

# **Recommended Budget Fiscal Year 2024-2025**



**Sonoma County California**

**Cover Photo**

Free Range Hens

Petaluma Egg Farm – A Multigenerational Farm Business in Sonoma County

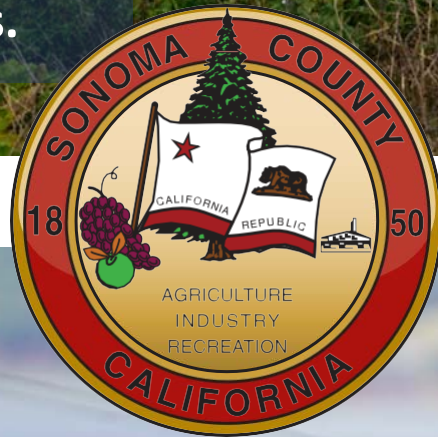
**Mission Statement Photos**

Bodega Head and Sonoma County Grapevines

Courtesy of Diana Wilson

# SONOMA COUNTY MISSION

To enrich the  
quality of life  
in Sonoma County  
through superior  
public services.





**COUNTY OF SONOMA**

# **RECOMMENDED BUDGET FISCAL YEAR 2024-25**

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Presented in June 2024 to the

**Board of Supervisors**

David Rabbitt, Chair, Second District Supervisor  
Susan Gorin, First District Supervisor  
Chris Coursey, Third District Supervisor  
James Gore, Fourth District Supervisor  
Lynda Hopkins, Fifth District Supervisor

By

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County Executive

Erick Roeser  
Auditor-Controller

Susan Gorin  
District 1



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District 2



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District 4



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# County of Sonoma Board of Supervisors



(707) 565-2241

[www.sonoma-county.org](http://www.sonoma-county.org)

*You are welcome to attend the meetings of the Board of Supervisors, held most Tuesdays at 8:30 a.m.*

*For specific dates and times of meetings please visit the Board's Website at:*

<http://sonomacounty.ca.gov/Board-of-Supervisors>

# GOVERNMENT

## DIRECTORY OF ELECTIVE & APPOINTED OFFICERS

### Elective Officers

#### Board of Supervisors

Supervisor, District One

Supervisor, District Two

Supervisor, District Three

Supervisor, District Four

Supervisor, District Five

Auditor-Controller-Treasurer-Tax Collector

County Clerk-Recorder-Assessor

District Attorney

Sheriff-Coroner

Susan Gorin

David Rabbitt

Chris Coursey

James Gore

Lynda Hopkins

Erick Roeser

Deva Marie Proto

Carla Rodriguez

Eddie Engram

### Appointed Officers & Department Heads

Agricultural Commissioner-Sealer of Weights & Measures

Agricultural Preservation and Open Space District General Manager

Child Support Services Director

Community Development Commission Executive Director

County Executive

County Counsel

Economic Development Executive Director

Emergency Management Director

Health Services Director

Human Resources Director (Interim)

Human Services Director

Independent Office – Law Enforcement Review/Outreach Director

Information Systems Director

Office of Equity Director (Interim)

Permit Sonoma Director

Chief Probation Officer

Public Defender

Regional Parks Director

Sonoma County Public Infrastructure

U.C. Cooperative Extension Director

Sonoma Water General Manager

Andrew Smith

Misti Arias

Janeene de Martinez

Michelle Whitman

M. Christina Rivera

Robert Pittman

Ethan Brown

Jeff Duvall

Tina Rivera

Janell Crane

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# TABLE OF CONTENTS

|   |            |
|---|------------|
| About the Budget .....                                    | i          |
| A Guide to Reading the Budget .....                       | v          |
| <b>Executive Summary .....</b>                            | <b>vii</b> |
| County Executive’s Message .....                          | ix         |
| Budget Overview .....                                     | xiii       |
| <b>Financial Policies .....</b>                           | <b>1</b>   |
| Financial Policies for FY 2023-24 Budget                  |            |
| Development .....   | 3          |
| <b>Administrative Support &amp; Fiscal Services .....</b> | <b>13</b>  |
| Board of Supervisors/County Administrator .....           | 15         |
| County Counsel .....                                      | 21         |
| Human Resources .....                                     | 25         |
| Information Systems .....                                 | 29         |
| Non Departmental .....                                    | 35         |
| Auditor-Controller-Treasurer-Tax Collector .....          | 43         |
| County Clerk-Recorder-Assessor .....                      | 47         |
| Independent Office of Law Enforcement                     |            |
| Review & Outreach (IOLERO) .....                          | 53         |
| Office of Equity .....                                    | 57         |
| Emergency Management .....                                | 63         |
| Fire Services Funds .....                                 | 69         |
| Court Support & Grand Jury .....                          | 73         |
| <b>Justice Services .....</b>                             | <b>77</b>  |
| Probation .....   | 79         |
| District Attorney .....                                   | 85         |
| Public Defender .....                                     | 91         |
| Sheriff’s Office .....                                    | 97         |

|  |            |
|--|------------|
| <b>Health &amp; Human Services .....</b>           | <b>103</b> |
| Health Services .....                              | 105        |
| Human Services .....                               | 113        |
| In-Home Support Services (IHSS) .....              | 119        |
| Department of Child Support Services .....         | 123        |
| <b>Development Services .....</b>                  | <b>127</b> |
| Permit Sonoma .....                                | 129        |
| Public Infrastructure .....                        | 135        |
| Community Development Commission .....             | 141        |
| Economic Development Department .....              | 147        |
| <b>Natural Resources .....</b>                     | <b>153</b> |
| Sonoma Water .....                                 | 155        |
| Regional Parks .....                               | 161        |
| Agriculture Preservation/Open Space District... .. | 167        |
| Agriculture/Weights & Measures .....               | 173        |
| U. C. Cooperative Extension .....                  | 177        |
| <b>Capital Projects .....</b>                      | <b>181</b> |
| Capital Projects .....                             | 183        |
| Capital Projects Status Report .....               | 195        |
| <b>Position Listings .....</b>                     | <b>211</b> |
| Permanent Position Summary .....                   | 213        |
| <b>Glossary .....</b>                              | <b>215</b> |
| Budget Terms .....                                 | 217        |



# ABOUT THE BUDGET

Welcome to the budget for the Fiscal Year (FY) 2024-25 which begins July 1, 2024. This section of the budget document is designed to help readers understand the purpose and content of the budget.

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## THE PURPOSE OF THE BUDGET

The budget is an operating plan that has been developed based upon policy direction given by the Board of Supervisors to provide services to the public within available resources. It is a vehicle for presenting plans and investment opportunities that will make Sonoma County an even better place to live and work. The County of Sonoma acts as an administrative agent for three sets of services: municipal services; countywide local services; and countywide services provided on behalf of the state and federal governments.

Municipal services pertain mainly to unincorporated areas of the County and include fire protection; emergency services and planning; Sheriff's law enforcement; building and land use regulations; road maintenance; parks; and lighting, water, and sewer utilities.

Countywide local services are common to most counties in the state or country. These include services of the County Clerk, Elections, Assessor, Auditor-Controller-Treasurer-Tax Collector, as well as criminal prevention and prosecution, public defense, probation, detention, and environmental protection.

