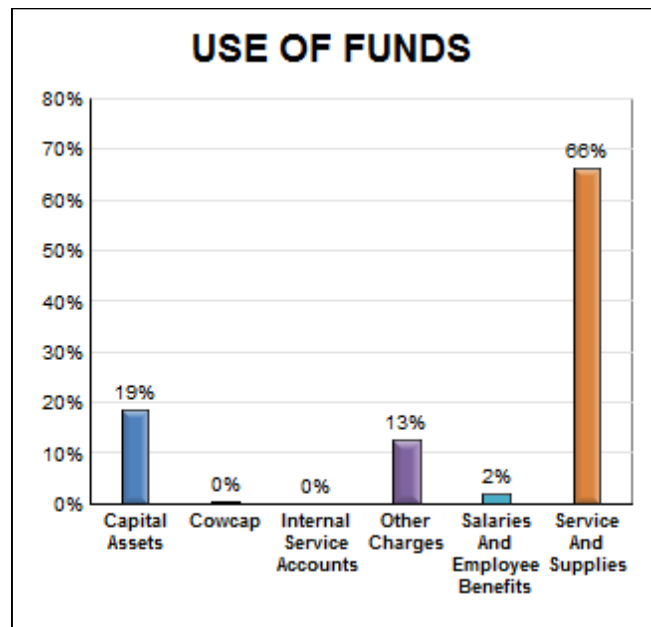
Reed Schenke

Resource Management Agency Director

Fund: 040				
Agency: 220				
SUMMARY OF APPROPRIATIONS AND REVENUES	2019/20 ACTUALS	2020/21 FINAL BUDGET	2021/22 CAO RECOMMEND	VARIANCE
ACTIVITY APPROPRIATIONS:				
Public Ways	\$3,876,577	\$15,313,149	\$12,700,853	\$(2,612,296)
TOTAL ACTIVITY APPROPRIATIONS	\$3,876,577	\$15,313,149	\$12,700,853	\$(2,612,296)
APPROPRIATIONS:				
Capital Assets	\$-	\$3,763,401	\$2,367,394	\$(1,396,007)
Cowcap	\$29,765	\$30,528	\$47,511	\$16,983
Internal Service Accounts	\$-	\$-	\$-	\$-
Other Charges	\$782,230	\$1,674,490	\$1,592,703	\$(81,787)
Salaries And Employee Benefits	\$187,345	\$191,766	\$267,032	\$75,266
Service And Supplies	\$2,877,237	\$9,652,964	\$8,426,213	\$(1,226,751)
TOTAL APPROPRIATIONS:	\$3,876,577	\$15,313,149	\$12,700,853	\$(2,612,296)
REVENUES:				
Charges For Current Serv	\$516,910	\$465,000	\$500,600	\$35,600
Intergovernmental Revenue	\$3,112,256	\$3,990,457	\$5,216,273	\$1,225,816
Miscellaneous Revenue	\$71,052	\$178,476	\$50,003	\$(128,473)
Rev. from Use of Money & Prop	\$92,497	\$100,000	\$120,000	\$20,000
Taxes	\$7,242,689	\$3,750,535	\$2,032,417	\$(1,718,118)
TOTAL REVENUES:	\$11,035,404	\$8,484,468	\$7,919,293	\$(565,175)
NET COUNTY COST	\$(7,158,827)	\$6,828,681	\$4,781,560	\$(2,047,121)



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 2020/21

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. **Results:** This objective was partially completed. Staff have reviewed and selected a preferred equipment provider and expect to implement it in FY 2021/22 pending the recommendation of the Tulare County Regional Transit Agency (TCRTA).
- **Objective 2:** Install Bus Stop Enhancements and Amenities at major transit stops by June 2021. **Results:** This objective was not completed. During the fiscal year, the County joined the TCRTA, which is expected to implement a rebranding beginning in FY 2022/23. Funds were not expended on enhancements or amenities because of this imminent rebranding by TCRTA.

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. **Results:** This objective was completed.
- **Objective 2:** Continue to replace or install improved route information signs at bus stops throughout the TCaT system throughout FY 2020/21. **Results:** This objective was partially completed. New signs were installed on TCaT Route 10. The remainder of the project was canceled after the County joined the TCRTA, which will be rebranding the transit system and installing new signs beginning in FY 2022/23.

Goal 2: Promote increased ridership in Tulare County.

- **Objective 1:** Conduct outreach with potential riders and promote transit use throughout FY 2020/21. **Results:** This objective was completed.

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. **Results:** This objective was completed.

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 the 5339 grant program by April 2021. **Results:** This objective was partially completed. The buses were ordered, but delivery was delayed due to supply chain issues caused by the COVID-19 pandemic. The buses are expected to arrive in FY 2022.
- **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. **Results:** This objective was completed.
- **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. **Results:** This objective was not completed. Staff are working with the City of Porterville and TCAG to transfer these grants to the City in exchange for used buses.

Key Goals and Objectives for 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 2022.

Organizational Performance

Goal 1: Improve transit service delivery and provide the public with convenient access to transit information and services.

- **Objective 1:** Participate in any programs or projects involving new fare media implemented by TCRTA by June 2022.
- **Objective 2:** Coordinate with TCRTA to improve regional transit connections and eliminate barriers to riders by June 2022.
- **Objective 3:** Identify a list of deliverables Tulare County Transit can provide to assist TCRTA with its transition to operating transit services, including any bidding for a transit contractor, by June 2022.

Goal 2: Provide infrastructure to support better service delivery.

- **Objective 1:** Complete the purchase of three CNG passenger buses, ordered in FY 2020/21, under the 5339 grant program by April 2022.
- **Objective 2:** Order and receive four new CNG buses under a grant from the Federal 5311 program by June 2022.
- **Objective 3:** Order one new CNG bus under a grant from the Federal 5339 program.

Goal 3: Prepare for transition to Regional Transit Authority.

- **Objective 1:** Identify a list of deliverables Tulare County Transit can provide to assist TCRTA with its transition to operating transit services, including any bidding for a transit contractor by June 2022.
- **Objective 2:** Identify and apply for future grants for low-to-no emissions vehicles.

Budget Request

The Requested Budget represents an overall decrease of \$2,612,296 or 17% in expenditures and an overall decrease of \$565,175 or 7% in revenues when compared with the FY 2020/21 Final Budget. The \$4,781,560 difference between expenditures and revenues represents the use of Unrestricted Net Position.

Significant areas with major changes between the FY 2020/21 Final Budget and the FY 2021/22 Requested Budget are as follows:

- Salaries and Benefits will increase \$75,266 primarily based on reduced salary savings and a requested extra help position.
- Services and Supplies will decrease \$1,226,751 primarily based on reduced fund balance and increased in contract transit service provider costs.
- Capital Assets will decrease \$1,396,007 primarily based on decrease for new bus purchases.
- Countywide Cost Allocation Plan (COWCAP) charges will increase \$16,983 primarily based on changes in plan costs.
- Revenue Projections will decrease \$565,175 primarily based on lower Local Transportation Funds (LTF) being used for Transit purposes.

Staffing changes reflected in the Requested Budget include the following:

- No staffing changes requested.

Capital asset requests reflected in the Requested Budget include the following:

- Transit Security Enhancements - \$451,223
- Solar Bus Stop Signs - \$66,562
- Smart Card Fare System - \$171,773

Capital assets approved by the Board of Supervisors prior to the publication of this book include the following:

- 3 Large CNG Buses - \$1,677,836

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

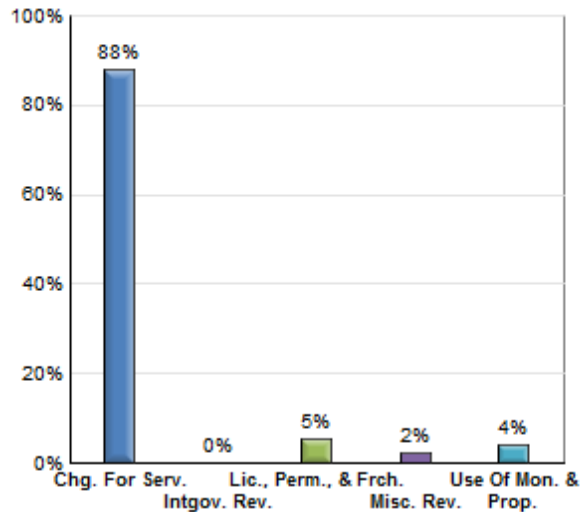
Fund: 045

Agency: 235

SUMMARY OF APPROPRIATIONS AND REVENUES

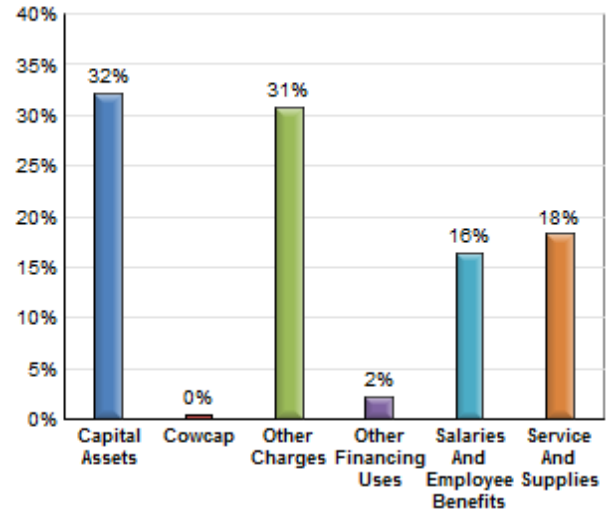
	2019/20 ACTUALS	2020/21 FINAL BUDGET	2021/22 CAO RECOMMEND	VARIANCE
ACTIVITY APPROPRIATIONS:				
Sanitation	\$12,194,978	\$26,132,161	\$25,512,373	\$(619,788)
TOTAL ACTIVITY APPROPRIATIONS	\$12,194,978	\$26,132,161	\$25,512,373	\$(619,788)
APPROPRIATIONS:				
Capital Assets	\$-	\$11,030,000	\$8,199,363	\$(2,830,637)
Cowcap	\$47,932	\$123,750	\$93,464	\$(30,286)
Other Charges	\$5,965,772	\$7,069,735	\$7,845,948	\$776,213
Other Financing Uses	\$420,000	\$450,000	\$570,000	\$120,000
Salaries And Employee Benefits	\$3,319,427	\$3,647,646	\$4,152,751	\$505,105
Service And Supplies	\$2,441,847	\$3,811,030	\$4,650,847	\$839,817
TOTAL APPROPRIATIONS:	\$12,194,978	\$26,132,161	\$25,512,373	\$(619,788)
REVENUES:				
Charges For Current Serv	\$16,393,648	\$15,100,225	\$16,893,693	\$1,793,468
Intergovernmental Revenue	\$56,570	\$36,246	\$36,034	\$(212)
Lic.,Permits & Franchise	\$989,351	\$1,013,218	\$1,032,000	\$18,782
Miscellaneous Revenue	\$479,122	\$56,000	\$455,701	\$399,701
Rev. from Use of Money & Prop	\$1,721,921	\$1,018,500	\$818,500	\$(200,000)
TOTAL REVENUES:	\$19,640,612	\$17,224,189	\$19,235,928	\$2,011,739
NET COUNTY COST	\$(7,445,634)	\$8,907,972	\$6,276,445	\$(2,631,527)

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 Tulare 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 Functions

Responsible for the safe and cost-effective management of solid waste operations and recycling activities in Tulare County.

Key Goals and Objectives Results in FY 2020/21

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. **Results:** This objective was completed.

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 Disposal and Pena's Disposal by December 2020. **Results:** This objective was completed.

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. **Results:** This objective was completed.

Other Accomplishments in FY 2020/21

- Completed Phase 4 Cell Construction at Visalia Landfill.

Key Goals and Objectives for FY 2021/22

Organizational Performance

Goal 1: Continue long-term capital improvement projects.

- **Objective 1:** Approve construction plans and bid specs for the Woodville Landfill Cell Expansion Project.
- **Objective 2:** Create construction plans for a composting facility at the Visalia Landfill.

Economic Well-Being

Goal 1: Evaluate new revenue generating opportunities.

- **Objective 1:** Explore solar panel installation at Tulare County disposal sites.

- **Objective 2:** Evaluate current gas lease agreements at county disposal sites.

Quality of Life

Goal 1: Develop programs to reduce waste in Tulare County.

- **Objective 1:** Work with the Resource Management Agency to develop a pilot program for private property clean-ups funded through the Solid Waste Enterprise Fund.
- **Objective 2:** Work with county agencies to develop protocols relating to SB1383 Organics regulations.

Budget Request

The Requested Budget represents an overall decrease of \$619,788 or 2% in expenditures and an overall increase of \$ 2,011,739 or 12% in revenues when compared with the FY 2020/21 Final Budget. The \$6,276,445 difference between expenditures and revenues represents the use of Unrestricted Net Position.

Significant areas with major changes between the FY 2020/21 Final Budget and the FY 2021/22 Requested Budget are as follows:

- Salaries and Benefits will increase \$505,105 primarily based on adding full time and extra help positions related to the opening of the Woodville Landfill in Fiscal Year 2022.
- Services and Supplies will increase \$839,817 primarily based on an increase in equipment maintenance costs as the department will service more of its own equipment and hire a consultant to design plans for the Visalia Landfill Compost Facility.
- Other Charges will increase \$776,213 primarily based on the department requesting an additional litter crew be hired related to the cleanup of illegal dumping waste around the county, an increase to road shop costs due to maintenance of equipment, an increase to Board of Equalization payments due to expected tonnage increases, and a private property cleanup program that will be operated by RMA Code Compliance.
- Capital Assets will decrease \$2,830,637 primarily based on the completion of the Visalia Landfill Phase 4 Cell Construction.
- Other Financing Uses will increase \$120,000 primarily based on an increase in funding to the Household Hazardous Waste Program, and the Operating Transfer Out to the Tulare County Sheriff's department for an additional truck and trailer for the additional litter crew handling illegal dumping around the county.
- Countywide Cost Allocation Plan (COWCAP) charges will decrease \$30,286 primarily based on changes to the Plan.
- Revenue Projections will increase \$2,011,739 primarily based on tonnage increases for commercial waste and adjustments to public flat load rates.

Staffing changes reflected in the Requested Budget include the following:

- Add 5 FTE to address workload issues and the opening of the Woodville Landfill:
 - Account Clerk II
 - Refuse Site Attendant I
 - Refuse Equipment Operator II
 - Heavy Equipment Mechanic IV
 - Refuse Site Caretaker
- Delete 2 FTE to address work structures:
 - Heavy Equipment Mechanic III
 - Solid Waste Manager

- Adjust salary for one classification to account for expanded duties and responsibilities:
 - Refuse Site Coordinator 3%

Capital asset requests reflected in the Requested Budget include the following:

- Woodville Cell Construction - \$3,000,000
- Breakroom for Woodville Landfill - \$40,000
- Scale for Woodville Landfill - \$90,000
- 5 Rolloff Bins - \$50,000
- 2 Bulldozers - \$1,550,000
- 1 Compactor - \$1,200,000
- 1 Compactor - Insurance Repair \$560,000
- 1 Bin Truck - \$350,000
- 1 Haul Truck - \$850,000
- 1 Composite Landfill Cover Machine - \$100,000

Capital assets approved by the Board of Supervisors prior to the publication of this book include the following:

- 1 4,000 Gallon Water Truck - \$175,000
- 1 Mechanic Service Truck - \$234,363

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

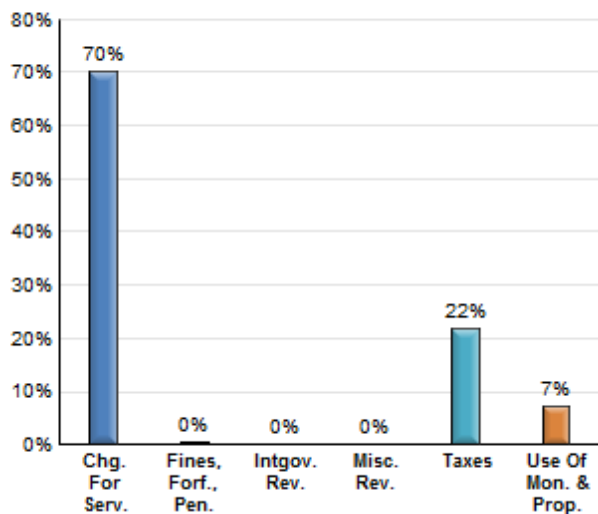
Fund: 761

Agency: 761

SUMMARY OF APPROPRIATIONS AND REVENUES

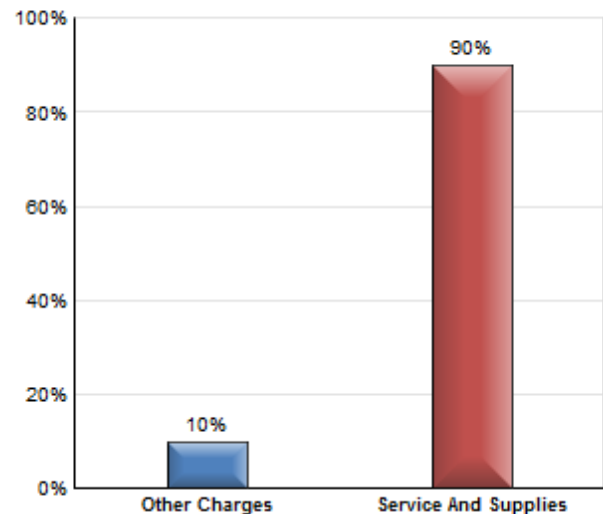
	2019/20 ACTUALS	2020/21 FINAL BUDGET	2021/22 CAO RECOMMEND	VARIANCE
ACTIVITY APPROPRIATIONS:				
Plant Acquisition	\$201,979	\$1,124,376	\$1,158,872	\$34,496
TOTAL ACTIVITY APPROPRIATIONS	\$201,979	\$1,124,376	\$1,158,872	\$34,496
APPROPRIATIONS:				
Other Charges	\$113,721	\$114,981	\$114,060	\$(921)
Service And Supplies	\$88,258	\$1,009,395	\$1,044,812	\$35,417
TOTAL APPROPRIATIONS:	\$201,979	\$1,124,376	\$1,158,872	\$34,496
REVENUES:				
Charges For Current Serv	\$143,733	\$146,249	\$143,734	\$(2,515)
Fines,Forfeit.,Penalties	\$(2,718)	\$1,000	\$1,000	\$-
Intergovernmental Revenue	\$333	\$200	\$350	\$150
Miscellaneous Revenue	\$9,923	\$2	\$2	\$-
Rev. from Use of Money & Prop	\$20,133	\$15,000	\$15,000	\$-
Taxes	\$45,118	\$38,450	\$45,150	\$6,700
TOTAL REVENUES:	\$216,522	\$200,901	\$205,236	\$4,335
NET COUNTY COST	\$(14,543)	\$923,475	\$953,636	\$30,161

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 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 Functions

Responsible for the safe and cost-effective management of the Terra Bella Wastewater Treatment Facility.

Key Goals and Objectives Results in FY 2020/21

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. **Results:** This objective was completed.
- **Objective 2:** Maintain sewer collection systems, inspect aging infrastructure, and perform repairs quickly with minimal impact to users by June 2021. **Results:** This objective was completed.

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 completed.

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. **Results:** This objective was completed.
- **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. **Results:** This objective was not completed. Due to the ongoing effects of the COVID-19 pandemic, rate increases were not implemented during FY 2021/22.

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. **Results:** This objective was completed.

Goal 3: Ensure integrity of territorial boundary.

- **Objective 1:** Complete annexation of Setton Farms property into the District boundaries in accordance with Local Agency Formation Commission (LAFCo) requirements by 2021. **Results:** This objective was partially completed. Staff have begun the process of working with LAFCo to annex Setton Farms into the District boundary, which will be completed in FY 2021/22.

Key Goals and Objectives for FY 2021/22

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 2021/22.
- **Objective 2:** Maintain sewer collection systems, inspect aging infrastructure, and perform repairs quickly with minimal impact to users by June 2022.

Economic Well-Being

Goal 1: Utilize extension of service to enhance economic stability of the District.

- **Objective 1:** Complete annexation of Setton Farms property into the District boundaries in accordance with LAFCo requirements by June 2022.

Quality of Life

Goal 1: Improve customer service for sewer system customers.

- **Objective 1:** Investigate alternative payment method services such as automated cashiering system at Government Plaza or remote payment sites to provide convenient payment options for customers by June 2022.

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 2021.
- **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 2022.
- **Objective 3:** Continue preparing Capital Improvement Plan by June 2022.

