



## **Plan Summary**

The Strategic Financial Plan Summary provides a high-level overview of forecasted sources and uses of funding supporting 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). The Fund Balance Unassigned projection is zero in each of the 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 set aside for future use. Typical use of Reserves is for one-time needs, such as large, multi-year capital projects. The Planned Increases to Reserves section of the summary indicates increases to reserves anticipated over the five Plan years.

Net County Cost (NCC) Limits, established at the beginning of the Strategic Financial Plan process, are set for ongoing baseline operations (current levels of service). NCC Limit growth is 0% for all five Plan years (FY 2020-21 through FY 2024-25) and increases will be strategically allocated based on need and the County's priorities, rather than as a percentage of base limits.

The reported variance is the result of total General Purpose Revenue (GPR) including transfers in plus draws from reserves and minus the NCC Limits; restoration requests from departments and increases to reserves needed to maintain the County's Budget Stabilization Reserve at the Government Finance Officers Association (GFOA) recommended level of two months of General Fund operating revenue in each of the five Plan years. Departments submit Restore Level of Service Requests when the assigned NCC Limit is insufficient to maintain current service levels. The NCC Limits plus restore level of service requests is the projected 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. The Strategic Priorities section of this Plan includes further discussion and detail.

**2019 STRATEGIC FINANCIAL PLAN SUMMARY**  
**Forecasted Sources and Uses**

	Final FY 2018-19	Adopted FY 2019-20	Projected FY 2019-20	FY 2020-21
<b>SOURCES (\$ Millions)</b>				
Fund Balance Unassigned (FBU)	0.0	0.0	20.5	0.0
<b>General Purpose Revenues (GPR)</b>				
Property Taxes (+4.21%, +3.49%, +3.14%, +2.75%, +2.75%)	773.6	800.6	805.6	837.3
Sales & Other Taxes (0%, 0%, 0%, 0%, 0%)	12.3	11.8	11.8	11.8
Motor Vehicle License Fees	1.3	1.3	1.3	1.3
Property Tax Administration	22.1	21.8	23.1	24.5
Franchises and Rents	2.8	2.7	2.7	2.7
Interest (1.34%, 1.34%, 1.34%, 1.34%, 1.34%)	15.6	10.8	15.9	16.1
Miscellaneous	2.2	1.5	1.5	1.5
<b>Subtotal - GPR before Transfers In</b>	<b>829.8</b>	<b>850.5</b>	<b>861.8</b>	<b>895.2</b>
Transfers In	0.3	15.2	15.2	6.0
Use of OCERS	0.0	0.0	0.0	10.0
<b>Total GPR (excluding FBU/Use of Reserves)</b>	<b>830.1</b>	<b>865.7</b>	<b>877.0</b>	<b>911.2</b>
<b>Planned Use of Reserves</b>				
Catastrophic Event Contingencies (9741)	0.0	0.0	0.0	0.0
Reserve for Maintenance & Construction (9743)	0.0	2.2	2.2	0.0
Reserve for Capital Projects (9744)	2.0	38.7	49.3	2.1
Reserve for Budget Stabilization (9745)	0.0	0.0	0.0	0.0
<b>Total Planned Use of Reserves</b>	<b>2.0</b>	<b>40.9</b>	<b>51.4</b>	<b>2.1</b>
<b>GRAND TOTAL - SOURCES</b>	<b>832.1</b>	<b>906.6</b>	<b>949.0</b>	<b>913.3</b>
<b>Planned Increases to Reserves</b>				
Reserve for Capital Projects (9744)	0.0	0.0	16.5	0.0
Reserve for Budget Stabilization (9745)	0.0	8.1	22.8	13.9
<b>Total Planned Increases to Reserves</b>	<b>0.0</b>	<b>8.1</b>	<b>39.2</b>	<b>13.9</b>
<b>USES (\$ Millions)</b>				
NCC Limits [0%, 0%, 0%, 0%, 0%]	723.5	898.5	898.5	828.2
Restore Level of Service Requests				82.1
<b>NCC Limits Plus Reserve Increases and Restore Level of Service</b>				<b>924.3</b>
Variance Including Restore Requests				(11.0)
Cumulative Variance				(11.0)
<b>Note: Cumulative variances do not include impacts of negotiated bargaining group MOUs approved in October and November 2019, which range in cost from \$83.6M in FY 20-21 to \$181.0M in FY 22-23 and beyond</b>				
Expand Level of Service Requests				6.4
Strategic Priority Requests				65.8
<b>Total Restore, Expand &amp; Strategic Priority Requests</b>				<b>154.4</b>