Services provided on behalf of the state and federal governments, for the most part, impact all County residents and are generally related to health and human services. These efforts are funded primarily by state and federal revenue sources.

## DEVELOPING THE BUDGET

Each year, the County of Sonoma goes through a collaborative development process between the County Administrator's Office and departments/agencies to ensure the preparation of a structurally balanced budget for the coming fiscal year. All County departments compile and submit financial and program information to the County Administrator's Office where it is reconciled with other factors that may impact County operations. Examples of such factors include available financing, state and federal policies, changes in the cost of doing business, capital asset needs, and the Board of Supervisors' annually established policy priorities. When the County Administrator's Office has prepared a comprehensive and sound plan, conforming to the constraints of available financing and policies, it is presented to the public and the Board of Supervisors as the "Recommended Budget." The Recommended Budget document is provided at least two weeks before a series of budget hearings by the Board of Supervisors (generally held in June).

The County Executive's Recommended Budget is further modified by supplemental budget adjustments, which represent programmatic or administrative account changes that are in alignment with Board direction but were not developed in time to be included in the Recommended Budget.

For the FY 2024-25 Budget, stable financial conditions have meant that most departments were able to submit balanced recommended budgets without needing to make reductions to baseline services. However, a small number of departments experienced financial constraints that were unique to their circumstances. These departments have submitted "Add-Back Requests," which are requests to restore cuts made to balance their budgets, and to maintain baseline services. Add-Back Requests will be presented as a part of the Budget Hearing binders, which will be available approximately two weeks prior to Budget Hearings.

In addition, some departments identify options to update, enhance, or expand their service delivery models; these proposed “Program Change Requests” are presented to the Board of Supervisors and considered for approval during Budget Hearings. Program Change Requests may or may not require additional funding; if new funding is needed, it may be through new revenue sources, departmental fund balance, or requesting additional support from discretionary County sources, all of which is articulated in the request documentation. Program Change Requests will be presented as a part of the Budget Hearing binders, which will be available approximately two weeks prior to Budget Hearings.

During the Board of Supervisors’ public budget hearings, they consider the Recommended Budget, supplemental adjustments, Add-Back Requests, Program Change Requests, requests for funding submitted directly by Board members (Board Budget Requests), and funding recommendations presented by the County Administrator’s Office. The County Administrator’s Office prioritizes the Add-Back and Program Change Requests and develops funding recommendations for the Board’s consideration. The Board of Supervisors deliberates all of these elements during public Budget Hearings, and all elements approved as an outcome of deliberations are ultimately incorporated into the Adopted Budget.

The annual Adopted Budget document is published by October each year. Under state law, the Board of Supervisors has until October to adopt the budget.

There are several other budget related activities that occur throughout the year. The following timeline highlights the County’s typical budget process.

November/December: The County Administrator’s Office updates the annual revenue plan, establishes department General Fund targets, presents the five-year General Fund forecast to the Board, develops budget process instructions, and conducts the initial budget process kick-off with departments.

January: Governor releases the proposed state budget for the upcoming fiscal year, which provides significant funding to a number of County departments/agencies. County departments providing centralized services to other departments and agencies develop Internal services rates for the upcoming fiscal year. The internal services rates are reviewed and approved by the County Administrator’s Office.

March: Departmental budget requests are submitted to the County Administrator’s Office. Staff prepares the Recommended Budget working with departments to incorporate established policy direction and fiscal targets. Fee Hearings are conducted for the Board to consider and adopt updated fee schedules for the upcoming fiscal year.

April: Annual Budget Workshops include department presentations on their preliminary budgets for early information to the Board.

County Administrator’s Office staff reviews department submitted budget requests and balances the Recommended Budget. The County Administrator’s Office and Auditor-Controller-Tax-Collector develops the recommended budget document, and supplemental budget changes verified by the Auditor-Controller-Treasurer-Tax Collector in preparation for budget hearings.

May: Governor releases the “May Revision” budget, which may impact County departments and agencies that significantly rely on state funding. The Recommended Budget is published online.

Third quarter budget adjustments are presented and adopted, as needed.

June: County Administrator’s Office publishes additional information for Budget Hearings, commonly known as the “Budget Hearing binder” approximately two weeks prior to Budget Hearings. Materials include the fund balance report, the status of the General Fund Reserves and supporting documentation for supplemental adjustments, Add-Back

Requests, Program Change Requests, Board Budget Requests, responses to Board Information Requests, and funding recommendations presented by the County Administrator's Office.

Board of Supervisors conducts budget hearings and adopts the Recommended Budget with changes as determined at the budget hearings. The County Administrator's Office and the Auditor-Controller-Treasurer-Tax Collector request delegated authority to make administrative budget adjustments to close out the fiscal year.

The Capital Project Plan is also approved in June.

September/October: The County Administrator's Office and Auditor-Controller-Treasurer-Tax Collector compile the Adopted Budget, which includes changes approved by the Board during budget hearings.

First quarter budget adjustments are submitted for consideration by the Board, as needed.



# A GUIDE TO READING THE BUDGET

The budget document covers a wide range of financial and demographic information from general overviews of county-wide data to specific departmental activities. It is divided into tabbed sections to help the reader navigate to specific areas of interest. The following summary provides general information about what is provided within each section of the budget.

## Executive Summary

This section provides an introduction to the budget from the County Executive. The letter from the County Executive to the Board of Supervisors provides a high-level description of next year's budget and may include:

1. Current Priorities and Strategic Plan
2. Balanced Budget Strategies
3. Acknowledgements
4. Budgetary Overview
5. Permanent Staffing by County Agency
6. Budget Process Next Steps

## Financial Policies

This section contains the Board's approved Financial Policies for the FY 2024-25 Budget Development.

## Departmental Budgets

The departmental budgets are categorized by functional area as noted on each tab. The first page in each section provides a list of departments within each functional area. Each department or program budget narrative includes at a minimum the following content:

1. **Budget at a Glance** – Summary of expenditures, combined sources available to finance the budget represented as revenues/use of fund balance, and designated General Fund Contribution. Includes total allocated staff, as well as the percent of expenses funded by the General Fund.
2. **Department Mission and Department Overview** – Statement of the purpose and the services or activities performed by the department.
3. **Organizational Program Chart** – Information chart showing the major programs and/or service delivery divisions in a pictographic way. Due to the limited amount of space, only the major program areas or divisions are shown. All departmental activities fall within the chart groupings.
4. **Financial Summaries** – This series of tables show gross expenditures by program or service delivery area as well as staff allocated to each program or service delivery area. Budget Details tables also illustrate the revenues and the department's share of the General Fund (if any). Some departments move funding within the department from one program area to another, which is identified separately to allow the reader to see the net (true) program cost; this is illustrated in the Expenditures by Program Area table, in the row called "Departmental Operating Expenditures."
5. **Department Highlights** – This portion of the narrative addresses the major variances in the department's budget, and primary challenges and/or opportunities the department will be addressing in the coming fiscal year.

## Capital Projects

This section includes the Capital Project budget and also provides estimated cost and a proposed schedule for major improvements and/or repairs to County facilities costing \$25,000 or more.

**Position Listing**

This section contains a list of full time equivalent (FTE) permanent positions by department.

**Glossary**

This section defines various terms utilized throughout the budget document.