Budget Request

The Requested Budget represents an overall increase of \$34,496 or 3% in expenditures and an overall increase of \$ 4,355 or 2% in revenues when compared with the FY 2020/21 Final Budget. The \$953,636 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	2019/20 ACTUALS	2020/21 FINAL BUDGET	2021/22 CAO RECOMMEND	VARIANCE
ACTIVITY APPROPRIATIONS:				
Public Ways	\$15,649	\$117,574	\$67,228	\$(50,346)
TOTAL ACTIVITY APPROPRIATIONS	\$15,649	\$117,574	\$67,228	\$(50,346)
APPROPRIATIONS:				
Other Charges	\$5,646	\$5,014	\$4,943	\$(71)
Service And Supplies	\$10,003	\$112,560	\$62,285	\$(50,275)
TOTAL APPROPRIATIONS:	\$15,649	\$117,574	\$67,228	\$(50,346)
REVENUES:				
Charges For Current Serv	\$7,956	\$7,690	\$7,905	\$215
Intergovernmental Revenue	\$-	\$1	\$-	\$(1)
Rev. from Use of Money & Prop	\$2,792	\$1,200	\$1,500	\$300
Taxes	\$-	\$8	\$-	\$(8)
TOTAL REVENUES:	\$10,748	\$8,899	\$9,405	\$506
NET COUNTY COST	\$4,901	\$108,675	\$57,823	\$(50,852)
Fund: L05				
Agency: L05				
SUMMARY OF APPROPRIATIONS AND REVENUES	2019/20 ACTUALS	2020/21 FINAL BUDGET	2021/22 CAO RECOMMEND	VARIANCE
ACTIVITY APPROPRIATIONS:				
Public Ways	\$2,202	\$17,228	\$18,347	\$1,119
TOTAL ACTIVITY APPROPRIATIONS	\$2,202	\$17,228	\$18,347	\$1,119
APPROPRIATIONS:				
Other Charges	\$2,202	\$1,815	\$1,705	\$(110)
Service And Supplies	\$-	\$15,413	\$16,642	\$1,229
TOTAL APPROPRIATIONS:	\$2,202	\$17,228	\$18,347	\$1,119
REVENUES:				
Charges For Current Serv	\$1,796	\$1,514	\$1,760	\$246
Intergovernmental Revenue	\$-	\$1	\$-	\$(1)
Rev. from Use of Money & Prop	\$382	\$150	\$300	\$150
Taxes	\$-	\$8	\$-	\$(8)
TOTAL REVENUES:	\$2,178	\$1,673	\$2,060	\$387
NET COUNTY COST	\$24	\$15,555	\$16,287	\$732
Fund: L10				
Agency: L10				
SUMMARY OF APPROPRIATIONS AND REVENUES	2019/20 ACTUALS	2020/21 FINAL BUDGET	2021/22 CAO RECOMMEND	VARIANCE
ACTIVITY APPROPRIATIONS:				
Public Ways	\$2,216	\$34,437	\$36,203	\$1,766
TOTAL ACTIVITY APPROPRIATIONS	\$2,216	\$34,437	\$36,203	\$1,766
APPROPRIATIONS:				
Other Charges	\$2,216	\$1,879	\$1,719	\$(160)
Service And Supplies	\$-	\$32,558	\$34,484	\$1,926
TOTAL APPROPRIATIONS:	\$2,216	\$34,437	\$36,203	\$1,766
REVENUES:				
Charges For Current Serv	\$1,972	\$1,757	\$2,014	\$257
Intergovernmental Revenue	\$-	\$1	\$-	\$(1)
Rev. from Use of Money & Prop	\$794	\$329	\$600	\$271

Taxes	\$-	\$8	\$-	\$(8)
TOTAL REVENUES:	\$2,766	\$2,095	\$2,614	\$519
NET COUNTY COST	\$(550)	\$32,342	\$33,589	\$1,247
Fund: L16				
Agency: L16				
SUMMARY OF APPROPRIATIONS AND REVENUES	2019/20 ACTUALS	2020/21 FINAL BUDGET	2021/22 CAO RECOMMEND	VARIANCE
ACTIVITY APPROPRIATIONS:				
Public Ways	\$10,847	\$128,788	\$89,536	\$(39,252)
TOTAL ACTIVITY APPROPRIATIONS	\$10,847	\$128,788	\$89,536	\$(39,252)
APPROPRIATIONS:				
Other Charges	\$4,878	\$4,136	\$4,697	\$561
Service And Supplies	\$5,969	\$124,652	\$84,839	\$(39,813)
TOTAL APPROPRIATIONS:	\$10,847	\$128,788	\$89,536	\$(39,252)
REVENUES:				
Charges For Current Serv	\$8,673	\$8,290	\$8,668	\$378
Intergovernmental Revenue	\$-	\$1	\$-	\$(1)
Rev. from Use of Money & Prop	\$2,977	\$1,224	\$2,000	\$776
Taxes	\$-	\$8	\$-	\$(8)
TOTAL REVENUES:	\$11,650	\$9,523	\$10,668	\$1,145
NET COUNTY COST	\$(803)	\$119,265	\$78,868	\$(40,397)
Fund: L60				
Agency: L60				
SUMMARY OF APPROPRIATIONS AND REVENUES	2019/20 ACTUALS	2020/21 FINAL BUDGET	2021/22 CAO RECOMMEND	VARIANCE
ACTIVITY APPROPRIATIONS:				
Public Ways	\$1,158	\$33,785	\$37,021	\$3,236
TOTAL ACTIVITY APPROPRIATIONS	\$1,158	\$33,785	\$37,021	\$3,236
APPROPRIATIONS:				
Other Charges	\$1,158	\$1,819	\$1,654	\$(165)
Service And Supplies	\$-	\$31,966	\$35,367	\$3,401
TOTAL APPROPRIATIONS:	\$1,158	\$33,785	\$37,021	\$3,236
REVENUES:				
Charges For Current Serv	\$2,638	\$2,403	\$2,633	\$230
Rev. from Use of Money & Prop	\$741	\$300	\$600	\$300
TOTAL REVENUES:	\$3,379	\$2,703	\$3,233	\$530
NET COUNTY COST	\$(2,221)	\$31,082	\$33,788	\$2,706
Fund: L65				
Agency: L65				
SUMMARY OF APPROPRIATIONS AND REVENUES	2019/20 ACTUALS	2020/21 FINAL BUDGET	2021/22 CAO RECOMMEND	VARIANCE
ACTIVITY APPROPRIATIONS:				
Public Ways	\$3,777	\$50,645	\$54,773	\$4,128
TOTAL ACTIVITY APPROPRIATIONS	\$3,777	\$50,645	\$54,773	\$4,128
APPROPRIATIONS:				
Other Charges	\$3,777	\$1,753	\$1,907	\$154
Service And Supplies	\$-	\$48,892	\$52,866	\$3,974
TOTAL APPROPRIATIONS:	\$3,777	\$50,645	\$54,773	\$4,128
REVENUES:				
Charges For Current Serv	\$3,412	\$2,982	\$3,412	\$430
Intergovernmental Revenue	\$-	\$1	\$-	\$(1)
Rev. from Use of Money & Prop	\$1,173	\$468	\$800	\$332
Taxes	\$-	\$8	\$-	\$(8)
TOTAL REVENUES:	\$4,585	\$3,459	\$4,212	\$753
NET COUNTY COST	\$(808)	\$47,186	\$50,561	\$3,375

Fund: L70				
Agency: L70				
SUMMARY OF APPROPRIATIONS AND REVENUES	2019/20 ACTUALS	2020/21 FINAL BUDGET	2021/22 CAO RECOMMEND	VARIANCE
ACTIVITY APPROPRIATIONS:				
Public Ways	\$1,151	\$37,219	\$41,179	\$3,960
TOTAL ACTIVITY APPROPRIATIONS	\$1,151	\$37,219	\$41,179	\$3,960
APPROPRIATIONS:				
Other Charges	\$1,151	\$1,795	\$1,648	\$(147)
Service And Supplies	\$-	\$35,424	\$39,531	\$4,107
TOTAL APPROPRIATIONS:	\$1,151	\$37,219	\$41,179	\$3,960
REVENUES:				
Charges For Current Serv	\$3,247	\$2,965	\$3,247	\$282
Intergovernmental Revenue	\$-	\$1	\$-	\$(1)
Rev. from Use of Money & Prop	\$802	\$280	\$600	\$320
Taxes	\$-	\$8	\$-	\$(8)
TOTAL REVENUES:	\$4,049	\$3,254	\$3,847	\$593
NET COUNTY COST	\$(2,898)	\$33,965	\$37,332	\$3,367
Fund: L75				
Agency: L75				
SUMMARY OF APPROPRIATIONS AND REVENUES	2019/20 ACTUALS	2020/21 FINAL BUDGET	2021/22 CAO RECOMMEND	VARIANCE
ACTIVITY APPROPRIATIONS:				
Public Ways	\$1,119	\$14,862	\$9,294	\$(5,568)
TOTAL ACTIVITY APPROPRIATIONS	\$1,119	\$14,862	\$9,294	\$(5,568)
APPROPRIATIONS:				
Other Charges	\$1,119	\$1,798	\$1,615	\$(183)
Service And Supplies	\$-	\$13,064	\$7,679	\$(5,385)
TOTAL APPROPRIATIONS:	\$1,119	\$14,862	\$9,294	\$(5,568)
REVENUES:				
Charges For Current Serv	\$1,082	\$944	\$1,065	\$121
Intergovernmental Revenue	\$-	\$1	\$-	\$(1)
Rev. from Use of Money & Prop	\$171	\$61	\$120	\$59
Taxes	\$-	\$6,797	\$-	\$(6,797)
TOTAL REVENUES:	\$1,253	\$7,803	\$1,185	\$(6,618)
NET COUNTY COST	\$(134)	\$7,059	\$8,109	\$1,050
Fund: L80				
Agency: L80				
SUMMARY OF APPROPRIATIONS AND REVENUES	2019/20 ACTUALS	2020/21 FINAL BUDGET	2021/22 CAO RECOMMEND	VARIANCE
ACTIVITY APPROPRIATIONS:				
Public Ways	\$1,006	\$45,999	\$50,018	\$4,019
TOTAL ACTIVITY APPROPRIATIONS	\$1,006	\$45,999	\$50,018	\$4,019
APPROPRIATIONS:				
Other Charges	\$1,006	\$1,993	\$1,712	\$(281)
Service And Supplies	\$-	\$44,006	\$48,306	\$4,300
TOTAL APPROPRIATIONS:	\$1,006	\$45,999	\$50,018	\$4,019
REVENUES:				
Charges For Current Serv	\$3,267	\$2,948	\$3,231	\$283
Rev. from Use of Money & Prop	\$1,015	\$375	\$700	\$325
Taxes	\$-	\$8	\$-	\$(8)
TOTAL REVENUES:	\$4,282	\$3,331	\$3,931	\$600
NET COUNTY COST	\$(3,276)	\$42,668	\$46,087	\$3,419

Fund: L85				
Agency: L85				
SUMMARY OF APPROPRIATIONS AND REVENUES	2019/20 ACTUALS	2020/21 FINAL BUDGET	2021/22 CAO RECOMMEND	VARIANCE
ACTIVITY APPROPRIATIONS:				
Public Ways	\$2,538	\$64,120	\$68,265	\$4,145
TOTAL ACTIVITY APPROPRIATIONS	\$2,538	\$64,120	\$68,265	\$4,145
APPROPRIATIONS:				
Other Charges	\$2,538	\$1,884	\$1,792	\$(92)
Service And Supplies	\$-	\$62,236	\$66,473	\$4,237
TOTAL APPROPRIATIONS:	\$2,538	\$64,120	\$68,265	\$4,145
REVENUES:				
Charges For Current Serv	\$3,872	\$3,525	\$3,873	\$348
Rev. from Use of Money & Prop	\$1,467	\$-	\$1,000	\$1,000
TOTAL REVENUES:	\$5,339	\$3,525	\$4,873	\$1,348
NET COUNTY COST	\$(2,801)	\$60,595	\$63,392	\$2,797
Fund: L86				
Agency: L86				
SUMMARY OF APPROPRIATIONS AND REVENUES	2019/20 ACTUALS	2020/21 FINAL BUDGET	2021/22 CAO RECOMMEND	VARIANCE
ACTIVITY APPROPRIATIONS:				
Public Ways	\$1,684	\$122,869	\$135,738	\$12,869
TOTAL ACTIVITY APPROPRIATIONS	\$1,684	\$122,869	\$135,738	\$12,869
APPROPRIATIONS:				
Other Charges	\$1,684	\$1,872	\$1,780	\$(92)
Service And Supplies	\$-	\$120,997	\$133,958	\$12,961
TOTAL APPROPRIATIONS:	\$1,684	\$122,869	\$135,738	\$12,869
REVENUES:				
Charges For Current Serv	\$10,542	\$10,151	\$10,386	\$235
Intergovernmental Revenue	\$-	\$1	\$-	\$(1)
Rev. from Use of Money & Prop	\$2,667	\$872	\$2,000	\$1,128
Taxes	\$-	\$8	\$-	\$(8)
TOTAL REVENUES:	\$13,209	\$11,032	\$12,386	\$1,354
NET COUNTY COST	\$(11,525)	\$111,837	\$123,352	\$11,515
Fund: L87				
Agency: L87				
SUMMARY OF APPROPRIATIONS AND REVENUES	2019/20 ACTUALS	2020/21 FINAL BUDGET	2021/22 CAO RECOMMEND	VARIANCE
ACTIVITY APPROPRIATIONS:				
Public Ways	\$1,570	\$45,739	\$51,767	\$6,028
TOTAL ACTIVITY APPROPRIATIONS	\$1,570	\$45,739	\$51,767	\$6,028
APPROPRIATIONS:				
Other Charges	\$1,570	\$1,721	\$1,665	\$(56)
Service And Supplies	\$-	\$44,018	\$50,102	\$6,084
TOTAL APPROPRIATIONS:	\$1,570	\$45,739	\$51,767	\$6,028
REVENUES:				
Charges For Current Serv	\$4,972	\$4,750	\$4,972	\$222
Intergovernmental Revenue	\$-	\$1	\$-	\$(1)
Rev. from Use of Money & Prop	\$998	\$210	\$800	\$590
Taxes	\$-	\$7	\$-	\$(7)
TOTAL REVENUES:	\$5,970	\$4,968	\$5,772	\$804
NET COUNTY COST	\$(4,400)	\$40,771	\$45,995	\$5,224

Fund: L88				
Agency: L88				
SUMMARY OF APPROPRIATIONS AND REVENUES	2019/20 ACTUALS	2020/21 FINAL BUDGET	2021/22 CAO RECOMMEND	VARIANCE
ACTIVITY APPROPRIATIONS:				
Public Ways	\$308	\$56,679	\$66,694	\$10,015
TOTAL ACTIVITY APPROPRIATIONS	\$308	\$56,679	\$66,694	\$10,015
APPROPRIATIONS:				
Other Charges	\$308	\$1,862	\$1,624	\$(238)
Service And Supplies	\$-	\$54,817	\$65,070	\$10,253
TOTAL APPROPRIATIONS:	\$308	\$56,679	\$66,694	\$10,015
REVENUES:				
Charges For Current Serv	\$8,907	\$8,487	\$8,756	\$269
Rev. from Use of Money & Prop	\$1,059	\$174	\$800	\$626
Taxes	\$-	\$8	\$-	\$(8)
TOTAL REVENUES:	\$9,966	\$8,669	\$9,556	\$887
NET COUNTY COST	\$(9,658)	\$48,010	\$57,138	\$9,128
Fund: L89				
Agency: L89				
SUMMARY OF APPROPRIATIONS AND REVENUES	2019/20 ACTUALS	2020/21 FINAL BUDGET	2021/22 CAO RECOMMEND	VARIANCE
ACTIVITY APPROPRIATIONS:				
Public Ways	\$250	\$14,969	\$18,655	\$3,686
TOTAL ACTIVITY APPROPRIATIONS	\$250	\$14,969	\$18,655	\$3,686
APPROPRIATIONS:				
Other Charges	\$250	\$1,457	\$1,566	\$109
Service And Supplies	\$-	\$13,512	\$17,089	\$3,577
TOTAL APPROPRIATIONS:	\$250	\$14,969	\$18,655	\$3,686
REVENUES:				
Charges For Current Serv	\$3,104	\$2,893	\$3,423	\$530
Rev. from Use of Money & Prop	\$256	\$5	\$200	\$195
TOTAL REVENUES:	\$3,360	\$2,898	\$3,623	\$725
NET COUNTY COST	\$(3,110)	\$12,071	\$15,032	\$2,961
Fund: L90				
Agency: L90				
SUMMARY OF APPROPRIATIONS AND REVENUES	2019/20 ACTUALS	2020/21 FINAL BUDGET	2021/22 CAO RECOMMEND	VARIANCE
ACTIVITY APPROPRIATIONS:				
Public Ways	\$350	\$45,650	\$57,560	\$11,910
TOTAL ACTIVITY APPROPRIATIONS	\$350	\$45,650	\$57,560	\$11,910
APPROPRIATIONS:				
Other Charges	\$350	\$1,988	\$1,667	\$(321)
Service And Supplies	\$-	\$43,662	\$55,893	\$12,231
TOTAL APPROPRIATIONS:	\$350	\$45,650	\$57,560	\$11,910
REVENUES:				
Charges For Current Serv	\$10,648	\$10,434	\$10,745	\$311
Lic.,Permits & Franchise	\$-	\$1	\$-	\$(1)
Rev. from Use of Money & Prop	\$718	\$39	\$600	\$561
Taxes	\$-	\$8	\$-	\$(8)
TOTAL REVENUES:	\$11,366	\$10,482	\$11,345	\$863
NET COUNTY COST	\$(11,016)	\$35,168	\$46,215	\$11,047
Fund: L91				
Agency: L91				
SUMMARY OF APPROPRIATIONS AND REVENUES	2019/20 ACTUALS	2020/21 FINAL BUDGET	2021/22 CAO RECOMMEND	VARIANCE

ACTIVITY APPROPRIATIONS:				
Public Ways	\$221	\$18,713	\$25,857	\$7,144
TOTAL ACTIVITY APPROPRIATIONS	\$221	\$18,713	\$25,857	\$7,144
APPROPRIATIONS:				
Other Charges	\$221	\$127	\$1,576	\$1,449
Service And Supplies	\$-	\$18,586	\$24,281	\$5,695
TOTAL APPROPRIATIONS:	\$221	\$18,713	\$25,857	\$7,144
REVENUES:				
Charges For Current Serv	\$6,901	\$3,606	\$3,827	\$221
Rev. from Use of Money & Prop	\$256	\$-	\$300	\$300
TOTAL REVENUES:	\$7,157	\$3,606	\$4,127	\$521
NET COUNTY COST	\$(6,936)	\$15,107	\$21,730	\$6,623
Fund: L92				
Agency: L92				
SUMMARY OF APPROPRIATIONS AND REVENUES	2019/20 ACTUALS	2020/21 FINAL BUDGET	2021/22 CAO RECOMMEND	VARIANCE
ACTIVITY APPROPRIATIONS:				
Public Ways	\$-	\$3,606	\$2,765	\$(841)
TOTAL ACTIVITY APPROPRIATIONS	\$-	\$3,606	\$2,765	\$(841)
APPROPRIATIONS:				
Other Charges	\$-	\$527	\$1,573	\$1,046
Service And Supplies	\$-	\$3,079	\$1,192	\$(1,887)
TOTAL APPROPRIATIONS:	\$-	\$3,606	\$2,765	\$(841)
REVENUES:				
Charges For Current Serv	\$-	\$3,606	\$1,600	\$(2,006)
Rev. from Use of Money & Prop	\$-	\$-	\$30	\$30
TOTAL REVENUES:	\$-	\$3,606	\$1,630	\$(1,976)
NET COUNTY COST	\$0	\$0	\$1,135	\$1,135
Fund: L93				
Agency: L93				
SUMMARY OF APPROPRIATIONS AND REVENUES	2019/20 ACTUALS	2020/21 FINAL BUDGET	2021/22 CAO RECOMMEND	VARIANCE
ACTIVITY APPROPRIATIONS:				
Public Ways	\$-	\$2,090	\$2,897	\$807
TOTAL ACTIVITY APPROPRIATIONS	\$-	\$2,090	\$2,897	\$807
APPROPRIATIONS:				
Other Charges	\$-	\$-	\$1,556	\$1,556
Service And Supplies	\$-	\$2,090	\$1,341	\$(749)
TOTAL APPROPRIATIONS:	\$-	\$2,090	\$2,897	\$807
REVENUES:				
Charges For Current Serv	\$-	\$2,090	\$1,575	\$(515)
Rev. from Use of Money & Prop	\$-	\$-	\$30	\$30
TOTAL REVENUES:	\$-	\$2,090	\$1,605	\$(485)
NET COUNTY COST	\$0	\$0	\$1,292	\$1,292
Fund: L94				
Agency: L94				
SUMMARY OF APPROPRIATIONS AND REVENUES	2019/20 ACTUALS	2020/21 FINAL BUDGET	2021/22 CAO RECOMMEND	VARIANCE
ACTIVITY APPROPRIATIONS:				
Public Ways	\$-	\$-	\$1,660	\$1,660
TOTAL ACTIVITY APPROPRIATIONS	\$-	\$-	\$1,660	\$1,660
APPROPRIATIONS:				
Other Charges	\$-	\$-	\$1,658	\$1,658
Service And Supplies	\$-	\$-	\$2	\$2
TOTAL APPROPRIATIONS:	\$-	\$-	\$1,660	\$1,660

