



### **Plan Summary**

The Strategic Financial Plan Summary provides a high level overview of the forecasted sources and uses of funding to support general County operations and obligations. Sources of funding include Fund Balance Unassigned and General Purpose Revenues (discussed in detail in the General Purpose Revenue Forecast section of this document). Fund Balance Unassigned is assumed to be zero across the projected five years of the Plan.

The Planned Use of Reserves portion of the summary indicates reserve draws for previously approved priorities and projects, for which funds were previously placed for future use. Reserves are typically utilized for one-time needs.

Net County Cost (NCC) Limits are established at the beginning of the Strategic Financial Plan process and are set for ongoing baseline operations (current levels of service). NCC Limit growth is assumed to be 0% for FY 2018-19 and 1% for each of the following Plan years.

The reported variance is the result of Total General Purpose Revenue (GPR) plus any draws from reserves and less the NCC Limits and restoration requests from departments. Restore Level of Service Requests are submitted by departments when the assigned NCC Limit is insufficient to maintain current service levels. The NCC Limits plus restore level of service requests represent the funding required to keep current operations and staffing.

The variance, inclusive of restore level of service requests, demonstrates either overages or shortfalls in funding availability for departmental operations.

Expand level of service requests include additions of new positions or programs, or higher service levels with funding requirements of less than \$1 million in any one year of the Plan. Strategic Priority funding requests are for major initiatives, both programmatic and infrastructure related, not currently addressed in the baseline operations of the County departments, or which have high community awareness, and exceed \$1 million in any one year of the Plan. Further detail can be found in the Strategic Priorities section of this Plan.

**2017 STRATEGIC FINANCIAL PLAN SUMMARY**  
**Forecasted Sources and Uses**

	Final FY 2016-17	Adopted FY 2017-18	Projected FY 2017-18	FY 2018-19
<b>SOURCES (\$ Millions)</b>				
<b>Fund Balance Unassigned (FBU)</b>	53.8	0.0	0.0	0.0
<b>General Purpose Revenues (GPR)</b>				
Property Taxes (+4.5%, +3.5%, +3.0%, +3.0%, +3.0%)	693.9	711.8	728.8	759.5
Sales & Other Taxes (2%, 0%, 0%, 1%, 2%)	10.3	10.7	10.2	10.4
Motor Vehicle License Fees	1.2	1.2	1.2	1.2
Property Tax Administration	17.1	21.4	22.4	22.6
Franchises and Rents	2.6	2.7	2.7	2.7
Interest (1.08%, 1.08%, 1.08%, 1.08%, 1.08%)	5.9	4.6	6.2	6.3
Miscellaneous	3.7	3.4	3.6	1.9
<b>Subtotal - GPR before Transfers In</b>	<b>734.6</b>	<b>755.7</b>	<b>775.1</b>	<b>804.4</b>
Transfers In	1.1	39.2	19.8	0.0
<b>Total GPR (excluding FBU/Use of Reserves)</b>	<b>735.8</b>	<b>794.9</b>	<b>794.9</b>	<b>804.4</b>
<b>Planned Use of Reserves</b>				
Reserve for Maintenance & Construction (9743)	3.8	0.0	0.0	0.0
Reserve for Capital Projects (9744)	2.0	2.0	2.0	2.0
<b>Total Planned Use of Reserves</b>	<b>5.8</b>	<b>2.0</b>	<b>2.0</b>	<b>2.0</b>
<b>GRAND TOTAL - SOURCES</b>	<b>741.6</b>	<b>796.9</b>	<b>796.9</b>	<b>806.4</b>
<b>USES (\$ Millions)</b>				
<b>NCC Limits [0%, 1%, 1%, 1%, 1%]</b>	<b>723.5</b>	<b>796.9</b>	<b>796.9</b>	<b>765.0</b>
Restore Level of Service Requests				72.1
<b>NCC Limits Plus Restore Level of Service</b>				<b>837.1</b>
<i>Variance Including Restore Requests</i>				(30.7)
<i>Cumulative Variance</i>				(30.7)
Expand Level of Service Requests				3.3
Strategic Priority Requests				44.7
<b>Total Restore, Expand &amp; Strategic Priority Requests</b>				<b>120.1</b>

**Note:** NCC Limits in FYs 2021-22 and 2022-23 have been adjusted from the original amounts by a projected \$2.8 million payment in each year to be made by participating cities for the new Animal Care Center.

**2017 STRATEGIC FINANCIAL PLAN SUMMARY**  
**Forecasted Sources and Uses**

FIVE-YEAR FORECAST				
FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	
				<b>SOURCES (\$ Millions)</b>
0.0	0.0	0.0	0.0	<b>Fund Balance Unassigned (FBU)</b>
				<b>General Purpose Revenues (GPR)</b>
784.3	806.7	829.9	853.7	Property Taxes (+4.5%, +3.5%, +3.0%, +3.0%, +3.0%)
10.4	10.4	10.5	10.6	Sales & Other Taxes (2%, 0%, 0%, 1%, 2%)
1.2	1.2	1.2	1.2	Motor Vehicle License Fees
23.5	24.0	24.6	25.4	Property Tax Administration
2.7	2.7	2.7	2.7	Franchises and Rents
6.3	6.4	6.5	6.5	Interest (1.08%, 1.08%, 1.08%, 1.08%, 1.08%)
1.8	1.8	1.8	1.8	Miscellaneous
<b>830.1</b>	<b>853.2</b>	<b>877.0</b>	<b>901.8</b>	<b>Subtotal - GPR before Transfers In</b>
0.0	0.0	0.0	0.0	Transfers In
<b>830.1</b>	<b>853.2</b>	<b>877.0</b>	<b>901.8</b>	<b>Total GPR (excluding FBU/Use of Reserves)</b>
				<b>Planned Use of Reserves</b>
0.0	0.0	0.0	0.0	Reserve for Maintenance & Construction (9743)
14.3	1.3	0.0	0.0	Reserve for Capital Projects (9744)
<b>14.3</b>	<b>1.3</b>	<b>0.0</b>	<b>0.0</b>	<b>Total Planned Use of Reserves</b>
<b>844.4</b>	<b>854.5</b>	<b>877.0</b>	<b>901.8</b>	<b>GRAND TOTAL - SOURCES</b>
				<b>USES (\$ Millions)</b>
<b>730.0</b>	<b>725.7</b>	<b>734.3</b>	<b>737.3</b>	<b>NCC Limits [0%, 1%, 1%, 1%, 1%]</b>
97.4	157.8	195.5	227.8	Restore Level of Service Requests
<b>827.4</b>	<b>883.5</b>	<b>929.8</b>	<b>965.1</b>	<b>NCC Limits Plus Restore Level of Service</b>
17.0	(29.0)	(52.8)	(63.3)	Variance Including Restore Requests
(13.7)	(42.7)	(95.5)	(158.7)	Cumulative Variance
2.8	2.8	2.9	3.4	Expand Level of Service Requests
34.0	107.2	100.3	97.2	Strategic Priority Requests
<b>134.2</b>	<b>267.8</b>	<b>298.7</b>	<b>328.4</b>	<b>Total Restore, Expand &amp; Strategic Priority Requests</b>