# EXECUTIVE SUMMARY

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# SONOMA COUNTY FY 2024-25 RECOMMENDED BUDGET

## COUNTY EXECUTIVE'S MESSAGE

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Honorable Sonoma County Board of Supervisors,

I am grateful for the careful and thoughtful work the County's fiscal and budget professionals have completed, so I can present you with the FY 2024-25 Recommended Budget. This \$2.46 billion budget strikes a delicate balance between continuous delivery of services and preparing for uncertain fiscal times. I am recommending a fiscal plan that continues to focus on quality core services while the Governor's May Revise proposes \$37.9 billion in new balancing solutions toward the \$44.9 billion anticipated deficit. Including over \$13 billion of reductions and delays which, if enacted, will impact local government ability to deliver social safety net, homelessness services, public safety, and broadband infrastructure.

By many measures, the County has had a strong 2024. The 2023 labor agreements offer compensation that is competitive with our neighbors. Because of these agreements, as well as hiring incentives approved by your Board for hard-to-fill positions, we have seen a dramatic decrease in the vacancy rates that plagued our organization, similar to many others. In January of 2023, the County had a 12.4% vacancy rate. By May 2024, this had dropped to 9.4%, in line with pre-pandemic historical averages. The Recommended Budget absorbs year 2 labor cost increases without reductions to our workforce, thanks to the Board's thoughtful fiscal restraint. Given State fiscal uncertainties combined with the political uncertainties of a presidential election year, I urge us to recommit to our fiscal restraint. This approach will limit our need for sudden and/or significant corrections during the coming fiscal year and ensure we can be pre-positioned to deliver a balanced budget plan for FY 2025-26 without impacting the services our community expects.

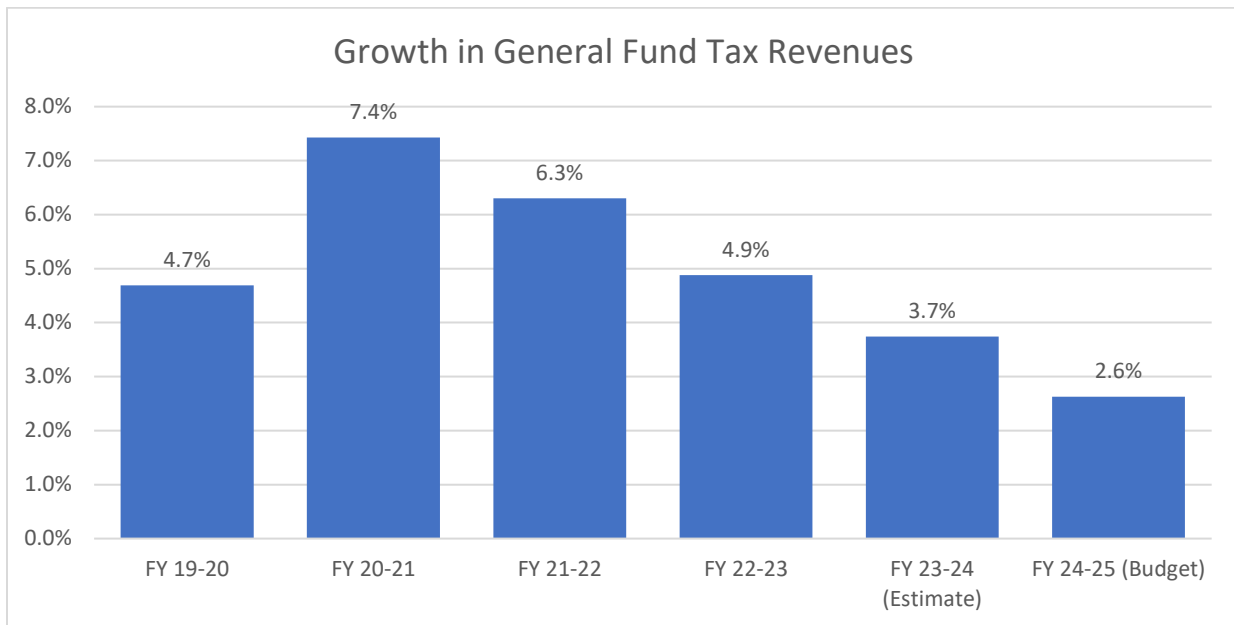
While we have remained fiscally cautious, we have also worked towards Organizational Excellence within our operations. For example, progress in the implementation of Permit Sonoma management has resulted in reduced processing times. In the same vein, your Board decided to move toward a County Executive model in which nearly all non-elected department heads will be directly supported by the County Executive. The updated structure aims to direct County resources in a timely and effective manner. Additionally, County teams continue to work towards disaster resiliency and to create a culture that considers how social and racial equity informs policy development and program design.

While much has been accomplished, more is underway as laid out in our 2021-2026 Strategic plan.

### County Budget Highlights

Following this letter is an overview of the Recommended Budget. Here I will highlight a few important trends. This year, revenues were largely able to match increasing costs,

but this was due to care that was taken to reserve capacity to match increasing labor costs which started with the FY 2023-24 budget rather than assumption of equal growth in operational revenues. Tax revenues, which make up the largest share of discretionary General Fund, have slowed following the immediate post-covid period, as seen in the chart below.



In comparison, salary and benefits costs in the General Fund have increased by an average of 5.7% annually across this period.

Property tax, which makes up almost 90% of General Fund tax revenue and more than 2/3 of all tax revenue received by the County, is heavily dependent on sales of property for growth beyond the 2% annual inflation adjustment allowed under Proposition 13. With the rise in interest rates, property sales have decreased dramatically, leading to a gradual reduction in growth. Documentary transfer tax, which is charged on transfers of property and is a leading indicator for property tax growth, fell dramatically with the rise in interest rates, dropping by 35% between FY 2021-22 and FY 2022-23. Although data suggest that it may have leveled off, with receipts in FY 2023-24 through April roughly equal to the prior year, it is not yet showing signs of rebounding. Property tax does not tell the whole story, however. While property tax is assumed for budget development purposes to increase by 3.5% in FY 2024-25, other taxes may be nearly flat. Sales tax and transient occupancy tax (TOT), which saw significant growth coming out of the pandemic, have seen low growth recently. Should California enter a recession, slow growth could turn into an outright decline. There are worrying signs. Unemployment has been increasing gradually since mid-2022. While still at low levels from a historical perspective, this increase may signal larger troubles.<sup>1</sup> Recent data also suggests that consumer spending is flattening, if not outright falling, which tracks with sales tax receipts. Still, at least in the near

<sup>1</sup> The Legislative Analyst’s Office points to the Sahm rule, which notes that nationally rises in unemployment have accurately predicted the start of the last six recessions in the United States, with no false positives <https://lao.ca.gov/Publications/Report/4819>. While this is true, the United States as a whole has not yet seen an increase in unemployment that would indicate the rule is in place as of the time of writing, and it is not clear if the rule would similarly predict a statewide recession absent national trends.

term, the Sonoma County budget situation remains solid from a local perspective. It is the State budget situation that creates greater worry.