REVENUES:				
Charges For Current Serv	\$-	\$-	\$1,994	\$1,994
Rev. from Use of Money & Prop	\$-	\$-	\$25	\$25
TOTAL REVENUES:	\$-	\$-	\$2,019	\$2,019
NET COUNTY COST	\$0	\$0	\$(359)	\$(359)
Fund: L95				
Agency: L95				
SUMMARY OF APPROPRIATIONS AND REVENUES	2019/20 ACTUALS	2020/21 FINAL BUDGET	2021/22 CAO RECOMMEND	VARIANCE
ACTIVITY APPROPRIATIONS:				
Public Ways	\$-	\$-	\$1,655	\$1,655
TOTAL ACTIVITY APPROPRIATIONS	\$-	\$-	\$1,655	\$1,655
APPROPRIATIONS:				
Other Charges	\$-	\$-	\$1,653	\$1,653
Service And Supplies	\$-	\$-	\$2	\$2
TOTAL APPROPRIATIONS:	\$-	\$-	\$1,655	\$1,655
REVENUES:				
Charges For Current Serv	\$-	\$-	\$1,975	\$1,975
Rev. from Use of Money & Prop	\$-	\$-	\$25	\$25
TOTAL REVENUES:	\$-	\$-	\$2,000	\$2,000
NET COUNTY COST	\$0	\$0	\$(345)	\$(345)
Fund: L96				
Agency: L96				
SUMMARY OF APPROPRIATIONS AND REVENUES	2019/20 ACTUALS	2020/21 FINAL BUDGET	2021/22 CAO RECOMMEND	VARIANCE
ACTIVITY APPROPRIATIONS:				
Public Ways	\$-	\$-	\$1,721	\$1,721
TOTAL ACTIVITY APPROPRIATIONS	\$-	\$-	\$1,721	\$1,721
APPROPRIATIONS:				
Other Charges	\$-	\$-	\$1,719	\$1,719
Service And Supplies	\$-	\$-	\$2	\$2
TOTAL APPROPRIATIONS:	\$-	\$-	\$1,721	\$1,721
REVENUES:				
Charges For Current Serv	\$-	\$-	\$2,238	\$2,238
Rev. from Use of Money & Prop	\$-	\$-	\$25	\$25
TOTAL REVENUES:	\$-	\$-	\$2,263	\$2,263
NET COUNTY COST	\$0	\$0	\$(542)	\$(542)
Fund: M03				
Agency: M03				
SUMMARY OF APPROPRIATIONS AND REVENUES	2019/20 ACTUALS	2020/21 FINAL BUDGET	2021/22 CAO RECOMMEND	VARIANCE
ACTIVITY APPROPRIATIONS:				
Public Ways	\$-	\$2,123	\$2,154	\$31
TOTAL ACTIVITY APPROPRIATIONS	\$-	\$2,123	\$2,154	\$31
APPROPRIATIONS:				
Service And Supplies	\$-	\$2,123	\$2,154	\$31
TOTAL APPROPRIATIONS:	\$-	\$2,123	\$2,154	\$31
REVENUES:				
Intergovernmental Revenue	\$-	\$1	\$-	\$(1)
Rev. from Use of Money & Prop	\$52	\$23	\$30	\$7
Taxes	\$-	\$7	\$-	\$(7)
TOTAL REVENUES:	\$52	\$31	\$30	\$(1)
NET COUNTY COST	\$(52)	\$2,092	\$2,124	\$32

Fund: M04				
Agency: M04				
SUMMARY OF APPROPRIATIONS AND REVENUES	2019/20 ACTUALS	2020/21 FINAL BUDGET	2021/22 CAO RECOMMEND	VARIANCE
ACTIVITY APPROPRIATIONS:				
Public Ways	\$-	\$-	\$40,592	\$40,592
TOTAL ACTIVITY APPROPRIATIONS	\$-	\$-	\$40,592	\$40,592
APPROPRIATIONS:				
Service And Supplies	\$-	\$-	\$40,592	\$40,592
TOTAL APPROPRIATIONS:	\$-	\$-	\$40,592	\$40,592
REVENUES:				
Rev. from Use of Money & Prop	\$967	\$-	\$700	\$700
TOTAL REVENUES:	\$967	\$-	\$700	\$700
NET COUNTY COST	\$(967)	\$0	\$39,892	\$39,892
Fund: M06				
Agency: M06				
SUMMARY OF APPROPRIATIONS AND REVENUES	2019/20 ACTUALS	2020/21 FINAL BUDGET	2021/22 CAO RECOMMEND	VARIANCE
ACTIVITY APPROPRIATIONS:				
Public Ways	\$991	\$77,603	\$86,037	\$8,434
TOTAL ACTIVITY APPROPRIATIONS	\$991	\$77,603	\$86,037	\$8,434
APPROPRIATIONS:				
Other Charges	\$991	\$1,094	\$943	\$(151)
Service And Supplies	\$-	\$76,509	\$85,094	\$8,585
TOTAL APPROPRIATIONS:	\$991	\$77,603	\$86,037	\$8,434
REVENUES:				
Charges For Current Serv	\$6,439	\$6,790	\$6,778	\$(12)
Intergovernmental Revenue	\$-	\$1	\$-	\$(1)
Rev. from Use of Money & Prop	\$1,648	\$518	\$1,200	\$682
Taxes	\$-	\$8	\$-	\$(8)
TOTAL REVENUES:	\$8,087	\$7,317	\$7,978	\$661
NET COUNTY COST	\$(7,096)	\$70,286	\$78,059	\$7,773
Fund: M86				
Agency: M86				
SUMMARY OF APPROPRIATIONS AND REVENUES	2019/20 ACTUALS	2020/21 FINAL BUDGET	2021/22 CAO RECOMMEND	VARIANCE
ACTIVITY APPROPRIATIONS:				
Public Ways	\$2,032	\$160,756	\$177,713	\$16,957
TOTAL ACTIVITY APPROPRIATIONS	\$2,032	\$160,756	\$177,713	\$16,957
APPROPRIATIONS:				
Other Charges	\$2,032	\$1,664	\$1,182	\$(482)
Service And Supplies	\$-	\$159,092	\$176,531	\$17,439
TOTAL APPROPRIATIONS:	\$2,032	\$160,756	\$177,713	\$16,957
REVENUES:				
Charges For Current Serv	\$14,563	\$14,503	\$14,344	\$(159)
Intergovernmental Revenue	\$-	\$1	\$-	\$(1)
Rev. from Use of Money & Prop	\$3,434	\$1,076	\$2,500	\$1,424
Taxes	\$-	\$7	\$-	\$(7)
TOTAL REVENUES:	\$17,997	\$15,587	\$16,844	\$1,257
NET COUNTY COST	\$(15,965)	\$145,169	\$160,869	\$15,700
Fund: M87				
Agency: M87				
SUMMARY OF APPROPRIATIONS AND REVENUES	2019/20 ACTUALS	2020/21 FINAL BUDGET	2021/22 CAO RECOMMEND	VARIANCE
ACTIVITY APPROPRIATIONS:				

Public Ways	\$770	\$26,006	\$29,455	\$3,449
TOTAL ACTIVITY APPROPRIATIONS	\$770	\$26,006	\$29,455	\$3,449

APPROPRIATIONS:

Other Charges	\$770	\$986	\$869	\$(117)
Service And Supplies	\$-	\$25,020	\$28,586	\$3,566
TOTAL APPROPRIATIONS:	\$770	\$26,006	\$29,455	\$3,449

REVENUES:

Charges For Current Serv	\$3,003	\$2,879	\$3,003	\$124
Intergovernmental Revenue	\$-	\$1	\$-	\$(1)
Rev. from Use of Money & Prop	\$579	\$127	\$500	\$373
Taxes	\$-	\$7	\$-	\$(7)
TOTAL REVENUES:	\$3,582	\$3,014	\$3,503	\$489

NET COUNTY COST	\$(2,812)	\$22,992	\$25,952	\$2,960
------------------------	------------------	-----------------	-----------------	----------------

Fund: M88

Agency: M88

SUMMARY OF APPROPRIATIONS AND REVENUES	2019/20 ACTUALS	2020/21 FINAL BUDGET	2021/22 CAO RECOMMEND	VARIANCE
---	------------------------	-----------------------------	------------------------------	-----------------

ACTIVITY APPROPRIATIONS:

Public Ways	\$1,032	\$28,337	\$32,150	\$3,813
TOTAL ACTIVITY APPROPRIATIONS	\$1,032	\$28,337	\$32,150	\$3,813

APPROPRIATIONS:

Other Charges	\$1,032	\$1,062	\$890	\$(172)
Service And Supplies	\$-	\$27,275	\$31,260	\$3,985
TOTAL APPROPRIATIONS:	\$1,032	\$28,337	\$32,150	\$3,813

REVENUES:

Charges For Current Serv	\$3,761	\$3,644	\$3,761	\$117
Intergovernmental Revenue	\$-	\$1	\$-	\$(1)
Rev. from Use of Money & Prop	\$563	\$155	\$400	\$245
Taxes	\$-	\$6	\$-	\$(6)
TOTAL REVENUES:	\$4,324	\$3,806	\$4,161	\$355

NET COUNTY COST	\$(3,292)	\$24,531	\$27,989	\$3,458
------------------------	------------------	-----------------	-----------------	----------------

Fund: M89

Agency: M89

SUMMARY OF APPROPRIATIONS AND REVENUES	2019/20 ACTUALS	2020/21 FINAL BUDGET	2021/22 CAO RECOMMEND	VARIANCE
---	------------------------	-----------------------------	------------------------------	-----------------

ACTIVITY APPROPRIATIONS:

Public Ways	\$564	\$12,590	\$14,942	\$2,352
TOTAL ACTIVITY APPROPRIATIONS	\$564	\$12,590	\$14,942	\$2,352

APPROPRIATIONS:

Other Charges	\$564	\$995	\$889	\$(106)
Service And Supplies	\$-	\$11,595	\$14,053	\$2,458
TOTAL APPROPRIATIONS:	\$564	\$12,590	\$14,942	\$2,352

REVENUES:

Charges For Current Serv	\$2,026	\$1,790	\$2,026	\$236
Intergovernmental Revenue	\$-	\$1	\$-	\$(1)
Rev. from Use of Money & Prop	\$241	\$56	\$200	\$144
Taxes	\$-	\$6	\$-	\$(6)
TOTAL REVENUES:	\$2,267	\$1,853	\$2,226	\$373

NET COUNTY COST	\$(1,703)	\$10,737	\$12,716	\$1,979
------------------------	------------------	-----------------	-----------------	----------------

Fund: M90

Agency: M90

SUMMARY OF APPROPRIATIONS AND REVENUES	2019/20 ACTUALS	2020/21 FINAL BUDGET	2021/22 CAO RECOMMEND	VARIANCE
---	------------------------	-----------------------------	------------------------------	-----------------

ACTIVITY APPROPRIATIONS:

Public Ways	\$1,153	\$132,602	\$155,989	\$23,387
-------------	---------	-----------	-----------	----------

TOTAL ACTIVITY APPROPRIATIONS	\$1,153	\$132,602	\$155,989	\$23,387
--------------------------------------	----------------	------------------	------------------	-----------------

APPROPRIATIONS:

Other Charges	\$1,153	\$1,605	\$1,024	\$(581)
Service And Supplies	\$-	\$130,997	\$154,965	\$23,968

TOTAL APPROPRIATIONS:	\$1,153	\$132,602	\$155,989	\$23,387
------------------------------	----------------	------------------	------------------	-----------------

REVENUES:

Charges For Current Serv	\$20,564	\$19,803	\$20,210	\$407
Intergovernmental Revenue	\$-	\$1	\$-	\$(1)
Rev. from Use of Money & Prop	\$2,487	\$411	\$2,000	\$1,589
Taxes	\$-	\$7	\$-	\$(7)

TOTAL REVENUES:	\$23,051	\$20,222	\$22,210	\$1,988
------------------------	-----------------	-----------------	-----------------	----------------

NET COUNTY COST	\$(21,898)	\$112,380	\$133,779	\$21,399
------------------------	-------------------	------------------	------------------	-----------------

Fund: M91

Agency: M91

SUMMARY OF APPROPRIATIONS AND REVENUES	2019/20 ACTUALS	2020/21 FINAL BUDGET	2021/22 CAO RECOMMEND	VARIANCE
---	------------------------	-----------------------------	------------------------------	-----------------

ACTIVITY APPROPRIATIONS:

Public Ways	\$1,057	\$70,999	\$94,641	\$23,642
-------------	---------	----------	----------	----------

TOTAL ACTIVITY APPROPRIATIONS	\$1,057	\$70,999	\$94,641	\$23,642
--------------------------------------	----------------	-----------------	-----------------	-----------------

APPROPRIATIONS:

Other Charges	\$1,057	\$1,770	\$1,020	\$(750)
Service And Supplies	\$-	\$69,229	\$93,621	\$24,392

TOTAL APPROPRIATIONS:	\$1,057	\$70,999	\$94,641	\$23,642
------------------------------	----------------	-----------------	-----------------	-----------------

REVENUES:

Charges For Current Serv	\$21,648	\$21,534	\$21,845	\$311
Intergovernmental Revenue	\$-	\$1	\$-	\$(1)
Rev. from Use of Money & Prop	\$919	\$81	\$1,000	\$919
Taxes	\$-	\$7	\$-	\$(7)

TOTAL REVENUES:	\$22,567	\$21,623	\$22,845	\$1,222
------------------------	-----------------	-----------------	-----------------	----------------

NET COUNTY COST	\$(21,510)	\$49,376	\$71,796	\$22,420
------------------------	-------------------	-----------------	-----------------	-----------------

Fund: M92

Agency: M92

SUMMARY OF APPROPRIATIONS AND REVENUES	2019/20 ACTUALS	2020/21 FINAL BUDGET	2021/22 CAO RECOMMEND	VARIANCE
---	------------------------	-----------------------------	------------------------------	-----------------

ACTIVITY APPROPRIATIONS:

Public Ways	\$221	\$16,066	\$20,024	\$3,958
-------------	-------	----------	----------	---------

TOTAL ACTIVITY APPROPRIATIONS	\$221	\$16,066	\$20,024	\$3,958
--------------------------------------	--------------	-----------------	-----------------	----------------

APPROPRIATIONS:

Other Charges	\$221	\$878	\$802	\$(76)
Service And Supplies	\$-	\$15,188	\$19,222	\$4,034

TOTAL APPROPRIATIONS:	\$221	\$16,066	\$20,024	\$3,958
------------------------------	--------------	-----------------	-----------------	----------------

REVENUES:

Charges For Current Serv	\$3,965	\$6,447	\$6,668	\$221
Rev. from Use of Money & Prop	\$169	\$100	\$200	\$100

TOTAL REVENUES:	\$4,134	\$6,547	\$6,868	\$321
------------------------	----------------	----------------	----------------	--------------

NET COUNTY COST	\$(3,913)	\$9,519	\$13,156	\$3,637
------------------------	------------------	----------------	-----------------	----------------

Fund: M93

Agency: M93

SUMMARY OF APPROPRIATIONS AND REVENUES	2019/20 ACTUALS	2020/21 FINAL BUDGET	2021/22 CAO RECOMMEND	VARIANCE
---	------------------------	-----------------------------	------------------------------	-----------------

ACTIVITY APPROPRIATIONS:

Public Ways	\$-	\$2,090	\$7,240	\$5,150
-------------	-----	---------	---------	---------

TOTAL ACTIVITY APPROPRIATIONS	\$-	\$2,090	\$7,240	\$5,150
--------------------------------------	------------	----------------	----------------	----------------

APPROPRIATIONS:

Other Charges	\$-	\$-	\$803	\$803
---------------	-----	-----	-------	-------

Service And Supplies	\$-	\$2,090	\$6,437	\$4,347
TOTAL APPROPRIATIONS:	\$-	\$2,090	\$7,240	\$5,150

REVENUES:

Charges For Current Serv	\$-	\$2,090	\$3,950	\$1,860
Rev. from Use of Money & Prop	\$-	\$-	\$80	\$80
TOTAL REVENUES:	\$-	\$2,090	\$4,030	\$1,940

NET COUNTY COST	\$0	\$0	\$3,210	\$3,210
------------------------	------------	------------	----------------	----------------

Fund: M94
Agency: M94

SUMMARY OF APPROPRIATIONS AND REVENUES	2019/20 ACTUALS	2020/21 FINAL BUDGET	2021/22 CAO RECOMMEND	VARIANCE
---	------------------------	-----------------------------	------------------------------	-----------------

ACTIVITY APPROPRIATIONS:

Public Ways	\$-	\$2,090	\$6,653	\$4,563
TOTAL ACTIVITY APPROPRIATIONS	\$-	\$2,090	\$6,653	\$4,563

APPROPRIATIONS:

Other Charges	\$-	\$-	\$780	\$780
Service And Supplies	\$-	\$2,090	\$5,873	\$3,783
TOTAL APPROPRIATIONS:	\$-	\$2,090	\$6,653	\$4,563

REVENUES:

Charges For Current Serv	\$-	\$2,090	\$3,468	\$1,378
Rev. from Use of Money & Prop	\$-	\$-	\$30	\$30
TOTAL REVENUES:	\$-	\$2,090	\$3,498	\$1,408

NET COUNTY COST	\$0	\$0	\$3,155	\$3,155
------------------------	------------	------------	----------------	----------------

Fund: M95
Agency: M95

SUMMARY OF APPROPRIATIONS AND REVENUES	2019/20 ACTUALS	2020/21 FINAL BUDGET	2021/22 CAO RECOMMEND	VARIANCE
---	------------------------	-----------------------------	------------------------------	-----------------

ACTIVITY APPROPRIATIONS:

Public Ways	\$-	\$-	\$866	\$866
TOTAL ACTIVITY APPROPRIATIONS	\$-	\$-	\$866	\$866

APPROPRIATIONS:

Other Charges	\$-	\$-	\$864	\$864
Service And Supplies	\$-	\$-	\$2	\$2
TOTAL APPROPRIATIONS:	\$-	\$-	\$866	\$866

REVENUES:

Charges For Current Serv	\$-	\$-	\$2,846	\$2,846
Rev. from Use of Money & Prop	\$-	\$-	\$25	\$25
TOTAL REVENUES:	\$-	\$-	\$2,871	\$2,871

NET COUNTY COST	\$0	\$0	\$(2,005)	\$(2,005)
------------------------	------------	------------	------------------	------------------

Fund: M96
Agency: M96

SUMMARY OF APPROPRIATIONS AND REVENUES	2019/20 ACTUALS	2020/21 FINAL BUDGET	2021/22 CAO RECOMMEND	VARIANCE
---	------------------------	-----------------------------	------------------------------	-----------------

ACTIVITY APPROPRIATIONS:

Public Ways	\$-	\$-	\$861	\$861
TOTAL ACTIVITY APPROPRIATIONS	\$-	\$-	\$861	\$861

APPROPRIATIONS:

Other Charges	\$-	\$-	\$859	\$859
Service And Supplies	\$-	\$-	\$2	\$2
TOTAL APPROPRIATIONS:	\$-	\$-	\$861	\$861

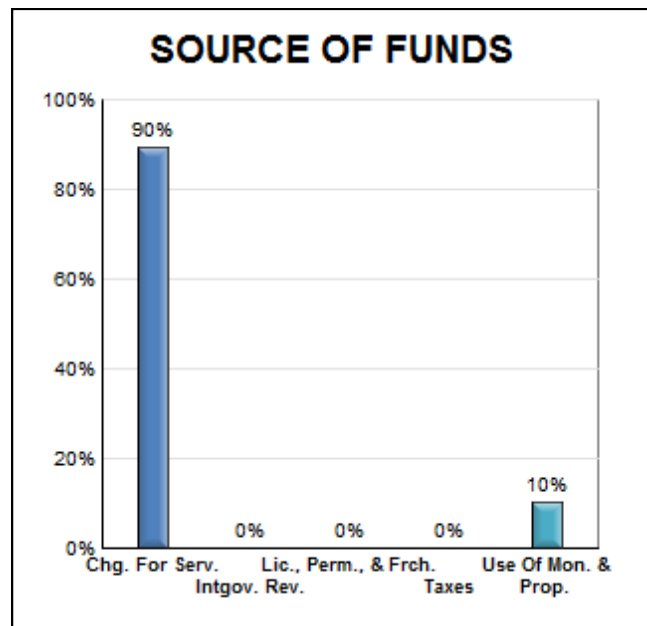
REVENUES:

Charges For Current Serv	\$-	\$-	\$2,452	\$2,452
Rev. from Use of Money & Prop	\$-	\$-	\$25	\$25
TOTAL REVENUES:	\$-	\$-	\$2,477	\$2,477

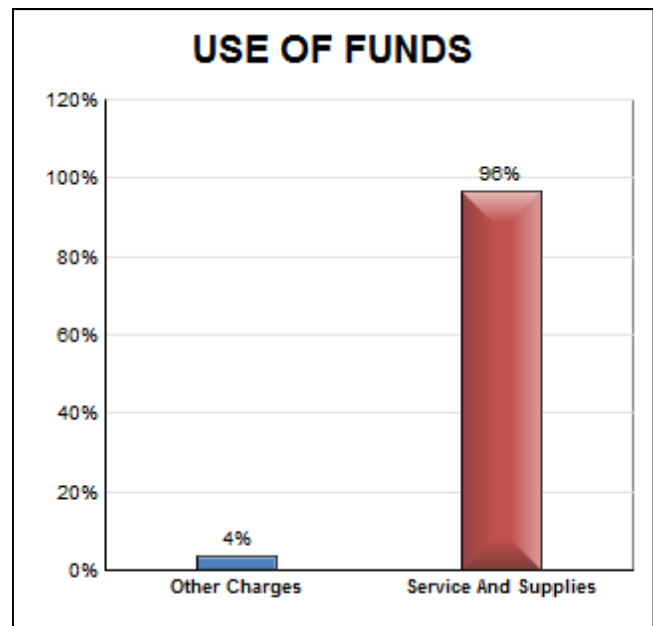
NET COUNTY COST	\$0	\$0	\$(1,616)	\$(1,616)
------------------------	------------	------------	------------------	------------------

Fund: M97				
Agency: M97				
SUMMARY OF APPROPRIATIONS AND REVENUES	2019/20 ACTUALS	2020/21 FINAL BUDGET	2021/22 CAO RECOMMEND	VARIANCE
ACTIVITY APPROPRIATIONS:				
Public Ways	\$-	\$-	\$844	\$844
TOTAL ACTIVITY APPROPRIATIONS	\$-	\$-	\$844	\$844
APPROPRIATIONS:				
Other Charges	\$-	\$-	\$842	\$842
Service And Supplies	\$-	\$-	\$2	\$2
TOTAL APPROPRIATIONS:	\$-	\$-	\$844	\$844
REVENUES:				
Charges For Current Serv	\$-	\$-	\$2,016	\$2,016
Rev. from Use of Money & Prop	\$-	\$-	\$25	\$25
TOTAL REVENUES:	\$-	\$-	\$2,041	\$2,041
NET COUNTY COST	\$0	\$0	\$(1,197)	\$(1,197)

Fund: M98				
Agency: M98				
SUMMARY OF APPROPRIATIONS AND REVENUES	2019/20 ACTUALS	2020/21 FINAL BUDGET	2021/22 CAO RECOMMEND	VARIANCE
ACTIVITY APPROPRIATIONS:				
Public Ways	\$-	\$-	\$927	\$927
TOTAL ACTIVITY APPROPRIATIONS	\$-	\$-	\$927	\$927
APPROPRIATIONS:				
Other Charges	\$-	\$-	\$925	\$925
Service And Supplies	\$-	\$-	\$2	\$2
TOTAL APPROPRIATIONS:	\$-	\$-	\$927	\$927
REVENUES:				
Charges For Current Serv	\$-	\$-	\$6,102	\$6,102
Rev. from Use of Money & Prop	\$-	\$-	\$25	\$25
TOTAL REVENUES:	\$-	\$-	\$6,127	\$6,127
NET COUNTY COST	\$0	\$0	\$(5,200)	\$(5,200)



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 18-789
- L93 Orosi 19-17-003
- L94 PIXLEY 20-770
- L95 Goshen Storm Drain 19-789
- L96 Goshen Storm Drain 20-19-003
- 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 18-789R
- M94 Orosi 19-17-003R
- M95 PIXLEY 20-770R
- M96 Goshen Road 19-789R

- M97 Porterville Street 20-20-002R
- M98 Goshen Street Maintenance 20-19-003R

Core Functions

Maintain county roadway, landscape, lighting, or drainage areas within the appropriately assigned assessment districts.