**2019 STRATEGIC FINANCIAL PLAN SUMMARY**  
**Forecasted Sources and Uses**

FIVE-YEAR FORECAST				
FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
				<b>SOURCES (\$ Millions)</b>
0.0	0.0	0.0	0.0	<b>Fund Balance Unassigned (FBU)</b>
				<b>General Purpose Revenues (GPR)</b>
864.6	890.1	917.0	940.8	Property Taxes (+4.21%, +3.49%, +3.14%, +2.75%, +2.75%)
11.8	11.8	11.8	11.8	Sales & Other Taxes (0%, 0%, 0%, 0%, 0%)
1.3	1.3	1.3	1.3	Motor Vehicle License Fees
25.4	25.9	26.3	26.6	Property Tax Administration
2.7	2.7	2.7	2.7	Franchises and Rents
16.3	16.5	16.7	16.9	Interest (1.34%, 1.34%, 1.34%, 1.34%, 1.34%)
1.5	1.5	1.5	1.5	Miscellaneous
<b>923.6</b>	<b>949.8</b>	<b>977.4</b>	<b>1,001.7</b>	<b>Subtotal - GPR before Transfers In</b>
6.0	6.0	6.0	6.0	Transfers In
10.0	10.0	10.0	10.0	Use of OCERS
<b>939.6</b>	<b>965.8</b>	<b>993.4</b>	<b>1,017.6</b>	<b>Total GPR (excluding FBU/Use of Reserves)</b>
				<b>Planned Use of Reserves</b>
0.0	0.0	0.0	0.0	Catastrophic Event Contingencies (9741)
0.0	0.0	0.0	0.0	Reserve for Maintenance & Construction (9743)
0.0	0.0	0.0	0.0	Reserve for Capital Projects (9744)
0.0	0.0	0.0	0.0	Reserve for Budget Stabilization (9745)
<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>Total Planned Use of Reserves</b>
<b>939.6</b>	<b>965.8</b>	<b>993.4</b>	<b>1,017.6</b>	<b>GRAND TOTAL - SOURCES</b>
				<b>Planned Increases to Reserves</b>
0.0	0.0	0.0	0.0	Reserve for Capital Projects (9744)
8.6	11.8	9.5	11.6	Reserve for Budget Stabilization (9745)
<b>8.6</b>	<b>11.8</b>	<b>9.5</b>	<b>11.6</b>	<b>Total Planned Increases to Reserves</b>
				<b>USES (\$ Millions)</b>
<b>830.5</b>	<b>829.9</b>	<b>833.5</b>	<b>830.0</b>	<b>NCC Limits [0%, 0%, 0%, 0%, 0%]</b>
121.2	135.0	141.4	161.5	Restore Level of Service Requests
<b>960.3</b>	<b>976.7</b>	<b>984.4</b>	<b>1,003.2</b>	<b>NCC Limits Plus Reserve Increases and Restore Level of Service</b>
(20.7)	(10.9)	8.9	14.5	Variance Including Restore Requests
(31.7)	(42.7)	(33.8)	(19.3)	Cumulative Variance
6.0	6.7	7.6	7.6	Expand Level of Service Requests
86.4	94.3	86.5	92.2	Strategic Priority Requests
<b>213.7</b>	<b>236.1</b>	<b>235.5</b>	<b>261.3</b>	<b>Total Restore, Expand &amp; Strategic Priority Requests</b>