## State Budget

The State is dealing with a multi-year budget problem that has manifested itself in FY 2023-24 and into FY 2024-25. Driven primarily by shortfalls in personal and corporate income tax, California underperformed budgeted revenue by almost \$40 billion in FY 2022-23. While the FY 2023-24 budget began to correct for the shortfalls and volatile revenue patterns, the full extent of the problem did not become clear until well into the year due to a delay in income-tax filing deadlines in most of the state that had been impacted by winter flooding. FY 2023-24 revenues have also been significantly lower than initially projected, and FY 2024-25 is expected to see only small improvements.

The Governor's May Revised budget places most of the blame on stock market declines in 2022, which impacted corporate earnings and high income earners (including capital gains income) particularly hard.<sup>2</sup> The Legislative Analyst's Office, while noting these impacts, has pointed to a broader weakness in the State's economic picture, including gradually rising unemployment, that are also driving decreased revenues.<sup>3</sup> Either way, the impact is severe. The May Revised highlighted a total budget problem of \$44.9 billion to be solved. While a portion will be addressed through use of reserves and transfers from other funds, as previously noted there are \$13 billion of reductions and delays that may impact County programs and projects such as Behavioral Health and accessible Broadband infrastructure.

The impact of these reductions on the County will not be known until after a final budget is passed (which is required to happen by June 15), but the potential is significant. The County FY 2024-25 Recommended budget includes \$546 million in anticipated revenue from the State. Much of this is tied to dedicated revenue streams such as gas tax and dedicated sales tax that will not be directly impacted by the State budget problem, but revenue projections for these sources show little growth in the near term. Other revenue streams are tied to new or expanded programs from the State that could face cuts. Fortunately, realignment and some other State revenues have been budgeted conservatively and have accrued significant fund balances. This should help cushion the immediate impact of reductions, but fund balance cannot be counted on for long-term stability in our programs. The Board will need to be very cautious when considering approval of program and/or service expansions.

Beyond the budget, state legislative changes, including Proposition 1 which narrowly passed in March, will impact the County as well. This volatility has become the rule rather than the exception and impacts both available resources and the way operations are conducted across many departments, particularly in the Justice Services and in Behavioral Health. Challenges coming from these changes are a common theme in the departmental budget narratives that follow.

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<sup>2</sup> <https://ebudget.ca.gov/2024-25/pdf/Revised/BudgetSummary/Introduction.pdf>

<sup>3</sup> <https://lao.ca.gov/Publications/Report/4819>

## Conclusion

The coming year holds opportunities due to the Board's strategic investments in our workforce. These efforts to recruit, retain, and engage County employees are crucial, as these employees are the ones delivering essential services to our community. As we see a decline in vacancies, the challenges we have faced in staffing basic operations are diminishing, which will enhance the quality of life for our community members and make the County an attractive place for career growth.

However, the FY 2024-25 fiscal year also presents challenges, particularly with limited ongoing resources expected to remain flat and reduced State support compared to the levels received during the pandemic. While we have experienced a period of sustained revenue growth since the Great Recession, we know this will not continue. Therefore, it is crucial for County leadership and community partners to focus on delivering core services effectively and efficiently, rather than seeking expansion or backfill of one-time funding received during the pandemic.

To prepare for potential economic downturns, the County, cities, and community partners should position themselves ***to pivot and adapt***. This involves drawing on best practices from the Great Recession and past major wildfire events. Adopting the mindset of "expecting the best and preparing for the worst" means trusting that our recent fiscal decisions have put us in a position to handle and navigate the coming year's uncertainties while continuing to provide essential services and maintain the community's trust in our capabilities.

# EXECUTIVE SUMMARY

## BUDGET OVERVIEW

Total recommended uses (excluding operating transfers) for FY 2024-25 are \$2.46 billion, financed by \$2.18 billion in sources and \$277 million in use of fund balance. Use of fund balance includes accumulated revenues or bond funding for capital projects and other one-time costs.

Table 1 provides a comparison of total expenditure and revenue appropriations between the FY 2023-24 Adopted Budget and the FY 2024-25 Recommended Budget.

**Table 1. Recommended Sources, Uses, and Net Cost/Use of Fund Balances**

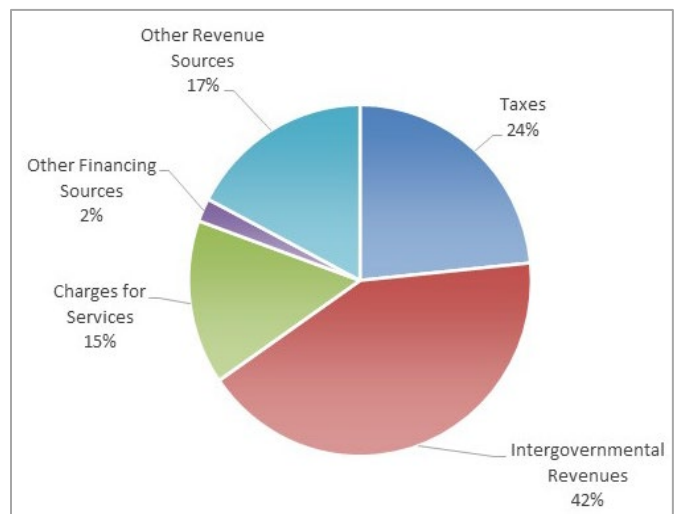
|                              | FY2023-24<br>Adopted   | FY2024-25<br>Recommended | Change from<br>Adopted to<br>Recommended | Percent<br>Change |
|------------------------------|------------------------|--------------------------|--|-------------------|
| Revenues                     | \$1,979,115,385        | \$2,184,443,284          | \$205,327,899                            | 10.4%             |
| Net Cost/Use of Fund Balance | \$259,081,346          | \$276,949,234            | \$17,867,888                             | 6.9%              |
| <b>Total Sources</b>         | <b>\$2,238,196,731</b> | <b>\$2,461,392,518</b>   | <b>\$223,195,787</b>                     | <b>10.0%</b>      |
| <b>Total Uses</b>            | <b>\$2,238,196,731</b> | <b>\$2,461,392,518</b>   | <b>\$223,195,787</b>                     | <b>10.0%</b>      |
| Total Permanent Positions    | 4,387.03               | 4,460.13                 | 73.10                                    | 1.7%              |

### A Look at Total Sources

Anticipated financing sources in the countywide Recommended Budget for FY 2024-25 total \$2.46 billion. These sources are held either in the General Fund, which is available for general government purposes, or in other governmental funds restricted to specific uses. Funding sources include special revenue funds, special districts, Debt Service Fund, and Capital Projects Fund, as well as internal service and enterprise proprietary funds. The \$2.46 billion in sources includes \$430 million in General Fund general purpose revenues and \$2.03 billion in other sources.

Given the County is a political subdivision of the state, as well as providing services for federal agencies, it receives the largest share of its funding from state and federal governments to run programs and deliver public services.