Key Goals and Objectives Results in FY 2020/21

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. **Results:** This objective was completed.
- **Objective 2:** Perform an inspection of the drainage inlets and gutters in FY 2020/21. Repair and maintain as necessary based on inspections. **Results:** This objective was completed.
- **Objective 3:** Monitor the necessity of tree trimming/pruning in FY 2020/21. Perform as required. **Results:** This objective was completed.
- **Objective 4:** Complete replacement of all fences along L01 & L16 right-of-way by June 2021. **Results:** This objective was completed.

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.
- **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. **Results:** This objective was completed.

Goal 2: Maintain district facilities for functional and aesthetic purposes.

- **Objective 1:** Partner with a community service organization for basin maintenance by June 2021. **Results:** This objective was partially completed. Staff have prepared a draft agreement and have met with several potential community service organization partners but have not yet finalized the agreement.

Key Goals and Objectives for FY 2021/22

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 2021/22, 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 2021/22. Repair and maintain as necessary based on inspections.

- **Objective 3:** Monitor the necessity of tree trimming and pruning in FY 2021/22. Perform as required.

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 the establishment of new district.
- **Objective 2:** Complete assessment district fee adjustments based on the Consumer Price Index (CPI) prior to the end of FY 2021/22.

Organizational Performance

Goal 1: Maintain district facilities for functional and aesthetic purposes.

- **Objective 1:** Partner with a community service organization or local contractor for basin maintenance by June 2022.

Budget Request

The Requested Budget represents an overall increase of \$123,687 or 9% in expenditures and an overall increase of \$ 32,967 or 19% in revenues when compared with the FY 2020/21 Final Budget. The \$1,299,158 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

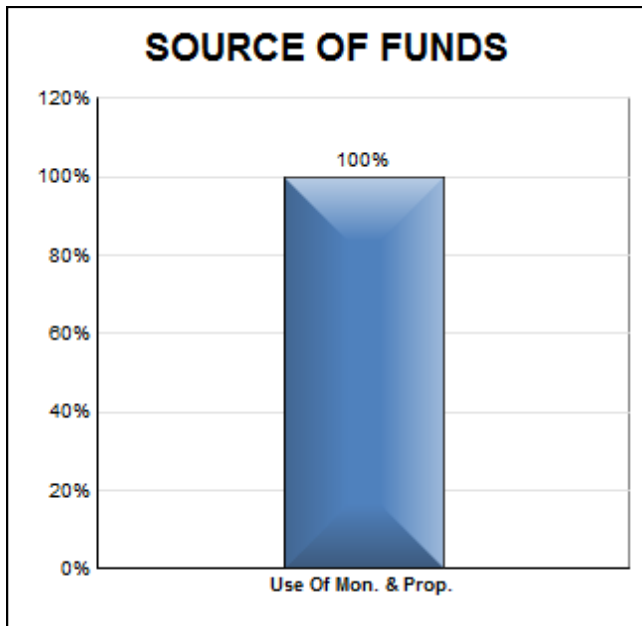
The Department Head concurs with the Recommended Budget.

Lemon Cove Water

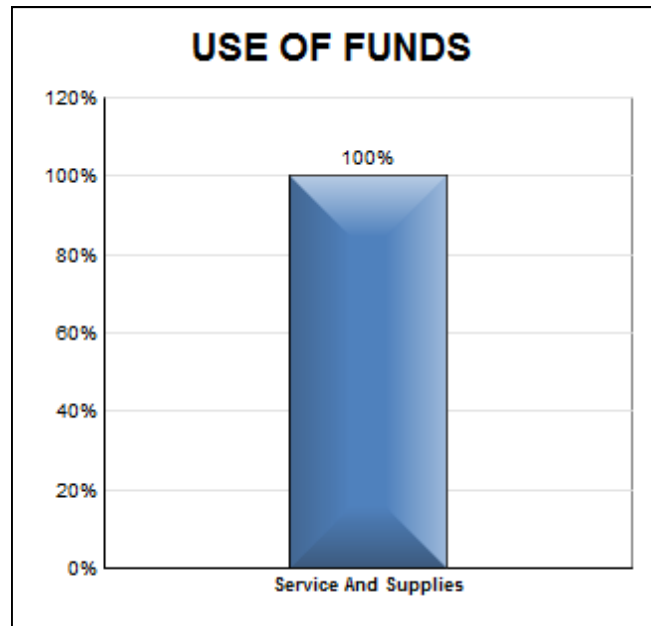
Reed Schenke

Resource Management Agency Director

Fund: C15				
Agency: C15				
SUMMARY OF APPROPRIATIONS AND REVENUES	2019/20 ACTUALS	2020/21 FINAL BUDGET	2021/22 CAO RECOMMEND	VARIANCE
ACTIVITY APPROPRIATIONS:				
Plant Acquisition	\$-	\$52,581	\$53,369	\$788
TOTAL ACTIVITY APPROPRIATIONS	\$-	\$52,581	\$53,369	\$788
APPROPRIATIONS:				
Service And Supplies	\$-	\$52,581	\$53,369	\$788
TOTAL APPROPRIATIONS:	\$-	\$52,581	\$53,369	\$788
REVENUES:				
Rev. from Use of Money & Prop	\$1,271	\$966	\$966	\$-
TOTAL REVENUES:	\$1,271	\$966	\$966	\$-
NET COUNTY COST	\$(1,271)	\$51,615	\$52,403	\$788



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 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. **Results:** This objective was completed.

Key Goals and Objectives for FY 2021/22

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 2021/22.

Budget Request

The Requested Budget represents an overall increase of \$788 or 1% in expenditure and no change in revenues. The \$52,403 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.

Z Funds

Reed Schenke

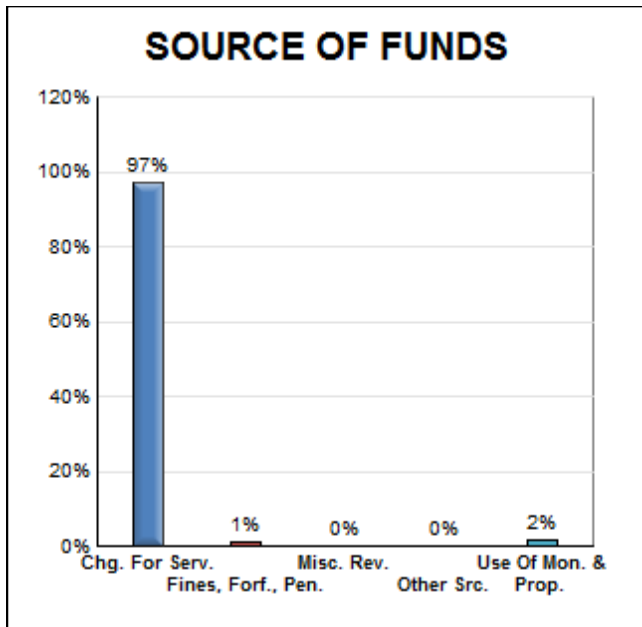
Resource Management Agency Director

Fund: Z01				
Agency: Z01				
SUMMARY OF APPROPRIATIONS AND REVENUES	2019/20 ACTUALS	2020/21 FINAL BUDGET	2021/22 CAO RECOMMEND	VARIANCE
ACTIVITY APPROPRIATIONS:				
Plant Acquisition	\$41,552	\$55,283	\$56,573	\$1,290
TOTAL ACTIVITY APPROPRIATIONS	\$41,552	\$55,283	\$56,573	\$1,290
APPROPRIATIONS:				
Other Charges	\$25,863	\$25,441	\$26,256	\$815
Service And Supplies	\$15,689	\$29,842	\$30,317	\$475
TOTAL APPROPRIATIONS:	\$41,552	\$55,283	\$56,573	\$1,290
REVENUES:				
Charges For Current Serv	\$20,904	\$20,905	\$20,905	\$-
Fines,Forfeit.,Penalties	\$618	\$226	\$226	\$-
Miscellaneous Revenue	\$4,000	\$1	\$1	\$-
Rev. from Use of Money & Prop	\$247	\$200	\$200	\$-
TOTAL REVENUES:	\$25,769	\$21,332	\$21,332	\$-
NET COUNTY COST	\$15,783	\$33,951	\$35,241	\$1,290
Fund: Z10				
Agency: Z10				
SUMMARY OF APPROPRIATIONS AND REVENUES	2019/20 ACTUALS	2020/21 FINAL BUDGET	2021/22 CAO RECOMMEND	VARIANCE
ACTIVITY APPROPRIATIONS:				
Plant Acquisition	\$96,647	\$125,294	\$120,279	\$(5,015)
TOTAL ACTIVITY APPROPRIATIONS	\$96,647	\$125,294	\$120,279	\$(5,015)
APPROPRIATIONS:				
Other Charges	\$48,108	\$47,327	\$47,957	\$630
Service And Supplies	\$48,539	\$77,967	\$72,322	\$(5,645)
TOTAL APPROPRIATIONS:	\$96,647	\$125,294	\$120,279	\$(5,015)
REVENUES:				
Charges For Current Serv	\$61,641	\$61,642	\$62,143	\$501
Fines,Forfeit.,Penalties	\$(1,295)	\$600	\$600	\$-
Miscellaneous Revenue	\$4,139	\$2	\$2	\$-
Rev. from Use of Money & Prop	\$3,609	\$3,812	\$3,812	\$-
TOTAL REVENUES:	\$68,094	\$66,056	\$66,557	\$501
NET COUNTY COST	\$28,553	\$59,238	\$53,722	\$(5,516)
Fund: Z11				
Agency: Z11				
SUMMARY OF APPROPRIATIONS AND REVENUES	2019/20 ACTUALS	2020/21 FINAL BUDGET	2021/22 CAO RECOMMEND	VARIANCE
ACTIVITY APPROPRIATIONS:				
Plant Acquisition	\$63,748	\$163,914	\$162,289	\$(1,625)
TOTAL ACTIVITY APPROPRIATIONS	\$63,748	\$163,914	\$162,289	\$(1,625)
APPROPRIATIONS:				
Other Charges	\$30,009	\$27,289	\$27,268	\$(21)
Service And Supplies	\$33,739	\$136,625	\$135,021	\$(1,604)
TOTAL APPROPRIATIONS:	\$63,748	\$163,914	\$162,289	\$(1,625)
REVENUES:				
Charges For Current Serv	\$55,107	\$55,108	\$55,570	\$462
Fines,Forfeit.,Penalties	\$(1,073)	\$600	\$600	\$-
Miscellaneous Revenue	\$9,977	\$2	\$2	\$-

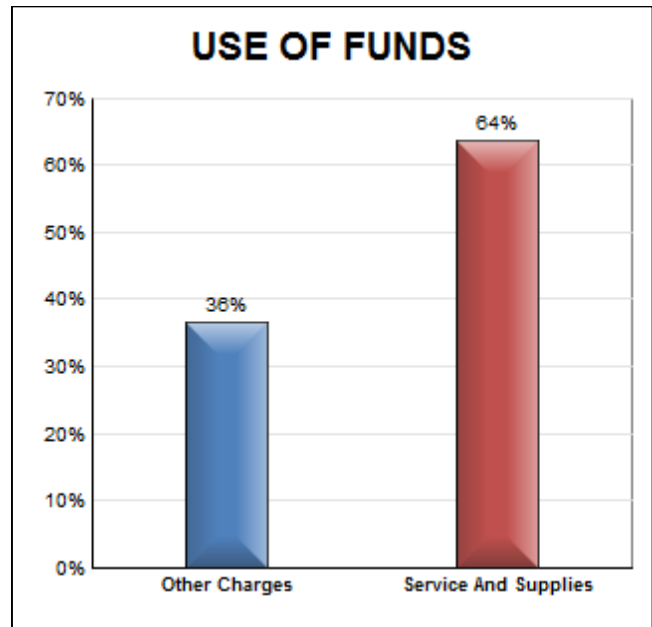
Rev. from Use of Money & Prop	\$2,209	\$1,600	\$1,600	\$-
TOTAL REVENUES:	\$66,220	\$57,310	\$57,772	\$462
NET COUNTY COST	\$(2,472)	\$106,604	\$104,517	\$(2,087)
Fund: Z50				
Agency: Z50				
SUMMARY OF APPROPRIATIONS AND REVENUES	2019/20 ACTUALS	2020/21 FINAL BUDGET	2021/22 CAO RECOMMEND	VARIANCE
ACTIVITY APPROPRIATIONS:				
Plant Acquisition	\$118,701	\$134,589	\$139,910	\$5,321
TOTAL ACTIVITY APPROPRIATIONS	\$118,701	\$134,589	\$139,910	\$5,321
APPROPRIATIONS:				
Other Charges	\$49,018	\$46,771	\$47,771	\$1,000
Service And Supplies	\$69,683	\$87,818	\$92,139	\$4,321
TOTAL APPROPRIATIONS:	\$118,701	\$134,589	\$139,910	\$5,321
REVENUES:				
Charges For Current Serv	\$73,275	\$73,276	\$73,276	\$-
Fines,Forfeit.,Penalties	\$2,254	\$1,300	\$1,300	\$-
Miscellaneous Revenue	\$3,897	\$2	\$2	\$-
Rev. from Use of Money & Prop	\$571	\$500	\$500	\$-
TOTAL REVENUES:	\$79,997	\$75,078	\$75,078	\$-
NET COUNTY COST	\$38,704	\$59,511	\$64,832	\$5,321
Fund: Z60				
Agency: Z60				
SUMMARY OF APPROPRIATIONS AND REVENUES	2019/20 ACTUALS	2020/21 FINAL BUDGET	2021/22 CAO RECOMMEND	VARIANCE
ACTIVITY APPROPRIATIONS:				
Plant Acquisition	\$79,734	\$93,387	\$95,263	\$1,876
TOTAL ACTIVITY APPROPRIATIONS	\$79,734	\$93,387	\$95,263	\$1,876
APPROPRIATIONS:				
Other Charges	\$41,422	\$39,479	\$40,382	\$903
Service And Supplies	\$38,312	\$53,908	\$54,881	\$973
TOTAL APPROPRIATIONS:	\$79,734	\$93,387	\$95,263	\$1,876
REVENUES:				
Charges For Current Serv	\$44,550	\$44,551	\$44,017	\$(534)
Fines,Forfeit.,Penalties	\$(2,297)	\$700	\$700	\$-
Miscellaneous Revenue	\$8,052	\$2	\$2	\$-
Rev. from Use of Money & Prop	\$658	\$600	\$600	\$-
TOTAL REVENUES:	\$50,963	\$45,853	\$45,319	\$(534)
NET COUNTY COST	\$28,771	\$47,534	\$49,944	\$2,410
Fund: Z70				
Agency: Z70				
SUMMARY OF APPROPRIATIONS AND REVENUES	2019/20 ACTUALS	2020/21 FINAL BUDGET	2021/22 CAO RECOMMEND	VARIANCE
ACTIVITY APPROPRIATIONS:				
Plant Acquisition	\$92,157	\$139,904	\$127,457	\$(12,447)
TOTAL ACTIVITY APPROPRIATIONS	\$92,157	\$139,904	\$127,457	\$(12,447)
APPROPRIATIONS:				
Other Charges	\$52,464	\$52,908	\$55,609	\$2,701
Service And Supplies	\$39,693	\$86,996	\$71,848	\$(15,148)
TOTAL APPROPRIATIONS:	\$92,157	\$139,904	\$127,457	\$(12,447)
REVENUES:				
Charges For Current Serv	\$47,278	\$47,329	\$46,732	\$(597)
Fines,Forfeit.,Penalties	\$(366)	\$600	\$600	\$-
Miscellaneous Revenue	\$4,899	\$2	\$2	\$-
Rev. from Use of Money & Prop	\$348	\$300	\$300	\$-

TOTAL REVENUES:	\$52,159	\$48,231	\$47,634	\$(597)
NET COUNTY COST	\$39,998	\$91,673	\$79,823	\$(11,850)
Fund: Z80				
Agency: Z80				
SUMMARY OF APPROPRIATIONS AND REVENUES	2019/20 ACTUALS	2020/21 FINAL BUDGET	2021/22 CAO RECOMMEND	VARIANCE
ACTIVITY APPROPRIATIONS:				
Plant Acquisition	\$116,707	\$195,926	\$166,414	\$(29,512)
TOTAL ACTIVITY APPROPRIATIONS	\$189,901	\$195,926	\$166,414	\$(29,512)
APPROPRIATIONS:				
Other Charges	\$75,874	\$74,120	\$77,125	\$3,005
Service And Supplies	\$114,027	\$121,806	\$89,289	\$(32,517)
TOTAL APPROPRIATIONS:	\$189,901	\$195,926	\$166,414	\$(29,512)
REVENUES:				
Charges For Current Serv	\$88,950	\$90,508	\$88,951	\$(1,557)
Fines,Forfeit.,Penalties	\$1,304	\$900	\$900	\$-
Miscellaneous Revenue	\$10,216	\$2	\$2	\$-
Other Financing Sources	\$73,194	\$-	\$-	\$-
Rev. from Use of Money & Prop	\$1,436	\$1,000	\$1,000	\$-
TOTAL REVENUES:	\$175,100	\$92,410	\$90,853	\$(1,557)
NET COUNTY COST	\$14,801	\$103,516	\$75,561	\$(27,955)
Fund: Z90				
Agency: Z90				
SUMMARY OF APPROPRIATIONS AND REVENUES	2019/20 ACTUALS	2020/21 FINAL BUDGET	2021/22 CAO RECOMMEND	VARIANCE
ACTIVITY APPROPRIATIONS:				
Plant Acquisition	\$106,725	\$129,698	\$119,122	\$(10,576)
TOTAL ACTIVITY APPROPRIATIONS	\$106,725	\$129,698	\$119,122	\$(10,576)
APPROPRIATIONS:				
Other Charges	\$41,209	\$40,244	\$40,576	\$332
Service And Supplies	\$65,516	\$89,454	\$78,546	\$(10,908)
TOTAL APPROPRIATIONS:	\$106,725	\$129,698	\$119,122	\$(10,576)
REVENUES:				
Charges For Current Serv	\$77,112	\$77,113	\$77,113	\$-
Fines,Forfeit.,Penalties	\$827	\$800	\$800	\$-
Miscellaneous Revenue	\$983	\$2	\$2	\$-
Rev. from Use of Money & Prop	\$216	\$200	\$200	\$-
TOTAL REVENUES:	\$79,138	\$78,115	\$78,115	\$-
NET COUNTY COST	\$27,587	\$51,583	\$41,007	\$(10,576)
Fund: Z91				
Agency: Z91				
SUMMARY OF APPROPRIATIONS AND REVENUES	2019/20 ACTUALS	2020/21 FINAL BUDGET	2021/22 CAO RECOMMEND	VARIANCE
ACTIVITY APPROPRIATIONS:				
Plant Acquisition	\$70,709	\$96,692	\$-	\$(96,692)
TOTAL ACTIVITY APPROPRIATIONS	\$70,709	\$96,692	\$-	\$(96,692)
APPROPRIATIONS:				
Other Charges	\$42,596	\$34,632	\$-	\$(34,632)
Service And Supplies	\$28,113	\$62,060	\$-	\$(62,060)
TOTAL APPROPRIATIONS:	\$70,709	\$96,692	\$-	\$(96,692)
REVENUES:				
Charges For Current Serv	\$56,609	\$59,080	\$-	\$(59,080)
Fines,Forfeit.,Penalties	\$554	\$600	\$-	\$(600)
Miscellaneous Revenue	\$9,438	\$2	\$-	\$(2)
Other Financing Sources	\$107,585	\$-	\$-	\$-