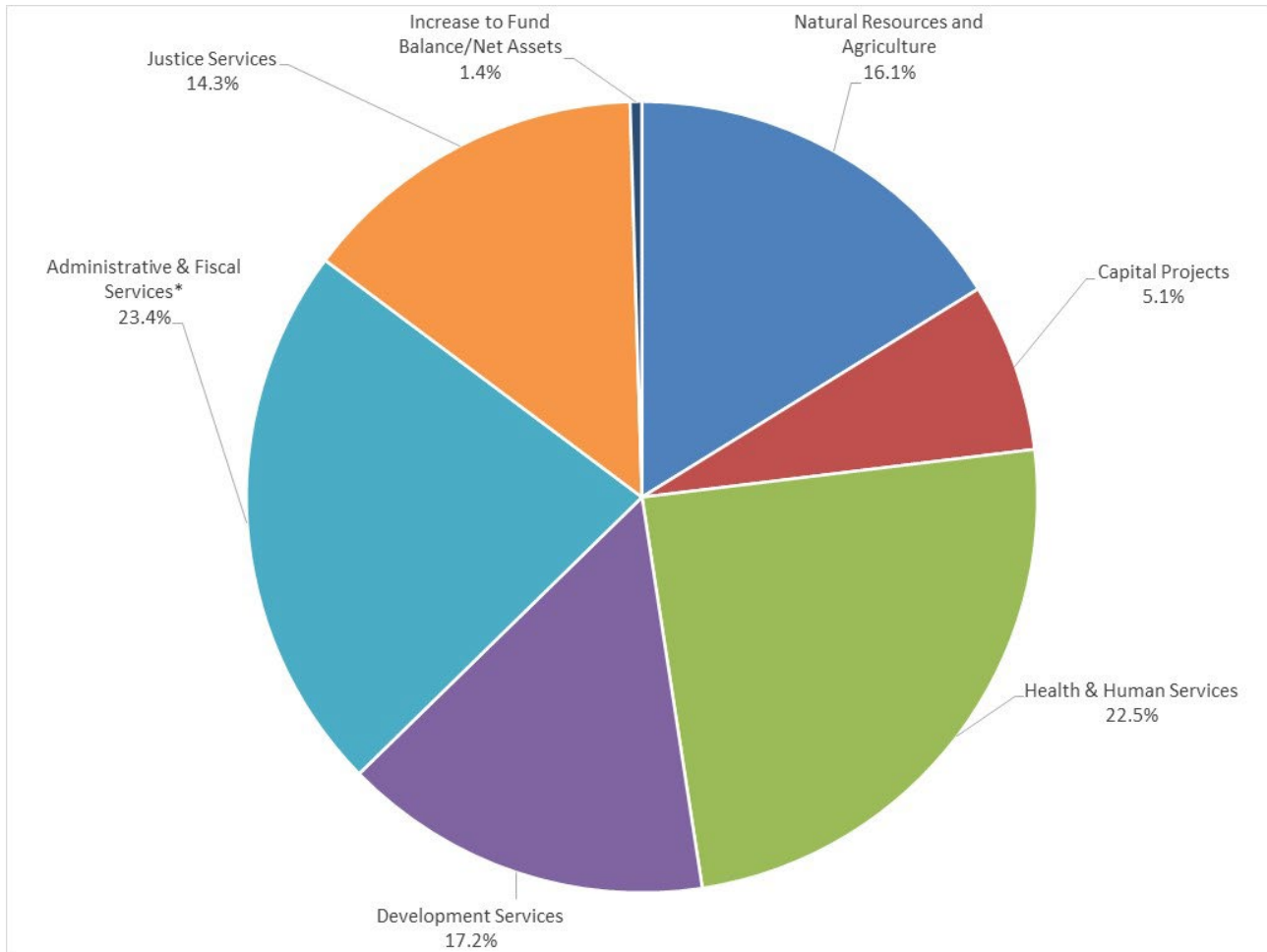
**Chart 1. FY 2024-25 Total Sources: All Funds; \$2.46 billion**



## A Look at Total Uses

Chart 2 below displays the total budget by type of service the County provides. These services are grouped into categories referred to in our budget as functional groups. Information on each department's budget is presented within the functional tab sections of this document.

**Chart 2. Total Recommended Uses: All Funds; \$2.46 billion**



*\*Administrative & Fiscal Services includes Independent Office of Law Enforcement Review and Outreach (IOLERO), Department of Emergency Management, Office of Equity and Court Support/Grand Jury as well as including expenditures related to centralized services and benefits, such as insurance and retirement funding, that are made on behalf of the entire county.*



**General Fund, General-Purpose Revenues and Uses**

General-purpose revenues total \$430 million and represent approximately 17% of the total Recommended Budget. Once the County fulfills maintenance of effort (MOE) requirements, local funding match, and finances County services net cost, the Board of Supervisors then determines how to allocate the remaining general-purpose revenue to programs. Table 2 below provides details on the sources of General Fund, and general-purpose revenue. It does not include \$24.1 million of Transient Occupancy Tax (TOT) revenue segregated by Board policy to the Community Investment Fund Program Special Revenue fund, and as directed by Measure L approved by voters.

**Chart 3. General Fund General-Purpose Revenues; \$430 million**

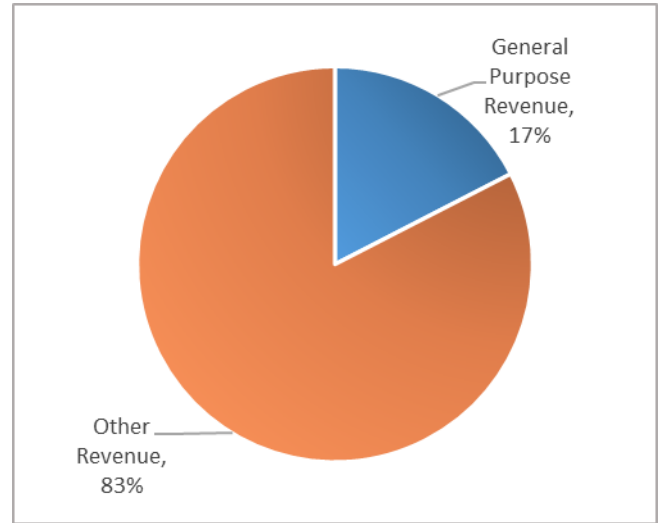


Table 2 below shows the various revenue sources that comprise the \$430 million of general-purpose revenues budgeted in FY 2024-25.

**Table 2. General Fund General-Purpose Revenues**

| Description of Revenue Source        | FY2023-24 Adopted    | FY2024-25 Recommended | \$ Change from FY 2023-24 | % Change from FY 2023-24 | % Share of Budget |
|--------------------------------------|----------------------|-----------------------|---------------------------|--------------------------|-------------------|
| Property Tax                         | \$314,405,973        | \$333,627,961         | \$19,221,987              | 6.1%                     | 77.7%             |
| Sales Tax                            | \$27,318,019         | \$26,649,982          | (\$668,037)               | (2.4%)                   | 6.2%              |
| County Cost Plan Reimbursements      | \$15,387,476         | \$13,483,082          | (\$1,904,394)             | (12.4%)                  | 3.1%              |
| Former Redevelopment Agency Residual | \$12,580,902         | \$12,580,902          | \$0                       | 0.0%                     | 2.9%              |
| Teeter Property Tax Penalties        | \$5,646,079          | \$3,404,148           | (\$2,241,931)             | (39.7%)                  | 0.8%              |
| Interest Earnings                    | \$3,450,000          | \$5,305,000           | \$1,855,000               | 53.8%                    | 1.2%              |
| Transient Occupancy Tax              | \$6,762,034          | \$6,931,084           | \$169,051                 | 2.5%                     | 1.6%              |
| Document Transfer Tax                | \$4,800,000          | \$4,896,000           | \$96,000                  | 2.0%                     | 1.1%              |
| Utilities Franchise Fees             | \$3,680,000          | \$3,680,000           | \$0                       | 0.0%                     | 0.9%              |
| Property Tax Admin Fees              | \$2,850,000          | \$2,935,500           | \$85,500                  | 3.0%                     | 0.7%              |
| Reinvestment and Revitalization Fund | \$13,303,011         | \$9,476,026           | (\$3,826,985)             | (28.8%)                  | 2.2%              |
| Tribal Mitigation Reimbursement      | \$2,235,262          | \$2,449,142           | \$213,880                 | 9.6%                     | 0.6%              |
| Federal Geothermal Royalties         | \$1,800,000          | \$1,800,000           | \$0                       | 0.0%                     | 0.4%              |
| State Homeowners Property Tax Relief | \$1,000,000          | \$1,080,000           | \$80,000                  | 8.0%                     | 0.3%              |
| Other Taxes & Revenue                | \$587,708            | \$540,000             | (\$47,708)                | (8.1%)                   | 0.1%              |
| Other Governmental Agencies          | \$371,000            | \$367,000             | (\$4,000)                 | (1.1%)                   | 0.1%              |
| Transfers in from Other Funds        | \$7,520,647          | \$350,537             | (\$7,170,110)             | (95.3%)                  | 0.1%              |
| Release of One-Time Fund Balance     | \$29,425,078         | \$0                   | (\$29,425,078)            | (100.0%)                 | 0.0%              |
| <b>Total General-Purpose Sources</b> | <b>\$453,123,188</b> | <b>\$429,556,364</b>  | <b>(\$23,566,824)</b>     | <b>(5.2%)</b>            | <b>100.0%</b>     |

Table 3 below shows that approximately \$339 million of General-Purpose funds are allocated to operating departments and agencies to cover costs of programs that are not funded by state/federal sources, fees for services, or other funding streams. The remaining \$91 million is appropriated directly to programs or services based on Board policy direction, or other local requirements.

**Table 3. Uses of the General Fund General Purpose Revenues**

| Department/Program/Initiative               | FY2023-24 Adopted    | FY2024-25 Recommended | \$ Change from FY 2023-24 | % Change from FY 2023-24 | % Share of Budget |
|---|----------------------|-----------------------|---------------------------|--------------------------|-------------------|
| Agricultural Commissioner                   | \$2,353,751          | \$2,576,650           | \$222,899                 | 9.5%                     | 0.6%              |
| Auditor-Controller-Treasurer-Tax Coll.      | \$6,319,003          | \$6,718,638           | \$399,635                 | 6.3%                     | 1.6%              |
| Clerk Recorder Assessor                     | \$15,321,879         | \$16,195,047          | \$873,168                 | 5.7%                     | 3.8%              |
| CAO/Board of Supervisors                    | \$12,632,584         | \$13,840,065          | \$1,207,481               | 9.6%                     | 3.2%              |
| County Counsel                              | \$1,031              | \$1,032               | \$1                       | 0.1%                     | 0.0%              |
| Court Support/Grand Jury                    | \$9,403,987          | \$9,516,438           | \$112,451                 | 1.2%                     | 2.2%              |
| Department of Health Services               | \$8,983,872          | \$10,975,336          | \$1,991,464               | 22.2%                    | 2.6%              |
| District Attorney's Office                  | \$19,929,244         | \$21,788,130          | \$1,858,886               | 9.3%                     | 5.1%              |
| Emergency Management                        | \$2,626,283          | \$2,748,376           | \$122,093                 | 4.6%                     | 0.6%              |
| General Services                            | \$20,998,892         | \$22,606,394          | \$1,607,502               | 7.7%                     | 5.3%              |
| Human Resources                             | \$11,309,260         | \$14,172,836          | \$2,863,576               | 25.3%                    | 3.3%              |
| Human Services                              | \$28,273,513         | \$29,498,786          | \$1,225,273               | 4.3%                     | 6.9%              |
| Independent Office of Law Enf. Review       | \$2,089,498          | \$2,250,477           | \$160,980                 | 7.7%                     | 0.5%              |
| Information Systems                         | \$1,526,700          | \$1,616,613           | \$89,913                  | 5.9%                     | 0.4%              |
| Office of Equity                            | \$1,375,890          | \$1,454,778           | \$78,888                  | 5.7%                     | 0.3%              |
| Permit Sonoma                               | \$5,709,401          | \$5,913,577           | \$204,176                 | 3.6%                     | 1.4%              |
| Probation                                   | \$36,531,514         | \$39,156,359          | \$2,624,845               | 7.2%                     | 9.1%              |
| Public Defender                             | \$14,224,625         | \$15,282,320          | \$1,057,695               | 7.4%                     | 3.6%              |
| Regional Parks                              | \$4,828,111          | \$5,112,485           | \$284,374                 | 5.9%                     | 1.2%              |
| Sheriff's Office                            | \$109,051,188        | \$115,560,732         | \$6,509,544               | 6.0%                     | 26.9%             |
| Transportation & Public Works               | \$26,879             | \$27,547              | \$668                     | 2.5%                     | 0.0%              |
| UC Cooperative Extension                    | \$1,308,710          | \$1,401,159           | \$92,449                  | 7.1%                     | 0.3%              |
| <b>Sub-Total for Departments (Net Cost)</b> | <b>\$314,825,815</b> | <b>\$338,413,774</b>  | <b>\$23,587,959</b>       | <b>7.5%</b>              | <b>78.8%</b>      |
| Board General Fund Contingency              | \$5,000,000          | \$5,000,000           | \$0                       | 0.0%                     | 1.2%              |
| Funding for Specific Programs               | \$11,208,206         | \$8,380,553           | (\$2,827,653)             | (25.2%)                  | 2.0%              |
| Set Asides for Future Needs                 | \$13,491,804         | \$15,495,307          | \$2,003,503               | 14.8%                    | 3.6%              |
| Funding for Anticipated Cost Increases      | \$12,875,000         | \$0                   | (\$12,875,000)            | (100.0%)                 | 0.0%              |
| Fire Services                               | \$1,500,000          | \$1,500,000           | \$0                       | 0.0%                     | 0.3%              |
| Capital Project Plan Contribution           | \$5,500,000          | \$5,500,000           | \$0                       | 0.0%                     | 1.3%              |
| County Modernization Fund                   | \$14,820,780         | \$18,121,144          | \$3,300,364               | 22.3%                    | 4.2%              |
| City of Santa Rosa Annexation               | \$1,462,000          | \$1,462,000           | \$0                       | 0.0%                     | 0.3%              |
| Community Development Commission            | \$1,659,438          | \$955,661             | (\$703,777)               | (42.4%)                  | 0.2%              |
| Employee Programs                           | \$4,538,048          | \$3,788,925           | (\$749,123)               | (16.5%)                  | 0.9%              |
| Non-Departmental County Expenses            | \$3,029,384          | \$2,167,900           | (\$861,484)               | (28.4%)                  | 0.5%              |
| Increase to reserves                        | \$5,005,357          | \$0                   | (\$5,005,357)             | (100.0%)                 | 0.0%              |