Rev. from Use of Money & Prop	\$315	\$300	\$-	\$(300)
TOTAL REVENUES:	\$174,501	\$59,982	\$-	\$(59,982)
NET COUNTY COST	\$(103,792)	\$36,710	\$0	\$(36,710)
Fund: Z95				
Agency: Z95				
SUMMARY OF APPROPRIATIONS AND REVENUES	2019/20 ACTUALS	2020/21 FINAL BUDGET	2021/22 CAO RECOMMEND	VARIANCE
ACTIVITY APPROPRIATIONS:				
Plant Acquisition	\$61,013	\$64,206	\$65,949	\$1,743
TOTAL ACTIVITY APPROPRIATIONS	\$61,013	\$64,206	\$65,949	\$1,743
APPROPRIATIONS:				
Other Charges	\$23,810	\$27,406	\$27,349	\$(57)
Service And Supplies	\$37,203	\$36,800	\$38,600	\$1,800
TOTAL APPROPRIATIONS:	\$61,013	\$64,206	\$65,949	\$1,743
REVENUES:				
Charges For Current Serv	\$22,300	\$24,659	\$22,207	\$(2,452)
Fines,Forfeit.,Penalties	\$(1,236)	\$300	\$300	\$-
Miscellaneous Revenue	\$96	\$2	\$2	\$-
Rev. from Use of Money & Prop	\$360	\$200	\$200	\$-
TOTAL REVENUES:	\$21,520	\$25,161	\$22,709	\$(2,452)
NET COUNTY COST	\$39,493	\$39,045	\$43,240	\$4,195
Fund: Z96				
Agency: Z96				
SUMMARY OF APPROPRIATIONS AND REVENUES	2019/20 ACTUALS	2020/21 FINAL BUDGET	2021/22 CAO RECOMMEND	VARIANCE
ACTIVITY APPROPRIATIONS:				
Plant Acquisition	\$100,288	\$131,971	\$126,156	\$(5,815)
TOTAL ACTIVITY APPROPRIATIONS	\$100,288	\$131,971	\$126,156	\$(5,815)
APPROPRIATIONS:				
Other Charges	\$37,770	\$39,515	\$39,972	\$457
Service And Supplies	\$62,518	\$92,456	\$86,184	\$(6,272)
TOTAL APPROPRIATIONS:	\$100,288	\$131,971	\$126,156	\$(5,815)
REVENUES:				
Charges For Current Serv	\$46,179	\$46,036	\$46,036	\$-
Fines,Forfeit.,Penalties	\$(2,216)	\$500	\$500	\$-
Miscellaneous Revenue	\$8,096	\$2	\$2	\$-
Rev. from Use of Money & Prop	\$368	\$300	\$300	\$-
TOTAL REVENUES:	\$52,427	\$46,838	\$46,838	\$-
NET COUNTY COST	\$47,861	\$85,133	\$79,318	\$(5,815)



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 Z Funds are used 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 Functions

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 Results in 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. **Results:** This objective was completed.
- **Objective 2:** Maintain water distribution systems, inspect aging infrastructure, and perform repairs quickly with minimal impact to users throughout FY 2020/21. **Results:** This objective was completed.
- **Objective 3:** Submit application for Phase II of the Yettem and Seville water system consolidation project by June 2021. **Results:** This objective was partially completed. The application is substantially completed, and the majority of documents have been submitted. Staff continue to work with the State Water Resource Control Board, the Yettem-Seville Community Services District and other third parties to complete and refine outstanding components of the application.
- **Objective 4:** Promote water conservation efforts in water system communities throughout FY 2020/21. **Results:** This objective was completed.

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. **Results:** This objective was completed.
- **Objective 2:** Maintain sewer collection systems, inspect aging infrastructure, and perform repairs quickly with minimal impact to users by June 2021. **Results:** This objective was completed.

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. **Results:** This objective was completed.
- **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. **Results:** This objective was completed.
- **Objective 3:** Explore alternative sources of revenue generation and/or cost reduction identified in the ZOB Strategic Financing Plan throughout FY 2020/21. **Results:** This objective was completed.
- **Objective 4:** Increase rates to the rates as identified in the ZOB Strategic Financing Plan by June 2021. **Results:** This objective was not completed. Due to the ongoing effects of the COVID-19 pandemic, rate increases were not implemented during FY 2021/22.
- **Objective 5:** Complete transfer of Yettem water system into the Yettem-Seville CSD by September 2020. **Results:** This objective was completed.

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. **Results:** This objective was completed.

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. **Results:** This objective was completed.

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. **Results:** This objective was completed.

Key Goals and Objectives for FY 2021/22

Safety and Security

Goal 1: Provide an adequate and safe water supply.

- **Objective 1:** Monitor and test water and sewer systems for quality and adequacy of supply and report findings as required to regulators and users of the system throughout FY 2021/22.

- **Objective 2:** Submit an application for Phase II of the Yettem and Seville water system consolidation project by June 2022.
- **Objective 3:** Promote water conservation efforts in water system communities throughout FY 2021/22.

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 2021.
- **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 2022.
- **Objective 3:** Explore alternative sources of revenue generation and/or cost reduction identified in the ZOB Strategic Financing Plan throughout FY 2021/22.

Quality of Life

Goal 1: Improve customer service for water and sewer system customers.

- **Objective 1:** Investigate alternative payment method services such as automated cashiering system at Government Plaza or remote payment sites to provide convenient payment options for customers by June 2022.

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 2021/22.

Budget Request

The Requested Budget represents an overall decrease of \$151,452 or 11% in expenditures and an overall decrease of \$ 64,159 or 10% in revenues when compared with the FY 2020/21 Final Budget. The \$627,205 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

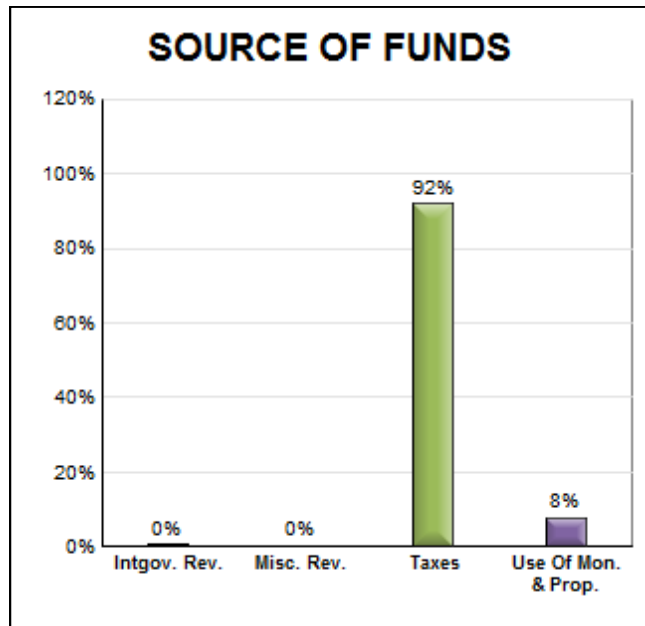
Resource Management Agency Director

Fund: 771

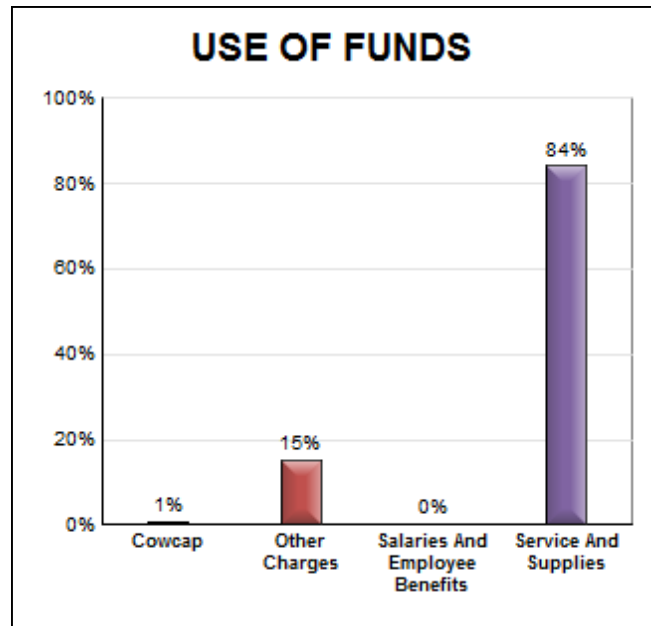
Agency: 771

**SUMMARY OF APPROPRIATIONS
AND REVENUES**

	2019/20 ACTUALS	2020/21 FINAL BUDGET	2021/22 CAO RECOMMEND	VARIANCE
ACTIVITY APPROPRIATIONS:				
Flood Control And Soil And Wat	\$849,065	\$7,149,796	\$6,126,036	\$(1,023,760)
TOTAL ACTIVITY APPROPRIATIONS	\$849,065	\$7,149,796	\$6,126,036	\$(1,023,760)
APPROPRIATIONS:				
Cowcap	\$20,796	\$24,101	\$34,817	\$10,716
Other Charges	\$751,865	\$986,387	\$940,551	\$(45,836)
Salaries And Employee Benefits	\$-	\$3,000	\$3,000	\$-
Service And Supplies	\$76,404	\$6,136,308	\$5,147,668	\$(988,640)
TOTAL APPROPRIATIONS:	\$849,065	\$7,149,796	\$6,126,036	\$(1,023,760)
REVENUES:				
Intergovernmental Revenue	\$4,897	\$2,273,000	\$3,000	\$(2,270,000)
Miscellaneous Revenue	\$64,987	\$-	\$-	\$-
Rev. from Use of Money & Prop	\$127,474	\$48,000	\$50,000	\$2,000
Taxes	\$797,264	\$594,125	\$594,121	\$(4)
TOTAL REVENUES:	\$994,622	\$2,915,125	\$647,121	\$(2,268,004)
NET COUNTY COST	\$(145,557)	\$4,234,671	\$5,478,915	\$1,244,244



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 2020/21

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. **Results:** This objective was partially completed. Grant funding for the construction of the project was rejected, so staff continues to work towards the design of the project as time and resources permit.
- **Objective 2:** Construct improvements in Strathmore for flooding east of the Friant Kern Canal near Avenue 196 by June 2021. **Results:** This objective was not completed. Staff prepared a design for this project and submitted an application for an encroachment permit to the Bureau of Reclamation, which was rejected due to preexisting issues in the area.
- **Objective 3:** Expand use of water level sensing technologies as an emergency flood warning system in coordination with other departments by June 2021. **Results:** This objective was completed.

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. **Results:** This objective was completed.
- **Objective 2:** Coordinate with local water resources agencies and irrigation districts for force multiplying projects such as channel clearing by June 2021. **Results:** This objective was completed.

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. **Results:** This objective was completed.
- **Objective 2:** Begin Countywide Stormwater Resources Plan to update County Flood Control Master Plan by March 2021. **Results:** This objective was partially completed. Staff began identifying various projects for inclusion in a new Stormwater Resources Plan and began discussions with other stakeholder agencies regarding other projects.

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 2021. **Results:** This objective was completed.

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. **Results:** This objective was completed.
- **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. **Results:** This objective was completed.

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. **Results:** This objective was partially completed. Staff have prepared a draft agreement and have met with several potential community service organization partners but have not yet finalized the agreement.

Key Goals and Objectives for FY 2021/22

Safety and Security

Goal 1: Reduce or eliminate flood hazards in Tulare County.

- **Objective 1:** Partner with a community services organization or local contractor for weed abatement and basin maintenance by June 2022.
- **Objective 2:** Expand the use of water level sensing technologies as an emergency flood warning system in coordination with other departments by June 2022.

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 2022.
- **Objective 2:** Coordinate with local water resources agencies and irrigation districts for force multiplying projects such as channel clearing by June 2022.
- **Objective 3:** Complete development of the Countywide Stormwater Resources Plan to update the County Flood Control Master Plan by June 2022.

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 stakeholder groups for improved efficiencies during storm response by June 2022.

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 2021/22.
- **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 2021/22.

Budget Request

The Requested Budget represents an overall decrease of \$1,023,760 or 14% in expenditures and an overall decrease of \$2,268,004 or 78% in revenues when compared with the FY 2020/21 Final Budget. The \$5,478,915 difference between expenditures and revenues represents the use of Fund Balance.

Significant areas with major changes between the FY 2020/21 Final Budget and the FY 2021/22 Requested Budget are as follows:

- Services and Supplies will decrease \$988,640 primarily based on elimination of the Okieville contract pass thru project.
- Countywide Cost Allocation Plan (COWCAP) charges will increase \$10,716 primarily based on changes to the plan.
- Revenue Projections will decrease \$2,268,004 primarily based on elimination of the Okieville contract pass thru project.

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 2019/20 Final Budget	FY 2020/21 Final Budget	Modified Adopted As Of 6/30/2021			FY 2021/22 Requested Budget	FY 2021/22 Recommended Budget	From Final to Recommended	From 6/30/21 to Recommended
				Filled FTE	Vacant FTE	Position FTE				
001-010	Board Of Supervisors	11.00	10.00	8.00	2.00	10.00	10.00	10.00	0.00	0.00
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	66.00	68.00	63.00	4.00	67.00	67.00	67.00	(1.00)	0.00
001-025	Assessor/Clerk Recorder	98.00	96.00	79.00	17.00	96.00	96.00	96.00	0.00	0.00
001-030	Auditor-Controller/Treasurer-Tax Collector	55.00	53.00	48.00	5.00	53.00	53.00	53.00	0.00	0.00
001-032	Purchasing	10.00	10.00	9.00	1.00	10.00	10.00	10.00	0.00	0.00
001-055	Cooperative Extension	8.00	8.00	8.00	0.00	8.00	8.00	8.00	0.00	0.00
001-080	County Counsel	62.65	60.65	56.65	4.00	60.65	60.65	60.65	0.00	0.00
001-085	County Administration	14.00	14.00	14.00	0.00	14.00	15.00	15.00	1.00	1.00
001-087	General Services	49.00	49.00	40.00	9.00	49.00	46.00	46.00	(3.00)	(3.00)
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	205.00	208.00	192.00	16.00	208.00	213.00	213.00	5.00	5.00
001-142	Health & Human Services Agency	2,124.50	2,074.50	1,766.00	321.50	2,087.50	2,110.50	2,110.50	36.00	23.00
001-200	Human Resources and Development	28.00	28.00	24.00	5.00	29.00	29.00	29.00	1.00	0.00
001-205	Probation	406.00	392.00	251.00	144.00	395.00	394.00	394.00	2.00	(1.00)
001-210	Public Defender	89.00	90.00	84.00	7.00	91.00	91.00	91.00	1.00	0.00
001-230	Resource Management Agency	75.00	72.00	61.00	11.00	72.00	76.00	76.00	4.00	4.00
001-240	Sheriff	869.00	847.00	740.00	108.00	848.00	849.00	849.00	2.00	1.00
001-260	Citizens' Option for Public Safety (COPS)	7.00	7.00	5.00	2.00	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	9.00	8.00	3.00	2.00	5.00	5.00	5.00	(3.00)	0.00
001-810	Miscellaneous Criminal Justice	2.48	2.48	2.48	0.00	2.48	2.48	2.48	0.00	0.00
General Fund		4,206.63	4,115.63	3,472.13	658.50	4,130.63	4,160.63	4,160.63	45.00	30.00
010-145	Library	41.00	41.00	39.00	2.00	41.00	41.00	41.00	0.00	0.00
013-245	Fire	(1) 121.00	(1) 125.00	116.00	9.00	125.00	(1) 127.00	(1) 127.00	2.00	2.00
014-225	Roads	175.00	175.00	159.00	16.00	175.00	181.00	181.00	6.00	6.00
015-120	Workforce Investment Board	23.00	23.00	22.00	2.00	24.00	24.00	24.00	1.00	0.00
016-101	Child Support Services	202.00	193.00	120.00	9.00	129.00	129.00	129.00	(64.00)	0.00
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	3.00	0.00	3.00	3.00	3.00	0.00	0.00
045-235	Solid Waste	45.00	47.00	44.00	4.00	48.00	51.00	51.00	4.00	3.00
066-066	Grounds Services	5.00	5.00	5.00	1.00	6.00	6.00	6.00	1.00	0.00
067-067	Facilities	53.00	52.00	46.00	6.00	52.00	52.00	52.00	0.00	0.00
068-068	Custodial Services	39.00	39.00	38.00	5.00	43.00	44.00	44.00	5.00	1.00
070-070	Fleet Services	12.00	11.00	11.00	0.00	11.00	11.00	11.00	0.00	0.00
071-090	Information & Communications Technology	154.00	151.00	132.00	17.00	149.00	149.00	149.00	(2.00)	0.00
074-074	Communications	6.00	6.00	4.00	2.00	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	11.00	10.00	1.00	11.00	11.00	11.00	0.00	0.00
Other Funds		899.00	890.00	756.00	75.00	831.00	843.00	843.00	(47.00)	12.00
Total County Allocations		5,105.63	5,005.63	4,228.13	733.50	4,961.63	5,003.63	5,003.63	(2.00)	42.00

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.

Page Intentionally Left Blank

Position Allocation

JOBCODE	CLASSIFICATION TITLE	FY 2020/21 Adopted	Modified Adopted As Of 6/30/2021	FY 2021/22 Requested	FY 2021/22 Recommended
001-010 Board of Supervisors					
000303	Administrative Aide - K	1.00	1.00	1.00	1.00
* 092832	Board Representative III	3.00	3.00	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		10.00	10.00	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	4.00	3.00	3.00	3.00
* 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	4.00	4.00	4.00	4.00
* 033330	Office Assistant III	3.00	3.00	3.00	3.00
Agricultural Commissioner/Sealer of Weights and Measures Total		68.00	67.00	67.00	67.00
001-025 Assessor/Clerk-Recorder					
000233	Accountant III-K	0.00	0.00	1.00	1.00
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	4.00	4.00	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	1.00	1.00	1.00	1.00
* 027710	Title & Admin Technician I	28.00	28.00	27.00	27.00
* 027720	Title & Admin Technician II	10.00	10.00	10.00	10.00
046400	Title & Admin Technician Supv	5.00	5.00	5.00	5.00
Assessor/Clerk-Recorder Total		96.00	96.00	96.00	96.00
001-030 Auditor-Controller/Treasurer-Tax Collector					
* 026230	Accountant Auditor III	5.00	5.00	5.00	5.00
* 000220	Accountant II	2.00	2.00	2.00	2.00
* 000230	Accountant III	6.00	6.00	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

* Flexibly Allocated Classification

** Flexibly Allocated Classification and Up and Out

Position Allocation

JOBCODE	CLASSIFICATION TITLE	FY 2020/21 Adopted	Modified Adopted As Of 6/30/2021	FY 2021/22 Requested	FY 2021/22 Recommended
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
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-Control\Treas-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
026202	Chief Financial Reprtn&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
* 074820	County Financial Technich II	5.00	5.00	5.00	5.00
* 074830	County Financial Technich III	9.00	9.00	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	2.00	2.00	2.00	2.00
* 000620	Secretary II	1.00	1.00	1.00	1.00
009700	Tax Collector Division Manager	1.00	1.00	1.00	1.00
Auditor-Controller/Treasurer-Tax Collector Total		53.00	53.00	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	0.00	0.00
* 041532	Account Clerk III K	1.00	1.00	2.00	2.00
000233	Accountant III-K	1.00	1.00	1.00	1.00
* 000720	Administrative Svs Officer II	0.00	0.00	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 Assisnt-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	6.00	6.00	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		60.65	60.65	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

* Flexibly Allocated Classification

** Flexibly Allocated Classification and Up and Out

Position Allocation

JOBCODE	CLASSIFICATION TITLE	FY 2020/21 Adopted	Modified Adopted As Of 6/30/2021	FY 2021/22 Requested	FY 2021/22 Recommended
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
029400	Executive Assitant to CAO	1.00	1.00	1.00	1.00
* 033343	Office Assistant IV-K	0.00	0.00	1.00	1.00
070902	Water ResourcesProgrm Director	1.00	1.00	1.00	1.00
County Administration Total		14.00	14.00	15.00	15.00
001-087 General Services					
* 000100	Account Clerk I	1.00	1.00	0.00	0.00
* 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	2.00	2.00
* 000720	Administrative Svs Officer II	1.00	1.00	1.00	1.00
* 001830	Analyst-Staff Services III	4.00	4.00	3.00	3.00
001834	Analyst-Staff Services, Supv	1.00	1.00	1.00	1.00
088102	Asst General Svs Director	1.00	0.00	0.00	0.00
009300	Clerk-Dispatcher	1.00	1.00	0.00	0.00
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
088222	Gen Svs Agency Deputy Director	0.00	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	0.00	0.00
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
033334	Office Assistant III-K-B	0.00	0.00	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
050320	Personnel Services Officer II	0.00	1.00	1.00	1.00
076502	Property Manager	1.00	1.00	1.00	1.00
* 076520	Property Specialist II	1.00	0.00	0.00	0.00
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	0.00	0.00
General Services Total		49.00	49.00	46.00	46.00
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
099020	IT Systems and Procedure An 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	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
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
005042	Attorney, DA/PD IV-N	0.00	0.00	1.00	1.00
* 005052	Attorney-Senior, DA/ PD	50.00	50.00	50.00	50.00
045500	Attorney-Supv	1.00	1.00	1.00	1.00

* Flexibly Allocated Classification

** Flexibly Allocated Classification and Up and Out

Position Allocation

JOB CODE	CLASSIFICATION TITLE	FY 2020/21 Adopted	Modified Adopted As Of 6/30/2021	FY 2021/22 Requested	FY 2021/22 Recommended
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
031420	Digital Forensic Analyst II	0.00	0.00	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
015920	IT Business Intell Developr II	0.00	0.00	1.00	1.00
097920	IT Desktop Technician II	1.00	1.00	1.00	1.00
015102	IT Project Manager - DA	1.00	1.00	1.00	1.00
093920	Investigative Auditor II	1.00	1.00	1.00	1.00
* 086010	Investigative Technician I	6.00	6.00	0.00	0.00
* 086020	Investigative Technician II	7.00	7.00	13.00	13.00
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,Sup	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	3.00	3.00
* 027830	Legal Office Assistant III	24.00	24.00	24.00	24.00
027840	Legal Office Assistant IV	3.00	3.00	4.00	4.00
046500	Legal Office Assistant-Supv	4.00	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	1.00	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	6.00	6.00	7.00	7.00
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		208.00	208.00	213.00	213.00
001-142 Health and Human Services Agency					
* 000100	Account Clerk I	1.00	1.00	1.00	1.00
* 041500	Account Clerk II	11.00	11.00	9.00	9.00
* 041530	Account Clerk III	16.00	16.00	16.00	16.00
035500	Account Clerk-Principal	6.00	6.00	6.00	6.00
045400	Account Clerk-Supv	0.00	0.00	0.00	0.00
* 000220	Accountant II	9.00	10.00	10.00	10.00
* 000230	Accountant III	8.00	8.00	8.00	8.00
000300	Administrative Aide	19.00	19.00	21.00	21.00
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	1.00	1.00	5.00	5.00
* 071020	Administrative Specialist II	33.00	34.00	40.00	40.00
* 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	19.00	18.00	18.00	18.00
* 001820	Analyst-Staff Services II	5.00	4.00	4.00	4.00
001823	Analyst-Staff Services II K	0.00	0.00	1.00	1.00
* 001830	Analyst-Staff Services III	30.00	33.00	28.00	28.00
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

* Flexibly Allocated Classification

** Flexibly Allocated Classification and Up and Out

Position Allocation

JOBCODE	CLASSIFICATION TITLE	FY 2020/21 Adopted	Modified Adopted As Of 6/30/2021	FY 2021/22 Requested	FY 2021/22 Recommended
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	0.00	0.00
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	6.00	6.00	6.00	6.00
080100	Child Welfare Service Supv	19.00	19.00	20.00	20.00
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
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	3.00	3.00	3.00
010900	Community Educ Specialist	2.00	2.00	2.00	2.00
011000	Community Health Technician	11.00	11.00	9.00	9.00
023400	Community Outreach Manager	1.00	1.00	1.00	1.00
016200	Compliance Specialist	2.00	2.00	2.00	2.00
016220	Compliance Specialist -Lead	0.00	0.00	1.00	1.00
* 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	0.00	0.00	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 HHS Dir Mental Health	0.00	1.00	1.00	1.00
072232	Dep Dir HHS MH Clinic Svs	1.00	1.00	1.00	1.00
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	4.00	4.00	4.00	4.00
048902	Deputy HHS Dir-AdminPrograms	0.00	1.00	1.00	1.00
048902	Deputy HHS Dir-AdminPrograms	1.00	1.00	1.00	1.00
062902	Deputy HHS Dir Adult Svs/PG	1.00	1.00	1.00	1.00
077102	Dep HHS Dir Ment Hlth Clin Svs	0.00	1.00	1.00	1.00
077102	Deputy HHS Dir MH	1.00	1.00	1.00	1.00
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	3.00	3.00	3.00	3.00
015820	Dietitian II	6.00	6.00	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	0.00	0.00	0.00	0.00
023200	Div Mgr HHS Mental Health	0.00	2.00	2.00	2.00
023200	Div Mgr HHS Mental Health	2.00	2.00	2.00	2.00
094602	Div Mgr HHS TulareWorks	0.00	0.00	0.00	0.00
016802	Div Mgr HHS-Self Sufficiency	2.00	2.00	3.00	3.00
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	6.00	6.00	6.00	6.00
* 020620	Environmental Health Aide II	3.00	3.00	3.00	3.00
* 020720	Environmental Health Spec II	14.00	14.00	14.00	14.00
* 020830	Environmental Health Spec III	10.00	10.00	10.00	10.00
020940	Environmental Health Supervisr	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	2.00	2.00	2.00
097700	Epidemiologist, Senior	1.00	1.00	1.00	1.00

* Flexibly Allocated Classification

** Flexibly Allocated Classification and Up and Out

Position Allocation

JOBCODE	CLASSIFICATION TITLE	FY 2020/21 Adopted	Modified Adopted As Of 6/30/2021	FY 2021/22 Requested	FY 2021/22 Recommended
099320	Family Advocate Mgr	1.00	1.00	1.00	1.00
071300	Family Services Coordinator	0.00	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	1.00	1.00	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	8.00	8.00	8.00	8.00
071540	HHS Unit Manager I-CalWorks	12.00	12.00	12.00	12.00
* 031220	HHSA Collector Investigator II	5.00	5.00	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	4.00	4.00	4.00	4.00
024100	Health Education Assistant	12.00	13.00	13.00	13.00
024200	Health Education Specialist	15.00	18.00	18.00	18.00
024300	Health Program Assistant	8.00	8.00	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
027230	Laboratory Assistant III	0.00	0.00	1.00	1.00
027202	Laboratory Support Supervisor	1.00	1.00	1.00	1.00
040200	Lactation Coordinator	0.00	0.00	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 I	25.00	25.00	25.00	25.00
085220	Medical Assistant II	2.00	2.00	2.00	2.00
013500	Medical Billing Manager	1.00	1.00	1.00	1.00
* 042410	Medical Office Assistant I	9.00	8.00	8.00	8.00
* 042420	Medical Office Assistant II	8.00	8.00	8.00	8.00
042430	Medical Office Assistant III	2.00	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	25.00	25.00	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	6.00	6.00	6.00	6.00
* 097300	Mental Hlth Svs Act Manager	1.00	1.00	1.00	1.00
* 032220	Milk Technician II	1.00	1.00	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	1.00	1.00	1.00	1.00
032715	Nurse Practitioner - OB	2.00	2.00	2.00	2.00
032600	Nurse-Licensed Vocational	12.00	12.00	12.00	12.00
* 032620	Nurse-Public Health II	33.00	33.00	33.00	33.00
032660	Nurse-Public Health Lead	3.00	4.00	4.00	4.00
032662	Nurse-Public Health Manager	1.00	1.00	1.00	1.00
004100	Nurse-Quality Assurance	2.00	2.00	5.00	5.00
032630	Nurse-Registered	11.00	11.00	12.00	12.00
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	34.00	34.00	32.00	32.00
032930	Nutritian Assistant III	2.00	2.00	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	20.00	19.00	19.00	19.00
* 033330	Office Assistant III	42.00	42.00	41.00	41.00
* 033340	Office Assistant IV	58.00	58.00	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	1.00	1.00	1.00	1.00
095920	Office of Emergency Svs Spc II	1.00	2.00	2.00	2.00
* 074920	Paralegal II	1.00	1.00	1.00	1.00

* Flexibly Allocated Classification

** Flexibly Allocated Classification and Up and Out

Position Allocation

	JOBCODE	CLASSIFICATION TITLE	FY 2020/21 Adopted	Modified Adopted As Of 6/30/2021	FY 2021/22 Requested	FY 2021/22 Recommended
*	074923	Paralegal II-K	1.00	1.00	0.00	0.00
*	074933	Paralegal III K	1.00	1.00	1.00	1.00
*	034120	Patient Accounts Rep II	7.00	7.00	7.00	7.00
*	034130	Patient Accounts Rep III	2.00	2.00	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	0.00	0.00	0.00
	007610	Peer Support Specialist I	0.00	0.00	4.00	4.00
*	007630	Peer Support Specialist III	8.00	8.00	8.00	8.00
	050320	Personnel Services Officer II	10.00	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	8.00	8.00	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
	083420	Program Specialist II-Calwrk	27.00	27.00	27.00	27.00
	099330	Psychiatric Emergency Svs Mgr	2.00	2.00	2.00	2.00
*	037322	Psychiatrist II	1.00	1.00	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	6.00	6.00	8.00	8.00
	038703	Recruiter Assistant - K	1.00	1.00	1.00	1.00
*	086820	Self Suffcncy Support Asst II	127.00	126.00	125.00	125.00
	086830	Self Suffcncy Support Asst III	10.00	10.00	10.00	10.00
*	095220	Self Sufficiency Counselor II	251.00	251.00	251.00	251.00
*	095230	Self Sufficiency Counselor III	277.00	277.00	277.00	277.00
	041300	Self Sufficiency Resrcr Spec	54.00	54.00	54.00	54.00
	041420	Self Sufficiency Supervisor	66.00	66.00	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 Wrkr Asst-Lead	3.00	3.00	3.00	3.00
	044310	Social Svs Supervisor I	4.00	4.00	4.00	4.00
*	044320	Social Svs Supervisor II	1.00	1.00	1.00	1.00
*	044410	Social Svs Worker I	1.00	1.00	1.00	1.00
*	044420	Social Svs Worker II	24.00	24.00	24.00	24.00
	043930	Social Svs Worker III	32.00	32.00	32.00	32.00
	044040	Social Svs Worker III-CWS	123.00	123.00	123.00	123.00
	044044	Social Svs 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	72.00	72.00
*	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	TulareWORKSsStatisticalAnalysis	1.00	1.00	2.00	2.00
	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 Svs Representative	2.00	2.00	2.00	2.00
	038202	Veterinarian	0.00	0.00	1.00	1.00
	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			2074.50	2087.50	2110.50	2110.50
001-200 Human Resources and Development						
*	041503	Account Clerk II - K	1.00	1.00	1.00	1.00

* Flexibly Allocated Classification

** Flexibly Allocated Classification and Up and Out

Position Allocation

JOBCODE	CLASSIFICATION TITLE	FY 2020/21 Adopted	Modified Adopted As Of 6/30/2021	FY 2021/22 Requested	FY 2021/22 Recommended
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 I/HRD	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
034302	Human Resources Deputy Director	1.00	2.00	2.00	2.00
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	2.00	2.00
* 033343	Office Assistant IV-K	1.00	1.00	1.00	1.00
000610	Secretary I	0.00	0.00	1.00	1.00
Human Resources and Development Total		28.00	29.00	29.00	29.00
001-205 Probation					
* 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	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	0.00	0.00
000720	Administrative Svs Officer II	0.00	0.00	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	18.00	18.00	17.00	17.00
026100	Fiscal Manager	1.00	1.00	1.00	1.00
022700	Food & Laundry Svs Manager	1.00	1.00	1.00	1.00
087720	Graphics Specialist	0.00	0.00	1.00	1.00
058600	Laundry Technician	4.00	4.00	4.00	4.00
028300	Legal Secretary III	0.00	0.00	1.00	1.00
071800	Media Specialist I	1.00	1.00	1.00	1.00
* 033330	Office Assistant III	36.00	36.00	30.00	30.00
* 033340	Office Assistant IV	1.00	1.00	1.00	1.00
* 023420	Prob Correctional Officer II	99.00	99.00	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
098320	Probation Admin Specialist II	0.00	0.00	1.00	1.00
035800	Probation Division Manager	6.00	6.00	6.00	6.00
035900	Probation Institution Supv	18.00	18.00	16.00	16.00
* 036020	Probation Officer II	65.00	68.00	68.00	68.00
036021	Probation Officer II-B	2.00	1.00	1.00	1.00
* 036030	Probation Officer III	67.00	68.00	68.00	68.00
036040	Probation Officer IV	5.00	5.00	5.00	5.00
046700	Probation Officer-Supv	20.00	20.00	20.00	20.00
099600	Probation Program Spec Supv	0.00	0.00	1.00	1.00
002100	Probation Program Specialist	0.00	0.00	2.00	2.00
018600	Probation Statistical Analyst	1.00	1.00	1.00	1.00
036200	Probation Technician	2.00	2.00	2.00	2.00
026600	Probation Voc Edu Instructor	0.00	0.00	1.00	1.00
* 044620	Stock Clerk II	1.00	1.00	1.00	1.00
047220	Systems & Procedures Ana II	0.00	0.00	1.00	1.00
Probation Total		392.00	395.00	394.00	394.00
001-210 Public Defender					
* 041530	Account Clerk III	1.00	1.00	1.00	1.00

* Flexibly Allocated Classification

** Flexibly Allocated Classification and Up and Out

Position Allocation

JOBCODE	CLASSIFICATION TITLE	FY 2020/21 Adopted	Modified Adopted As Of 6/30/2021	FY 2021/22 Requested	FY 2021/22 Recommended
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	0.00	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	3.00	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	11.00	11.00	11.00
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
028100	Legal Secretary I	0.00	0.00	1.00	1.00
* 028300	Legal Secretary III	1.00	1.00	1.00	1.00
* 074920	Paralegal II	5.00	5.00	4.00	4.00
080880	PD Mitigation Specialist	0.00	0.00	1.00	1.00
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	1.00	1.00	0.00	0.00
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		90.00	91.00	91.00	91.00
001-230 Resource Management Agency					
* 041500	Account Clerk II	2.00	2.00	2.00	2.00
* 041530	Account Clerk III	3.00	3.00	2.00	2.00
035500	Account Clerk-Principal	1.00	1.00	1.00	1.00
000210	Accountant I	0.00	0.00	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	1.00	1.00
* 000720	Administrative Svs Officer II	1.00	1.00	1.00	1.00
* 015530	Analyst-Economic Devlpment III	0.00	0.00	1.00	1.00
* 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	13.00	13.00
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	0.00	0.00
009100	Economic Development Manager	1.00	1.00	1.00	1.00
026100	Fiscal Manager	1.00	1.00	1.00	1.00
024800	Grants & Resources Manager	0.00	0.00	1.00	1.00
* 087500	Grants Specialist I	1.00	1.00	1.00	1.00
* 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	3.00	3.00	2.00	2.00
071820	Media Specialist II	0.00	0.00	1.00	1.00
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	5.00	5.00
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

* Flexibly Allocated Classification

** Flexibly Allocated Classification and Up and Out

Position Allocation

JOBCODE	CLASSIFICATION TITLE	FY 2020/21 Adopted	Modified Adopted As Of 6/30/2021	FY 2021/22 Requested	FY 2021/22 Recommended
Resource Management Agency Total		72.00	72.00	76.00	76.00
001-240 Sheriff					
* 000100	Account Clerk I	1.00	1.00	0.00	0.00
* 041500	Account Clerk II	2.00	2.00	0.00	0.00
* 041530	Account Clerk III	2.00	3.00	6.00	6.00
	035500 Account Clerk-Principal	1.00	1.00	1.00	1.00
	045400 Account Clerk-Supv	1.00	0.00	0.00	0.00
* 000220	Accountant II	3.00	4.00	4.00	4.00
* 000230	Accountant III	2.00	3.00	3.00	3.00
	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	2.00	2.00
	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	11.00	11.00	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	65.00	65.00	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	21.00	21.00
	010230 Emergency Dispatcher III	4.00	4.00	5.00	5.00
	010500 Emergency Dispatcher-Supv	1.00	1.00	1.00	1.00
	059800 Engraving Supervisor	1.00	1.00	2.00	2.00
	022200 Farm Crew Leader	6.00	6.00	7.00	7.00
	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
	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	3.00	3.00	3.00	3.00
* 087520	Grants Specialist II	1.00	1.00	0.00	0.00
	087530 Grants Specialist III	0.00	0.00	1.00	1.00
	087720 Graphics Specialist	0.00	1.00	1.00	1.00
	085500 IT Desktop Tech Supervisor	1.00	1.00	1.00	1.00
* 097920	IT Desktop Technician II	1.00	1.00	1.00	1.00
* 097930	IT Desktop Technician III	7.00	7.00	7.00	7.00
	075702 Inmate Industries Manager	1.00	1.00	0.00	0.00
	069202 Inmate Program Specialist Supv	1.00	1.00	2.00	2.00
	025100 Inmate Programs Manager	1.00	1.00	1.00	1.00
	069200 Inmate Programs Specialist	11.00	11.00	10.00	10.00
	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	2.00	2.00	2.00
	071800 Media Specialist I	1.00	1.00	1.00	1.00
	071830 Media Specialist III	1.00	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	0.00	0.00	0.00
* 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	254.00	252.00	251.00	251.00
* 015310	Sheriff's Deputy I	2.00	2.00	2.00	2.00
* 015320	Sheriff's Deputy II	228.00	228.00	228.00	228.00
	043100 Sheriff's Lieutenant	14.00	14.00	14.00	14.00
	089000 Sheriff's Lieutenant-Correctn	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

* Flexibly Allocated Classification

** Flexibly Allocated Classification and Up and Out

Position Allocation

JOBCODE	CLASSIFICATION TITLE	FY 2020/21 Adopted	Modified Adopted As Of 6/30/2021	FY 2021/22 Requested	FY 2021/22 Recommended
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	0.00	0.00	0.00	0.00
099220	Vocation Bldg Cont Instructor	1.00	1.00	1.00	1.00
Sheriff Total		847.00	848.00	849.00	849.00
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	1.00	1.00	1.00
036021	Probation Officer II-B	0.00	1.00	1.00	1.00
* 036030	Probation Officer III	4.00	3.00	3.00	3.00
Juvenile Justice Crime Prevention Act Total		8.00	5.00	5.00	5.00
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		4115.63	4130.63	4160.63	4160.63
010-145 Library					
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	2.00	2.00
028730	Librarian III	3.00	3.00	3.00	3.00
028740	Librarian IV	2.00	2.00	3.00	3.00
028750	Librarian V	1.00	1.00	1.00	1.00
* 028920	Library Assistant II	11.00	11.00	10.00	10.00
* 029030	Library Assistant III	9.00	9.00	11.00	11.00
* 029140	Library Assistant IV	1.00	1.00	0.00	0.00
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	0.00	0.00
000730	Administrative Svs Officer III	0.00	0.00	1.00	1.00
001810	Analyst-Staff Services I	0.00	0.00	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	17.00	17.00	18.00	18.00
(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	25.00	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

* Flexibly Allocated Classification

** Flexibly Allocated Classification and Up and Out

Position Allocation

			FY 2020/21 Adopted	Modified Adopted As Of 6/30/2021	FY 2021/22 Requested	FY 2021/22 Recommended
	JOB CODE	CLASSIFICATION TITLE				
	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	44.00	44.00	44.00	44.00
	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		125.00	125.00	127.00	127.00
(2) Fire allocations represent position counts versus FTE counts due to 56 hour work week.						
014-225 Roads						
	041530	Account Clerk III	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	1.00	1.00	1.00	1.00
*	001830	Analyst-Staff Services III	3.00	3.00	3.00	3.00
	003500	Asst Hvy Equip Superintendent	0.00	0.00	1.00	1.00
	004400	Assist Road Superintendent	4.00	4.00	4.00	4.00
	099900	Asst RMA Dir- Public Works	0.00	0.00	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	2.00	2.00	3.00	3.00
	012340	Concrete Finisher & Maintenance Worker IV	1.00	1.00	1.00	1.00
*	011720	Construction & Maint Wkr II	16.00	16.00	16.00	16.00
	011830	Construction & Maint Wkr III	46.00	46.00	46.00	46.00
	011940	Construction & Maint Wkr IV	4.00	4.00	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	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
	024630	Heavy Equipment Mechanic III	2.00	2.00	3.00	3.00
	024640	Heavy Equip Mechanic IV	0.00	0.00	1.00	1.00
	090600	Heavy Equipment Superintendent	1.00	1.00	1.00	1.00
	090700	Heavy Equipment Supervisor	1.00	1.00	0.00	0.00
*	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
*	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	5.00	5.00
	090800	Transportation Svs Coordinator	1.00	1.00	1.00	1.00
	049700	Welder-Mechanic	5.00	5.00	6.00	6.00
	Roads Total		175.00	175.00	181.00	181.00
015-120 Workforce Investment Board						
	000210	Accountant I	1.00	0.00	0.00	0.00
*	000230	Accountant III	0.00	1.00	1.00	1.00
*	000720	Administrative Svs Officer II	1.00	0.00	0.00	0.00
	000730	Administrative Svs Officer III	0.00	1.00	1.00	1.00
	001810	Analyst-Staff Services I	1.00	0.00	0.00	0.00
	001833	Analyst-Staff Services III K	0.00	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	2.00	2.00	2.00
	078500	Employment Connection Site Crd	1.00	1.00	1.00	1.00