| Department/Program/Initiative             | FY2023-24 Adopted    | FY2024-25 Recommended | \$ Change from FY 2023-24 | % Change from FY 2023-24 | % Share of Budget |
|---|----------------------|-----------------------|---------------------------|--------------------------|-------------------|
| FEMA Audit Reserve                        | \$1,319,000          | \$0                   | (\$1,319,000)             | (100.0%)                 | 0.0%              |
| Community Infrastructure Project Fund     | \$23,678,011         | \$0                   | (\$23,678,011)            | (100.0%)                 | 0.0%              |
| Reinvestment & Revitalization Fund        | \$12,580,902         | \$12,580,902          | \$0                       | 0.0%                     | 2.9%              |
| Roads: Operations MOE                     | \$5,436,365          | \$5,436,365           | \$0                       | 0.0%                     | 1.3%              |
| Roads: Pavement Preservation Program      | \$10,193,079         | \$10,753,833          | \$560,754                 | 5.5%                     | 2.5%              |
| Roads: One-time contribution              | \$5,000,000          | \$0                   | (\$5,000,000)             | (100.0%)                 | 0.0%              |
| <b>Sub-Total for Programs/Initiatives</b> | <b>\$138,297,374</b> | <b>\$91,142,590</b>   | <b>(\$47,154,784)</b>     | <b>(34.1%)</b>           | <b>21.2%</b>      |
| <b>Total</b>                              | <b>\$453,123,188</b> | <b>\$429,556,364</b>  | <b>(\$23,566,824)</b>     | <b>(5.2%)</b>            | <b>100.0%</b>     |

**Position Summary**

Table 4 below illustrates changes in full-time equivalent (FTE) positions by department. The Recommended Budget decreases allocations by 14.5 FTE from the FY 2023-24 revised positions. The majority of reductions are associated with elimination of expiring time-limited positions. Time-limited positions are typically added for a short-term duration to align with a short-term funding source, and the elimination of these positions aligns with the expiration of funding. In addition, the Department of Child Support Services is eliminating 3.0 FTE vacant positions due to decreases in funding received from state funding sources.

**Table 4. Position Summary**

| Department/Agency           | FY 2023-24 Adopted | FY 2023-24 Revised | TL Expire 06/30/24 | FTE Reduction | FY 2024-25 Recommended* | Variance from FY 2023-24 Revised |
|-----------------------------|--------------------|--------------------|--------------------|---------------|-------------------------|----------------------------------|
| ACTTC                       | 107.00             | 107.00             | 0.00               | 0.00          | 107.00                  | 0.00                             |
| Ag Pres/Open Space District | 35.00              | 36.00              | 0.00               | 0.00          | 36.00                   | 0.00                             |
| Agricultural Commissioner   | 38.50              | 38.50              | 0.00               | 0.00          | 38.50                   | 0.00                             |
| BOS/CAO                     | 80.00              | 80.00              | 0.00               | 0.00          | 80.00                   | 0.00                             |
| Child Support Services      | 65.00              | 65.00              | 0.00               | (3.00)        | 62.00                   | (3.00)                           |
| Clerk-Recorder-Assessor     | 116.00             | 116.00             | 0.00               | 0.00          | 116.00                  | 0.00                             |
| Community Development       | 54.50              | 52.50              | 0.00               | 0.00          | 52.50                   | 0.00                             |
| County Counsel              | 41.25              | 41.25              | 0.00               | 0.00          | 41.25                   | 0.00                             |
| District Attorney           | 131.00             | 135.50             | 0.00               | 0.00          | 135.50                  | 0.00                             |
| Emergency Management        | 15.00              | 15.00              | 0.00               | 0.00          | 15.00                   | 0.00                             |
| Economic Develop Board      | 16.00              | 16.00              | 0.00               | 0.00          | 16.00                   | 0.00                             |
| Health Services             | 677.73             | 720.83             | (1.00)             | 0.00          | 719.83                  | (1.00)                           |
| Human Resources             | 65.50              | 66.50              | 0.00               | 0.00          | 66.50                   | 0.00                             |
| Human Services              | 989.55             | 1,019.55           | (2.00)             | 0.00          | 1,017.55                | (2.00)                           |
| IHSS Public Authority       | 1.00               | 1.00               | 0.00               | 0.00          | 1.00                    | 0.00                             |
| Ind Office Law Enf & Out    | 6.00               | 6.00               | 0.00               | 0.00          | 6.00                    | 0.00                             |
| Information Systems         | 117.50             | 118.50             | 0.00               | 0.00          | 118.50                  | 0.00                             |
| Office of Equity            | 9.00               | 9.00               | 0.00               | 0.00          | 9.00                    | 0.00                             |
| Permit and Resource Mgmt    | 181.50             | 183.50             | (8.50)             | 0.00          | 175.00                  | (8.50)                           |
| Probation                   | 270.00             | 270.00             | 0.00               | 0.00          | 270.00                  | 0.00                             |
| Public Defender             | 59.00              | 61.00              | 0.00               | 0.00          | 61.00                   | 0.00                             |
| Public Infrastructure**     | 270.50             | 271.50             | 0.00               | 0.00          | 271.50                  | 0.00                             |
| Regional Parks              | 141.00             | 142.00             | 0.00               | 0.00          | 142.00                  | 0.00                             |

| Department/Agency        | FY 2023-24 Adopted | FY 2023-24 Revised | TL Expire 06/30/24 | FTE Reduction | FY 2024-25 Recommended* | Variance from FY 2023-24 Revised |
|--------------------------|--------------------|--------------------|--------------------|---------------|-------------------------|----------------------------------|
| Sheriff/Adult Detention  | 633.50             | 634.50             | 0.00               | 0.00          | 634.50                  | 0.00                             |
| UC Cooperative Extension | 6.00               | 6.00               | 0.00               | 0.00          | 6.00                    | 0.00                             |
| Water Agency             | 260.00             | 262.00             | 0.00               | 0.00          | 262.00                  | 0.00                             |
| <b>TOTALS (FTE)</b>      | <b>4,387.03</b>    | <b>4,474.63</b>    | <b>(11.50)</b>     | <b>(3.00)</b> | <b>4,460.13</b>         | <b>(14.50)</b>                   |

*\*The FY 2024-25 Recommended column reflects departments’ allocation totals effective as of March 4, 2024, which include the deletion of vacant allocations effective July 1, 2024. Position changes made between March 5, 2024, and May 7, 2024, will appear as part of Supplemental Adjustments.*

Each fiscal year, the County Administrator’s Office works with the Board of Supervisors and departments to conduct a regular review of vacancies, adjusting department position allocations to reflect current needs. Any additional positions that remain vacant longer than 12 months may be swept in the Adopted Budget as a supplemental adjustment.

**Budget Process – Next Steps**

Budget hearings for FY 2024-25 are scheduled to begin on Tuesday, June 11, 2024, at 8:30 a.m. and may be continued from day to day as needed for a maximum of 14 calendar days, per state law. The Board of Supervisors will adopt the budget, containing such revisions as the Board determines, at the conclusion of hearings.