* Flexibly Allocated Classification

** Flexibly Allocated Classification and Up and Out

Position Allocation

JOBCODE	CLASSIFICATION TITLE	FY 2020/21 Adopted	Modified Adopted As Of 6/30/2021	FY 2021/22 Requested	FY 2021/22 Recommended
* 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	24.00	24.00	24.00
016-101 Child Support Services					
* 041500	Account Clerk II	4.00	3.00	3.00	3.00
* 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	2.00	2.00	2.00
* 000720	Administrative Svs Officer II	1.00	1.00	1.00	1.00
* 001830	Analyst-Staff Services III	5.00	3.00	3.00	3.00
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	5.00	5.00	5.00
081452	Attorney-Supv Child Support	1.00	0.00	0.00	0.00
059700	Child Supp Community Liaison	1.00	0.00	0.00	0.00
078602	Child Support Services Directo	1.00	1.00	1.00	1.00
* 022120	Child Support Specialist III	111.00	74.00	74.00	74.00
000650	Department Secretary	1.00	1.00	1.00	1.00
* 027520	Legal Clerk II	4.00	2.00	2.00	2.00
* 027830	Legal Office Assistant III	14.00	8.00	8.00	8.00
027840	Legal Office Assistant IV	2.00	1.00	1.00	1.00
046500	Legal Office Assistant-Supv	2.00	1.00	1.00	1.00
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	3.00	3.00	3.00
* 044610	Stock Clerk I	7.00	3.00	3.00	3.00
046200	Supv Child Support Specialist	13.00	12.00	12.00	12.00
* 048020	Training Officer II	3.00	0.00	0.00	0.00
Child Support Services Total		193.00	129.00	129.00	129.00
030-086 Capital Projects					
081100	CapProjectsFacilitiesMgr	1.00	0.00	0.00	0.00
* 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
088222	Gen Svs Agency Deputy Director	0.00	1.00	1.00	1.00
Capital Projects Total		4.00	4.00	4.00	4.00
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	2.00	2.00
* 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
001830	Analyst-Staff Services III	0.00	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
* 050830	Engineering Technician III	0.00	1.00	1.00	1.00
024520	Heavy Equipment Mechanic II	1.00	1.00	1.00	1.00
024630	Heavy Equipment Mechanic III	1.00	1.00	0.00	0.00
024640	Heavy Equip Mechanic IV	0.00	0.00	1.00	1.00
094520	Landfill Technician II	2.00	2.00	2.00	2.00
094530	Landfill Technician III	1.00	0.00	0.00	0.00
* 038920	Refuse Equipment Operator II	18.00	18.00	19.00	19.00
039120	Refuse Site Attendant II	6.00	6.00	7.00	7.00
039200	Refuse Site Caretaker	4.00	4.00	5.00	5.00
039300	Refuse Site Coordinator	1.00	1.00	1.00	1.00
039400	Refuse Site Supervisor	2.00	2.00	2.00	2.00

* Flexibly Allocated Classification

** Flexibly Allocated Classification and Up and Out

Position Allocation

JOB CODE	CLASSIFICATION TITLE	FY 2020/21 Adopted	Modified Adopted As Of 6/30/2021	FY 2021/22 Requested	FY 2021/22 Recommended
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	0.00	0.00
Solid Waste Total		47.00	48.00	51.00	51.00
066-066 Grounds Services					
033800	Parks & Grounds Worker	4.00	5.00	5.00	5.00
042700	Parks & Grounds Worker-Senior	1.00	1.00	1.00	1.00
Grounds Services Total		5.00	6.00	6.00	6.00
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	2.00	2.00	2.00	2.00
093700	Maintenance Painter	2.00	2.00	2.00	2.00
029600	Maintenance Supervisor	3.00	3.00	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		52.00	52.00	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	37.00	38.00	38.00
* 013930	Custodial Worker-Lead	4.00	4.00	4.00	4.00
Custodial Services Total		39.00	43.00	44.00	44.00
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	0.00	0.00	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		11.00	11.00	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
* 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	3.00	4.00	4.00	4.00
* 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	3.00	3.00	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

* Flexibly Allocated Classification

** Flexibly Allocated Classification and Up and Out

Position Allocation

JOBCODE	CLASSIFICATION TITLE	FY 2020/21 Adopted	Modified Adopted As Of 6/30/2021	FY 2021/22 Requested	FY 2021/22 Recommended
* 009720	IT Network Technician II	5.00	5.00	5.00	5.00
* 075622	IT Programmer Analyst II	12.00	9.00	9.00	9.00
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		151.00	149.00	149.00	149.00
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
* 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		11.00	11.00	11.00	11.00
Other Funds Total		890.00	831.00	843.00	843.00
Grand Total of All Funds		5005.63	4961.63	5003.63	5003.63

* Flexibly Allocated Classification

** Flexibly Allocated Classification and Up and Out

Page Intentionally Left Blank

Classification Listing

Job Code	Classification Title	Grade	Bargaining Unit	Annual Salary Range	
				Min Annual	Max Annual
098000	4H Community Coordinator	621	19	66,809	81,422
000100	Account Clerk I	540	01	28,614	34,873
000103	Account Clerk I K	097	21	29,474	35,921
041500	Account Clerk II	153	01	31,598	38,509
041503	Account Clerk II - K	117	21	32,548	39,667
041530	Account Clerk III	542	01	35,010	42,669
041532	Account Clerk III K	841	21	36,064	43,953
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	53,204	64,842
026220	Accountant Auditor II	402	20	59,934	73,043
026230	Accountant Auditor III	403	20	66,185	80,662
000210	Accountant I	741	07	48,354	58,931
000213	Accountant I-K	672	19	51,064	62,233
000220	Accountant II	745	07	53,400	65,080
000223	Accountant II-K	771	19	56,386	68,720
000230	Accountant III	776	07	59,562	72,589
000233	Accountant III-K	682	19	62,882	76,636
000300	Administrative Aide	180	07	38,574	47,012
000303	Administrative Aide - K	122	21	39,735	48,426
085000	Administrative Analyst	248	19	76,119	92,768
085102	Administrative Analyst, Prncpl	555	19	100,030	121,910
085100	Administrative Analyst, Senior	258	19	90,936	110,827
019600	Administrative Coordinator	914	21	44,284	53,970
000640	Administrative Secretary	421	21	46,688	56,900
071002	Administrative Specialist I	728	19	67,791	82,619
071020	Administrative Specialist II	709	19	74,569	90,880
071001	Administrative Specialist-B	241	19	71,004	86,535
021210	Administrative Specialst I-HRD	728	19	67,791	82,619
021220	Administrative Specialst IIHRD	709	19	74,569	90,880
000710	Administrative Svs Officer I	249	19	59,625	72,667
000720	Administrative Svs Officer II	777	19	72,287	88,098
000730	Administrative Svs Officer III	248	19	76,119	92,768
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	79,835	97,297
001002	Agricultural Comm/Sealer	802	10	120,327	180,492
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

Classification Listing

Job Code	Classification Title	Grade	Bargaining Unit	Annual Salary Range	
				Min Annual	Max Annual
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	64,182	78,220
015510	Analyst-Economic Devlpment I	426	19	51,976	63,345
015520	Analyst-Economic Devlpment II	427	19	59,972	73,090
015530	Analyst-Economic Devlpment III	429	19	68,648	83,664
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	51,687	62,992
001920	Analyst-Human Resources II	226	19	62,356	75,995
001930	Analyst-Human Resources III	898	19	68,868	83,932
005100	Analyst-Property Tax System	124	07	75,924	92,530
001885	Analyst-Risk Management	221	19	58,215	70,949
004910	Analyst-Risk Management I	333	19	54,639	66,590
004920	Analyst-Risk Management II	337	19	60,102	73,248
004930	Analyst-Risk Management III	338	19	66,111	80,571
004940	Analyst-Risk Management, Supv	341	19	72,722	88,629
001810	Analyst-Staff Services I	705	19	49,047	59,775
001813	Analyst-Staff Services I K	705	19	49,047	59,775
001820	Analyst-Staff Services II	921	19	55,358	67,466
001823	Analyst-Staff Services II K	921	19	55,358	67,466
001830	Analyst-Staff Services III	706	19	61,008	74,352
001833	Analyst-Staff Services III K	706	19	61,008	74,352
001834	Analyst-Staff Services, Supv	318	19	82,512	100,560
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	79,835	97,297
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	85,948	128,921
003000	Assist Chief Investigator-DA	244	19	98,014	119,453
080502	Assist County Admin Officer	B02	11	120,327	180,492
003202	Assist County Assessor	B04	11	98,843	148,260
003302	Assist County Auditor-Contrler	B04	11	98,843	148,260
003402	Assist District Attorney	B02	11	120,327	180,492
003500	Asst Hvy Equip Superintendent	793	19	57,311	69,846

Classification Listing

Job Code	Classification Title	Grade	Bargaining Unit	Annual Salary Range	
				Min Annual	Max Annual
080300	Assist Payroll Manager	113	19	52,492	63,974
004202	Assist Public Defender	B02	11	120,327	180,492
039702	Assist RMA Dir-Planning	B02	11	120,327	180,492
039500	Assist Refuse Site Supervisor	330	07	47,191	57,514
090002	Assist Retirement Admin	B02	11	120,327	180,492
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	120,327	180,492
089402	Assistant Treas/TaxColl	B04	11	98,843	148,260
004602	Assoc HHS Agency Director	B02	10	120,327	180,492
039502	Assoc RMA Director	B02	10	120,327	180,492
059102	Associate County Counsel	B01	11	154,706	232,027
036002	Asst Chief Probation Officer	B02	11	120,327	180,492
008102	Asst Child Supp Svs Director	B04	11	98,843	148,260
088102	Asst General Svs Director	B04	11	98,843	148,260
060700	Asst Human Resources Director	B06	11	85,948	128,921
025202	Asst RMA Dir - Fiscal Services	B04	11	98,843	148,260
099900	Asst RMA Dir- Public Works	B02	11	120,327	180,492
097500	Asst RMA Dir-Econ Devl & Plan	B02	11	120,327	180,492
075802	Asst RMA Director-Admin	B04	11	98,843	148,260
039800	Asst Traf Cntrl Super	330	07	47,191	57,514
081502	Attorney, Chief Child Support	B02	11	120,327	180,492
081412	Attorney, Child Support I-N	895	08	65,429	79,740
081422	Attorney, Child Support II-N	239	08	73,715	89,839
081432	Attorney, Child Support III-N	254	08	86,830	105,823
081442	Attorney, Child Support IV-N	267	08	101,230	123,372
004812	Attorney, Civil I-N	711	20	67,505	82,271
004822	Attorney, Civil II-N	242	20	76,804	93,603
004832	Attorney, Civil III-N	570	20	90,030	109,723
004842	Attorney, Civil IV-N	268	20	102,233	124,594
004852	Attorney, Civil V-N	098	20	110,585	134,773
004912	Attorney, DA/PD I-N	895	08	65,429	79,740
004922	Attorney, DA/PD II-N	239	08	73,715	89,839
004932	Attorney, DA/PD III-N	254	08	86,830	105,823
005042	Attorney, DA/PD IV-N	267	08	101,230	123,372
081462	Attorney-Senior, Child Support	355	08	109,480	133,427
005052	Attorney-Senior, DA/ PD	355	08	109,480	133,427
045500	Attorney-Supv	277	20	116,459	141,933
081452	Attorney-Supv Child Support	277	20	116,459	141,933
045502	Attorney-Supv-N	277	20	116,459	141,933
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	120,327	180,492
005410	Auto Mechanic I	856	02	38,369	46,761
005420	Auto Mechanic II	910	02	42,371	51,639

Classification Listing

Job Code	Classification Title	Grade	Bargaining Unit	Annual Salary Range	
				Min Annual	Max Annual
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	46,688	56,900
092822	Board Representative II	633	19	51,357	62,591
092832	Board Representative III	682	19	62,882	76,636
078100	Budget Officer	775	19	79,835	97,297
080600	Budget Technician	114	21	49,442	60,257
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	90,543	110,348
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	58,215	70,949
084300	Business Services Program Mgr	119	19	76,985	93,824
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	805	19	90,555	135,368
083930	Capital Projects Coord III	432	19	88,631	108,018
083910	Capital Projects Coordinator I	610	19	72,973	88,935
083920	Capital Projects CoordinatorII	127	19	80,887	98,580
090200	Certified Occup Therapist Asst	741	06	48,354	58,931
006600	Chief Accountant	255	19	81,597	99,445
006700	Chief Accountant-Prperty Taxes	400	19	86,874	105,876
089500	Chief Accountant-Treasury	400	19	86,874	105,876
006800	Chief Appraiser	255	19	81,597	99,445
006900	Chief Assessment Clerk	741	07	48,354	58,931
007000	Chief Auditor-Appraiser	255	19	81,597	99,445
007102	Chief Clerk, Brd of Supvs	709	19	74,569	90,880
007200	Chief Clinical Lab Technologist	225	07	83,197	101,395
007300	Chief Deputy Clk-Recorder	898	19	68,868	83,932
007422	Chief Deputy Co Cnsl-CPS	B02	20	120,327	180,492
007432	Chief Deputy Co Cnsl-Land/Jus	B02	20	120,327	180,492
007462	Chief Deputy Co Cnsl-Litigate	B02	20	120,327	180,492
007442	Chief Deputy Co Cnsl-Pers	B02	20	120,327	180,492
007452	Chief Deputy Co Cnsl-Schools	B02	20	120,327	180,492
033402	Chief Deputy District Attorney	B02	11	120,327	180,492
015200	Chief Deputy Public Defender	B02	20	120,327	180,492
091030	Chief Deputy Public Guardian	625	07	56,513	68,876
081000	Chief Engineer	B04	19	98,843	148,260

Classification Listing

Job Code	Classification Title	Grade	Bargaining Unit	Annual Salary Range	
				Min Annual	Max Annual
023300	Chief Environmental Planner	530	20	90,543	110,348
026202	Chief Financial Reprtn&Audit	582	19	90,200	109,930
007700	Chief Internal Auditor	768	19	85,677	104,417
007800	Chief Investigator-Dist Atty	259	19	113,758	138,641
074300	Chief Investigator-Pub Def	978	19	95,241	116,073
090500	Chief Planner	609	20	90,543	110,348
007902	Chief Probation Officer	801	10	154,706	232,027
042800	Chief Records Clerk	103	07	45,977	56,033
008000	Chief Revenue Officer	400	19	86,874	105,876
097400	Chief of Accounting Systems	400	19	86,874	105,876
004702	Chief of Staff Board of Supvs	709	19	74,569	90,880
008200	Child Interview Specialist	182	04	39,149	47,712
059700	Child Supp Community Liaison	930	19	50,713	61,806
059701	Child Supp Community Liaison-B	181	19	53,247	64,894
078602	Child Support Services Directo	802	10	120,327	180,492
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	69,522	84,729
001500	Child Wel Svs Stat Resrch Anl	728	19	67,791	82,619
081900	Child Welf Svs Family Advocate	251	19	87,469	106,601
099300	Child Welfare Service Mgr	251	19	87,469	106,601
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	28,416	34,632
058511	Civil Office Assistant I-B	981	21	29,317	35,730
058520	Civil Office Assistant II	661	21	30,833	37,577
058521	Civil Office Assistant II-B	982	21	32,375	39,457
058530	Civil Office Assistant III	665	21	34,042	41,488
058531	Civil Office Assistant III-B	983	21	35,745	43,563
058400	Civil Office Assistnt-Supv	485	21	41,107	50,098
075300	Claims Supervisor	790	07	56,024	68,279
075405	Clerk to the Grand Jury	658	21	28,416	34,632
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	52,722	64,254
071101	Client Advocate-B	921	19	55,358	67,466
011400	Clinic Coordinator	662	07	56,296	68,609
009410	Clinic Manager I	241	19	71,004	86,535
009420	Clinic Manager II	775	19	79,835	97,297
099302	Clinic Operations Manager	805	19	90,555	135,368
099310	Clinic Service Manager	251	19	87,469	106,601
009510	Clinical Lab Technologist I	134	06	67,490	82,253
009520	Clinical Lab Technologist II	639	06	70,926	86,441

Classification Listing

Job Code	Classification Title	Grade	Bargaining Unit	Annual Salary Range	
				Min Annual	Max Annual
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	189	06	42,182	51,408
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	79,835	97,297
023310	Community Outreach Specialist	417	19	46,530	56,708
095700	Community Program Specialist	189	07	42,182	51,408
016200	Compliance Specialist	921	19	55,358	67,466
016220	Compliance Specialist - Lead	101	19	59,230	72,186
011510	Computer Svs Technician I	152	03	29,796	36,313
011520	Computer Svs Technician II	162	03	32,894	40,090
012320	Concrete FinisherMaintWrkr II	327	02	35,433	43,183
012330	Concrete FinisherMaintWrkr III	852	02	38,973	47,498
012340	Concrete FinisherMaintWrkr IV	329	02	42,623	51,947
012310	Concrete FinisherMaintWrkr1	325	02	31,150	37,963
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
075610	Contact Tracer	845	04	33,741	41,120
012010	Cook I	810	02	27,656	33,705
012020	Cook II	820	02	30,544	37,226
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	154,706	232,027
012302	County Assessor/Clerk-Recorder	B02	40	120,327	180,492
012502	County Counsel	B01	10	154,706	232,027
074815	County Financial Tc I-Payroll	906	21	31,072	37,869
074825	County Financial Tc II-Payroll	907	21	34,257	41,750
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	120,327	180,492
058100	County Museum Curator	976	07	45,175	55,056
006162	County Surveyor	B04	19	98,843	148,260
083800	Crime Systems Specialist I	336	03	52,717	64,248
083820	Crime Systems Specialist II	437	03	59,448	72,451

Classification Listing

Job Code	Classification Title	Grade	Bargaining Unit	Annual Salary Range	
				Min Annual	Max Annual
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	79,835	97,297
041800	Custodial Services Manager	B06	19	85,948	128,921
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	72,287	88,098
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
077102	Dep HHS Dir Ment Hlth Clin Svs	B04	11	98,843	148,260
072232	Dep HHS Dir Mental Health	B03	11	111,921	167,600
072222	Dep HHS Dir- Public Health Ops	B03	11	111,921	167,600
081800	Dep HHS Dir-PH Nursing&PrevSrv	B03	11	111,921	167,600
099002	Dep Workforce Dev Director	B06	11	85,948	128,921
016102	DepAsst RMA Dir-Public Works	B03	19	111,921	167,600
000650	Department Secretary	423	21	44,465	54,191
000651	Department Secretary B	421	21	46,688	56,900
014500	Deputy Ag Commissioner/Sealer	422	19	68,418	83,383
003102	Deputy Chief Probation Officer	B05	11	90,555	135,368
014800	Deputy Clerk I-Brd of Supvs	667	21	40,170	48,957
014820	Deputy Clerk II-Brd of Supvs	423	21	44,465	54,191
014830	Deputy Clerk III - Brd of Supv	547	21	52,326	63,771
080602	Deputy County Admin Officer	B04	19	98,843	148,260
070602	Deputy County Librarian	B06	11	85,948	128,921
005102	Deputy County Surveyor	575	19	72,665	88,559
002900	Deputy Elections Supervisor	515	07	51,125	62,308
075202	Deputy Executive Director TCAG	B04	11	98,843	148,260
062902	Deputy HHS Dir Adult Srvs/PG	B03	11	111,921	167,600
060802	Deputy HHS Dir Human Rsources	B03	11	111,921	167,600
048902	Deputy HHS Dir-AdminPrograms	B04	11	98,843	148,260
072302	Deputy HHS Dir-Child Welf Svc	B03	11	111,921	167,600
087602	Deputy HHS Dir-TulareWorks	B04	11	98,843	148,260
021102	Deputy HHS Director Env Health	B03	11	111,921	167,600
074700	Detention Svs Officer-Prob	719	12	33,460	40,779
015400	Detention Svs Officer-Sher	162	03	32,894	40,090
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	120,327	180,492
003902	Dir of Human Services-HHSA	B02	11	120,327	180,492
072102	Dir of Mental Health-HHSA	B02	11	120,327	180,492

Classification Listing

Job Code	Classification Title	Grade	Bargaining Unit	Annual Salary Range	
				Min Annual	Max Annual
072002	Dir of Public Health	B02	11	120,327	180,492
001602	DirCapitalProjects&Facilities	B02	10	120,327	180,492
096302	Director of Staff Services	B04	11	98,843	148,260
016300	Director,Public Health Lab	988	19	135,974	165,716
001502	Director-Solid Waste	B04	10	98,843	148,260
016402	District Attorney	B01	40	154,706	232,027
097002	Div Mgr HHS - Animal Services	B06	19	85,948	128,921
062302	Div Mgr HHS Child Welfare Svs	B05	19	90,555	135,368
083502	Div Mgr HHS Clinical Services	B04	19	98,843	148,260
061902	Div Mgr HHS Dir Environ Health	B04	19	98,843	148,260
061002	Div Mgr HHS Fiscal Operations	B05	19	90,555	135,368
061602	Div Mgr HHS Human Resources	B05	19	90,555	135,368
004302	Div Mgr HHS Integrated Service	B04	19	98,843	148,260
023200	Div Mgr HHS Mental Health	B04	19	98,843	148,260
072702	Div Mgr HHS PubHlthNrs PrevSvs	B04	19	98,843	148,260
094602	Div Mgr HHS TulareWorks	B05	19	90,555	135,368
016802	Div Mgr HHS-Self Sufficiency	B05	19	90,555	135,368
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	85,948	128,921
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	81,597	99,445
085200	Elections Program Coordinator	133	19	64,057	78,068
019400	Elections Technical Analyst	525	01	42,181	51,407
069600	Electronic Health Rec Spc,Supv	414	19	77,199	94,085
069400	Electronic Health Records Mgr	105	19	91,928	112,035
069500	Electronic Health Records Spec	728	19	67,791	82,619
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	67,569	82,349
078500	Employment Connection Site Crd	221	19	58,215	70,949
019500	Emplyee/Employer Benef&Well Mgr	414	19	77,199	94,085
087902	Emplyee/Employer Relations Offi	461	19	86,475	105,390
087910	Emplyee/Employer RelationsSpec1	777	19	72,287	88,098
087920	Emplyee/Employer RelationsSpec2	414	19	77,199	94,085
033400	Emplyee/Employer Res & Devl Sup	928	19	77,200	94,086
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	100,083	121,975
020410	Engineering Aide	163	03	33,222	40,488

Classification Listing

Job Code	Classification Title	Grade	Bargaining Unit	Annual Salary Range	
				Min Annual	Max Annual
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	67,791	82,619
021000	Environmental Quality Coordntr	243	19	73,824	89,972
091700	Environmental Quality Spec	219	03	46,549	56,731
021100	Environmental Quality Technicn	742	03	44,265	53,947
099800	Epidemiologist	728	19	67,791	82,619
097700	Epidemiologist, Senior	414	19	77,199	94,085
030402	Exec Dir-SanJoaqWaterInfraAuth	804	11	98,843	148,260
029100	Executive Assistant to BOS	778	21	64,057	78,068
029400	Executive Assitant to CAO	778	21	64,057	78,068
097102	Executive Director TCAG	802	10	120,327	180,492
092712	Extra Help Land Surveyor I	638	00	63,263	77,102
091202	Extra Help Road Use Inspector	740	00	44,656	54,423
096202	Extra Help Transit Coordinator	753	00	56,134	68,411
005820	Facilites Specialist II	610	19	72,973	88,935
005802	Facilities Mgr	806	19	85,948	128,921
005810	Facilities Specialist I	621	19	66,809	81,422
082400	Facility Attendant	827	02	30,546	37,228
099320	Family Advocate Mgr	251	19	87,469	106,601
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	64,877	79,067
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	83,057	101,224
093300	Fire Captain	700	23	69,325	84,489
093303	Fire Captain-Admin	715	23	77,138	94,009
089702	Fire Chief	802	10	120,327	180,492
090402	Fire Division Chief	291	19	113,758	138,641
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	86,874	105,876
058000	Fleet Services Supervisor	205	07	49,439	60,253
022600	Fleet Svs Superintendent	692	19	66,632	81,206
005900	Fleet Svs Technician	850	02	36,510	44,495
022700	Food & Laundry Svs Manager	192	07	43,455	52,960
088222	Gen Svs Agency Deputy Director	B04	11	98,843	148,260
088122	General Svs Agency Director	B02	10	120,327	180,492
027000	GeneralServicesManager	B05	19	90,555	135,368
023000	Geographic Information Sys Crd	238	19	68,923	83,998
087500	Grants Specialist I	935	19	64,182	78,220
087520	Grants Specialist II	679	19	68,637	83,650
087530	Grants Specialist III	786	19	75,497	92,011
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	82,739	100,837
073100	HHS Clinical Supv Nursing	266	19	89,759	109,392
073202	HHS County Health Officer	788	20	263,489	321,122
023702	HHS Director	B01	10	154,706	232,027
073322	HHS Dpty County Health Officer	707	19	223,966	272,954
001600	HHS Human Resources Manager	256	19	86,534	105,462
073222	HHS Medical Director-MH	788	20	263,489	321,122
073212	HHS Medical Director-Prim Care	788	20	263,489	321,122
071510	HHS Unit Manager	728	19	67,791	82,619
071540	HHS Unit Manager I-CalWorks	728	19	67,791	82,619
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&Proprty Spec	935	19	64,182	78,220
082200	HHSA Logistics Manager	400	19	86,874	105,876
086700	HHSA Storage Facility Supv	183	07	39,741	48,434
006100	HR Info Sys Supervisor	577	19	67,569	82,349
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	79,835	97,297
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	430	07	48,833	59,514
024640	Heavy Equip Mechanic IV	996	07	53,076	64,684
090600	Heavy Equipment Superintendent	692	19	66,632	81,206
090700	Heavy Equipment Supervisor	622	07	49,245	60,016
026302	HomelessInitiativesProgCoordin	B05	19	90,555	135,368
034302	Human Resources Depty Director	B05	11	90,555	135,368
060400	Human Resources Director	B02	10	120,327	180,492
002040	Human Resources Manager	B06	19	85,948	128,921

Classification Listing

Job Code	Classification Title	Grade	Bargaining Unit	Annual Salary Range	
				Min Annual	Max Annual
001400	Human Resources Manager-RMA	400	19	86,874	105,876
093110	Human Resources Specialist I	115	19	36,898	44,969
093120	Human Resources Specialist II	732	19	42,696	52,035
093130	Human Resources Specialist III	893	19	47,818	58,278
082810	Human Resources Technician I	115	19	36,898	44,969
082820	Human Resources Technician II	732	19	42,696	52,035
077502	ICT Assistant Director	B05	11	90,555	135,368
087800	IHSS Program Coordinator	415	07	44,782	54,577
087810	IHSS Program Specialist I	234	07	53,758	65,517
087820	IHSS Program Specialist II	101	19	61,008	74,352
IHS102	IHSS Public Authority Director	728	10	67,791	82,619
015907	IT Bus Intell Devlpr Supv	255	19	81,597	99,445
015920	IT Business Intell Develpr II	227	07	61,495	74,947
015910	IT Business Intell Devlpr I	287	07	55,688	67,869
015930	IT Business Intell Devlpr III	764	19	76,163	92,822
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	63,176	76,995
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	90,555	135,368
085500	IT Desktop Tech Supervisor	344	19	64,450	78,547
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	111,921	167,600
096402	IT Division Manager	B05	11	90,555	135,368
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	82,512	100,560
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	68,923	83,998
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	87,469	106,601
041602	IT Manager OrgChangeMgt	251	19	87,469	106,601
096910	IT Network Administrator I	312	07	63,485	77,371
096920	IT Network Administrator II	313	07	73,753	89,885

Classification Listing

Job Code	Classification Title	Grade	Bargaining Unit	Annual Salary Range	
				Min Annual	Max Annual
096930	IT Network Administrator III	318	19	82,512	100,560
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	76,163	92,822
075622	IT Programmer Analyst II	772	19	82,813	100,927
075632	IT Programmer Analyst III	251	19	87,469	106,601
015102	IT Project Manager - DA	251	19	87,469	106,601
013510	IT Project Manager I	310	19	63,176	76,995
013520	IT Project Manager II	777	19	72,287	88,098
013530	IT Project Manager III	251	19	87,469	106,601
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
098410	IT Security Administrator I	312	07	63,485	77,371
098420	IT Security Administrator II	106	19	75,974	92,592
098500	IT Senior Systems Programmer	772	19	82,813	100,927
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	63,176	76,995
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	82,512	100,560
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	76,163	92,822
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	74,570	90,881
069200	Inmate Programs Specialist	603	03	35,612	43,401
078202	Inpatient Clinical Supervisor	105	20	91,928	112,035
093900	Investigative Auditor	783	03	57,044	69,519
093920	Investigative Auditor II	782	20	64,886	79,079
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

Classification Listing

Job Code	Classification Title	Grade	Bargaining Unit	Annual Salary Range	
				Min Annual	Max Annual
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	73,387	89,439
097202	LAFCO Executive Director	803	00	111,921	167,600
008302	LAFCO Executive Officer	806	19	85,948	128,921
027210	Laboratory Assistant I	126	06	27,581	33,613
027220	Laboratory Assistant II	721	06	29,519	35,976
027230	Laboratory Assistant III	743	06	32,471	39,573
027202	Laboratory Support Supervisor	545	07	43,397	52,889
040200	Lacatation Coordinator	285	06	62,164	75,761
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
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	100,083	121,975
094510	Landfill Technician I	740	03	44,656	54,423
094520	Landfill Technician II	201	03	50,298	61,299
094530	Landfill Technician III	753	07	56,134	68,411
058600	Laundry Technician	832	02	31,467	38,349
004900	Law Clerk	733	03	43,321	52,797
027402	Law Library Director	F07	10	63,579	63,579
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	33,858	41,264
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	49,810	60,705
027901	Legal Office Manager -Civil -B	685	21	54,249	66,115
028100	Legal Secretary I	667	21	40,170	48,957
028200	Legal Secretary II	668	21	42,314	51,569
028300	Legal Secretary III	423	21	44,465	54,191
074900	Legal Support Srvs Specialist	934	21	51,525	62,795
028610	Librarian I	648	03	40,513	49,374

Classification Listing

Job Code	Classification Title	Grade	Bargaining Unit	Annual Salary Range	
				Min Annual	Max Annual
028620	Librarian II	196	03	46,093	56,175
028730	Librarian III	208	07	50,933	62,073
028740	Librarian IV	352	19	61,506	74,960
028750	Librarian V	236	19	67,569	82,349
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	64,182	78,220
091510	Library Svs Specialist I	136	03	40,513	49,374
091520	Library Svs Specialist II	196	03	46,093	56,175
091530	Library Svs Specialist III	232	03	51,921	63,278
002407	MH Clinic Administrator	520	19	90,035	109,729
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	52,721	64,253
071820	Media Specialist II	446	19	59,362	72,347
071830	Media Specialist III	694	19	64,877	79,067
085210	Medical Assistant I	155	06	30,108	36,693
085220	Medical Assistant II	168	06	34,247	41,737
013500	Medical Billing Manager	775	19	79,835	97,297
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
042400	Medical Office Assitant, Supv	878	07	39,520	48,163
094302	Medical Section Chief-OB/GYN	727	16	263,475	321,106
094402	Medical Section Chief-Pedtrc	735	16	182,030	221,846
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	87,469	106,601
001900	Mental Health Specialist	101	19	61,008	74,352
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	79,835	97,297
032210	Milk Technician I	698	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

Classification Listing

Job Code	Classification Title	Grade	Bargaining Unit	Annual Salary Range	
				Min Annual	Max Annual
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	93,916	114,458
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
032930	Nutrition Assistant III	653	06	34,116	41,579
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	28,416	34,632
033324	Office Assistant II-K-B	659	21	29,318	35,731
033330	Office Assistant III	822	01	29,773	36,287
033333	Office Assistant III-K	661	21	30,833	37,577
033334	Office Assistant III-K-B	663	21	32,376	39,458
033340	Office Assistant IV	276	01	32,747	39,910
033343	Office Assistant IV-K	280	21	33,917	41,336
082300	Office Assistant,Supv	281	07	34,117	41,578
095502	Office of Emergency Svs Mgr	256	19	86,534	105,462
095920	Office of Emergency Svs Spc II	709	19	74,569	90,880
095900	Office of Emergency Svs Spec 1	728	19	67,791	82,619
074910	Paralegal I	729	03	39,293	47,889
074913	Paralegal I-K	731	21	41,860	51,016
074914	Paralegal I-K-B	979	21	43,950	53,563
074920	Paralegal II	730	03	41,257	50,282
074923	Paralegal II-K	734	21	43,952	53,566
074924	Paralegal II-K-B	980	21	46,152	56,247
074933	Paralegal III K	980	21	46,152	56,247
074934	Paralegal III K B	323	21	48,458	59,057
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	85,948	128,921
026500	Parts & Inventory Specialist	850	02	36,510	44,495
034110	Patient Accounts Rep I	145	01	28,615	34,874

Classification Listing

Job Code	Classification Title	Grade	Bargaining Unit	Annual Salary Range	
				Min Annual	Max Annual
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	66,126	80,590
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	64,293	78,356
050320	Personnel Services Officer II	241	19	71,004	86,535
050330	Personnel Services Officer III	411	19	74,569	90,880
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	129,307	157,590
034912	Physician-General Surgeon	321	16	153,111	186,602
034922	Physician-OB/GYN	366	16	264,077	321,839
034932	Physician-Ortho Surgeon	326	16	160,913	196,110
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	77,576	94,544
092320	Planner-Associate Regional	419	03	67,059	81,728
092334	Planner-Principal Regional	634	20	88,137	107,415
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	806	20	85,948	128,921
071600	Prevention Program Supervisor	221	19	58,215	70,949
035410	Prevention Svs Coordinator I	676	19	49,186	59,944
035420	Prevention Svs Coordinator II	683	19	55,400	67,518
035421	Prevention Svs Coordinatr II-B	919	19	58,171	70,895
034822	Primary Care Practitioner	319	16	165,484	201,681
034825	Primary Care Practitioner T	320	16	187,806	228,885
026200	Principal Accountant Auditor	580	19	71,565	87,219
084210	Print and Mail Operator I	137	01	27,581	33,613
084220	Print and Mail Operator II	699	01	28,900	35,222
083100	Print and Mail Svs Manager	806	19	85,948	128,921
086500	Print and Mail Svs Supervisor	189	07	42,182	51,408
098310	Probation Admin Specialist I	728	19	65,816	80,213
098320	Probation Admin Specialist II	709	19	72,397	88,233
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

Classification Listing

Job Code	Classification Title	Grade	Bargaining Unit	Annual Salary Range	
				Min Annual	Max Annual
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	80,270	97,828
035900	Probation Institution Supv	674	09	57,849	70,503
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	69,224	84,365
002100	Probation Program Specialist	603	03	35,612	43,401
099600	Probation Program Spec Supv	442	07	48,691	59,342
018600	Probation Statistical Analyst	728	19	67,791	82,619
036200	Probation Technician	174	03	37,050	45,155
026600	Probation Voc Edu Instructor	213	02	54,057	65,881
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	67,791	82,619
081700	Program Manager Child Support	728	19	67,791	82,619
036800	Program Manager Mental Health	728	19	67,791	82,619
049300	Program Mgr, District Attorney	220	19	62,048	75,620
083400	Program Specialist - CalWorks	234	07	53,758	65,517
083420	Program Specialist II-Calwrk	101	19	61,008	74,352
076502	Property Manager	806	19	85,948	128,921
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	64,293	78,356
076540	Property Specialist, Supv	109	19	73,893	90,056
095800	Prosecution Assistant	342	03	45,148	55,024
099330	Psychiatric Emergency Svs Mgr	251	19	87,469	106,601
037312	Psychiatrist I	332	16	186,482	227,272
037322	Psychiatrist II	714	16	195,357	238,088
037309	Psychiatrist-Per Diem	104	00	159,129	193,936
037412	Psychologist I	257	20	83,234	101,440
037422	Psychologist II	262	20	87,474	106,608
058202	Psychologist-Lead	272	20	96,614	117,747
080800	PubDefInvestigatorAssistant	535	03	39,292	47,888
019900	PubHealth Emergency Prep Mgr	256	19	86,534	105,462
037502	Public Defender	801	10	154,706	232,027
037610	Public Defender Intervwr I	814	03	34,211	41,693

Classification Listing

Job Code	Classification Title	Grade	Bargaining Unit	Annual Salary Range	
				Min Annual	Max Annual
037720	Public Defender Intervwr II	176	03	37,795	46,061
037600	Public Defender Intervwr Trne	150	03	29,212	35,600
080880	PD Mitigation Specialist	749	20	77,757	94,643
091010	Public Guardian-Deputy I	677	04	45,435	55,373
091020	Public Guardian-Deputy II	876	04	51,181	62,376
090902	Public Guardian/Conservator	805	19	90,555	135,368
001700	Public Health Lab Manager	141	19	93,916	114,458
081200	Public Health Manager	266	19	89,759	109,392
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	69,522	84,729
077600	Public Health Prog Coordinator	662	07	56,296	68,609
051000	Purchasing Manager	806	19	85,948	128,921
038700	Recruiter Assistant	180	07	38,574	47,012
038703	Recruiter Assistant - K	122	21	39,735	48,426
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	75,399	91,891
039400	Refuse Site Supervisor	867	07	64,179	78,218
059202	Registrar of Voters	803	10	111,921	167,600
026000	Regulatory Compliance Spec	712	02	46,093	56,174
040000	Research Assistant-Law Library	349	21	39,242	47,825
039802	Resource Mgmt Agency Director	801	10	154,706	232,027
040102	Retirement Administrator	801	10	154,706	232,027
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	62,965	76,737
084400	Risk Management Technician I	732	19	42,696	52,035
084420	Risk Management Technician II	676	19	49,186	59,944
040602	Risk Manager	806	11	85,948	128,921
040802	Road Superintendent	692	19	66,632	81,206
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	61,008	74,352
000610	Secretary I	666	21	38,313	46,693
000611	Secretary I-B	920	21	40,229	49,028
000620	Secretary II	667	21	40,170	48,957
000630	Secretary III	668	21	42,314	51,569
086810	Self Suffcncy Support Asst I	143	01	28,053	34,189

Classification Listing

Job Code	Classification Title	Grade	Bargaining Unit	Annual Salary Range	
				Min Annual	Max Annual
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	80,887	98,580
085900	Senior Nutrition Service Supv	655	07	48,951	59,658
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	51,937	63,298
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	74,570	90,881
043402	Sheriff-Coroner	801	40	154,706	232,027
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	67,791	82,619
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	51,687	62,993
044800	Solid Waste Environ Coord	243	19	73,824	89,972
071400	Solid Waste Environmental Supv	935	19	64,182	78,220

Classification Listing

Job Code	Classification Title	Grade	Bargaining Unit	Annual Salary Range	
				Min Annual	Max Annual
044500	Solid Waste Manager	600	19	86,875	105,878
004700	Solid Waste Sustain Prg Coord	694	19	64,877	79,067
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	118,294	118,294
044902	Supervisor, BOS-District #2	F19	50	118,294	118,294
045002	Supervisor, BOS-District #3	F19	50	118,294	118,294
045102	Supervisor, BOS-District #4	F19	50	118,294	118,294
045202	Supervisor, BOS-District #5	F19	50	118,294	118,294
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
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	39,982	48,727
081510	TCAG Administrative Clerk I	795	21	39,982	48,727
081520	TCAG Administrative Clerk II	132	21	43,979	53,599
083310	TCAG Analyst I	705	19	49,047	59,775
083320	TCAG Analyst II	921	19	55,358	67,466
083330	TCAG Analyst III	706	19	61,008	74,352
083302	TCAG Finance Director	322	19	91,217	111,169
089902	TCRTA Executive Director	803	10	111,921	167,600
047300	Tax Collections Supervisor	601	07	56,163	68,447
009700	Tax Collector Division Manager	400	19	86,874	105,876
047700	Therapist Aide	155	06	30,108	36,693
059400	Therapist,Recreational	182	04	39,149	47,712
081300	Therapist,Supervising	127	19	80,887	98,580
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	93,769	114,280
039900	Traffic Cntrl Superintendent	692	19	66,632	81,206
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

Classification Listing

Job Code	Classification Title	Grade	Bargaining Unit	Annual Salary Range	
				Min Annual	Max Annual
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	66,632	81,206
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	73,202	89,214
048300	Tree Maintenance Specialist	847	02	35,794	43,623
074000	TulareWORKSsFamilyAdvocate	101	19	61,008	74,352
010400	TulareWORKSsStatisticalAnalys	728	19	67,791	82,619
048402	Undersheriff	B02	11	120,327	180,492
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
038202	Veterinarian	B04	20	98,843	148,260
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
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	98,843	148,260
049700	Welder-Mechanic	871	02	43,651	53,199
099340	Wellness & recovery Mgr	251	19	87,469	106,601
079400	Workforce Dev Analyst	221	19	58,215	70,949
079302	Workforce Dev Executive Dir	B02	10	120,327	180,492
092600	Workforce Dev Program Coord	935	19	64,182	78,220
086400	Workforce Services program Mgr	119	19	76,985	93,824

Page Intentionally Left Blank



COUNTY OF TULARE

BUDGET SCHEDULE FY 2021/22

KEY DATES

- ◆ 4/14 WBS OPEN
- ◆ 6/10 WBS CLOSE
- ◆ 9/14 BUDGET HEARING

March 24	Web Budget System Training
April 1	Budget Kick-Off Meeting
April 9	<ul style="list-style-type: none"> ◆ All personnel Changes/Actions must be entered into Enterprise System ◆ ISF and COWCAP charges entered into Web Budget System ◆ Budget Narratives sent to Departments
April 14	<ul style="list-style-type: none"> ◆ Labor Forecast entered in Web Budget System ◆ Web Budget System open for Department's use
April 23	Labor Forecast Verification Due
May 3	Department Target Allocations Distributed
June 10	<ul style="list-style-type: none"> ◆ Personnel Actions Developed and Completed in Web Budget System ◆ Close the Web Budget System ◆ Department Narratives Due
August 4	Department Head Disagreement Letter Due
August 2-4	Rebalance Budgets as a result of Final Fund Balances
September 14	Final Budget Hearings
September 17	Adopted Budget Rolled into County Financial System
December 1	Adopted Budget Book to State of California

Page Intentionally Left Blank

Budget Book Format

This year marks the nineteenth 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 2020/21 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 2020/21 organized by strategic initiative with year-end results; other accomplishments for FY 2020/21; key goals and objectives for FY 2021/22, 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 Administrative 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. 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

Budget Construction & Legal Requirements

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.

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 2021/22 Budget Hearings will commence Tuesday, September 14, 2021, 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:

Budget Construction & Legal Requirements

- 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.
- 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.

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.

Budget Glossary

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.

Current Liabilities

Liabilities which are payable within one year.

CWS

Child Welfare Services.

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.

Budget Glossary

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 classification's series. However, there may be limitations placed on the number of positions that can be filled at any 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 as 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.

Budget Glossary

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 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.

Budget Glossary

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.

Budget Glossary

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.

Budget Glossary

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.