Prior to Budget Hearings, the Board of Supervisors will be presented with two additional packages for consideration during the hearings. The first is the Supplemental Budget Adjustment Package, which represents primarily administrative budgetary changes that are consistent with the Recommended Budget and/or prior Board direction and reflects information that was not available when the Recommended Budget was finalized. The second is a compilation of Add-Back Requests, Program Change Requests, Board Budget Requests, and funding recommendations presented by the County Administrator’s Office. Add-Back and Program Change Requests are prioritized by the County Administrator’s Office to best align with the Board’s strategic priorities. The Board of Supervisors will consider and prioritize these additional budget requests against any available ongoing or one-time fiscal resources.

During public hearings, the Board will direct whatever modifications it sees fit to the Recommended Budget, Supplemental Adjustments, and Budget Balancing Strategies. At the conclusion of the public hearings, the Board of Supervisors will be asked to approve the Resolution adopting the budget (4/5 vote), as modified per the Board’s direction, and all approved elements will be incorporated into the Adopted Budget for Fiscal Year 2024-25.

# FINANCIAL POLICIES

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# FINANCIAL POLICIES FOR FY 2023-24 BUDGET DEVELOPMENT

Annually, the Board of Supervisors/Board of Directors provide policy direction to guide the County Administrator in the development of the Recommended Budget. The policy document is organized into basic fiscal principles and general government accounting standards.

## Basic Fiscal Principles

### Balanced Budget and Fiscal Discipline

- The budget must balance resources with expenditure appropriations. The County must live within its own means and avoid disturbing other local jurisdictions' revenue sources to resolve its deficiencies. Furthermore, any deviation from a balanced budget is not permitted by the California State Government Code, which states: "In the recommended, adopted, and final budgets the funding sources shall equal the financing uses." (Government Code §29009).
- Per the State's County Budget Act, the Board of Supervisors must adopt a "statutorily" balanced budget; however, to ensure ongoing sustainability, the County of Sonoma should strive to adopt a "structurally" balanced budget. A budget is statutorily balanced when total estimated financing sources (beginning fund balance plus revenues) equal the total appropriation (expenditures plus ending fund balance). At no time shall spending in a given year exceed total current revenues plus any fund balance carryover from the prior year. A statutorily balanced budget utilizes beginning fund balance as a financing source. In contrast, a structurally balanced budget matches total ongoing expenditures to the annual estimated revenues. In a structurally balanced budget, beginning fund balance may not be used as a financing source for ongoing expenditures. As noted in the Long Range Planning section below, the County's goals are to maintain annual expenditure increases at a conservative growth rate, and to limit expenditures to anticipated annual revenues. Ongoing expenditures shall be provided based on sound anticipated ongoing revenue and not include "one-time" items such as capital outlay, projects, or temporary program funding. Sound anticipated ongoing revenue is recurring revenue, such as, taxes and fees. As part of the FY 2017-18 Budget Adoption, the Board established a new fiscal objective of reducing reliance on fund balance for operating purposes. Therefore, the FY 2023-24 recommended budget aligns annual operating expenditures with annual operating revenues.
- All County departments/agencies must, when directed by the County Administrator, submit recommended options for reducing their net county costs and/or other discretionary county revenue sources as part of their annual budget submittal. These reduction options will be the primary source for balancing the County Administrator's recommended budget as submitted to the Board of Supervisors during difficult financial times. Reduction options will be accompanied by each department's analysis of the impact on services. Depending upon state budgetary impacts on Sonoma County, additional reductions may be requested from the County departments.
- Mid-year and third quarter reports of actual revenues and expenditures, with projections for the remainder of the year compared to revised budget, will be submitted by departments to the County Administrator, and on to the Board of Supervisors with recommendations, if necessary, for current year budget adjustments.
- All positions held vacant for 12 months or more will be reviewed by the County Administrator and deleted as part of the annual recommended budget unless maintaining allocation is justified.

### Long Range Planning

- Recognizing cyclical economic downturns will occur in the future, and to maintain fiscal sustainability, program budgets will not be automatically restored as a result of fiscal recovery and/or discretionary revenue growth. Instead, a review of the current public needs compared to efficiencies implemented must be completed before program and/or service restoration or expansion is considered. Departments may make restoration requests through the “add-back” process, and service/program expansion requests are made through the “program change request” process.
- Annual budgets will not be increased or changed to the point that ongoing operating costs become overly reliant on one-time or cyclical, unreliable revenues.
- Annual budgets will be compiled with long-term sustainability in mind to operate within available ongoing revenues, except as part of a Board of Supervisors approved plan in response to unilateral state budgeting actions that may include reducing costs over a specified number of years.
- Proposed new services, public facilities, significant infrastructure and system changes, and major strategy changes should/will be analyzed for their long term impacts on operations, funding, liability and maintenance before seeking Board of Supervisors approval. New programs or services will generally not be recommended unless they further Strategic Plan goals, objectives, or strategies; are provided with a reliable funding stream sufficient to finance their costs; and the Board of Supervisors can be assured the County can control both the quality and level of services provided.
- The County Administrator, in conjunction with the County Auditor-Controller, will submit a 5 year, multi-year financial projection and solicit budget policy direction prior to compiling the recommended budget.
- One-time funding sources (i.e. fund balance, cyclical increases to revenues, grants) will be used to fund one-time expenditures (i.e. fixed assets, infrastructure, grant programs, Economic Uncertainty Reserves, and special one-time needs programs). An exception to this policy will be that, if it is necessary to reduce ongoing costs in accordance with a Board of Supervisors approved multi-year plan to reach a new reduced ongoing financing base, one-time sources may be used to more gradually right size the organization’s budget to the new, reduced funding available.. This plan will be called out separately in the budget message.
- The County and other Government Agencies governed by the Board of Supervisors support the funding of the employee retirement system each year at a ratio of between 95%-105% actuarial assets to liabilities. The County Administrator shall work with the Retirement System Administrator to develop a forecast of financing required for the County (and other Government Agencies governed by the Board of Supervisors) and will include options to achieve the desired funding levels along with each recommended budget.
- In order to further the Board’s pension reform goals, the County will implement an ongoing, structured approach for pre-paying unfunded pension liabilities on an annual basis. Effective Fiscal Year 2019-20 a baseline annual pre-payment contribution equivalent to 0.5% of pensionable payroll will be made (above and beyond the required employer contribution rate). In order to maximize employer cost avoidance as a result of pension discount costs, the pre-payment will be applied to the longest outstanding layers of the County’s share of Unfunded Actuarial Accrued Liability, as determined by annual actuarial valuations of the Sonoma County Employees’ Retirement Association. In addition, the Board will consider use of available one-time funding to make additional pre-payments as funding is available.
- In order to avoid significant increases in deferred maintenance costs for County facilities, the Board of Supervisors will appropriate, forty percent (40%) of all new property tax growth, which is above the percentage growth assumed in the Adopted budget — to the Capital Projects Budget to be used towards addressing deferred maintenance of County facilities.
- In order to keep pace with County Road Network construction cost increases, the General Fund contribution to the Pavement Preservation Program shall be increased by up to 5% annually after considering economic uncertainties and based on financial factors such as the annual projected property tax growth rate and the average annual Consumer Price Index.

### Expenditure Management and Control

- Sonoma County, in conjunction with employee groups, will consider temporary salary and benefit cost saving programs (e.g. Mandatory Time Off, Voluntary Time Off) in lieu of service reductions or layoffs when the fiscal problem is of a temporary nature where one can reasonably predict when the fiscal problem will end.



- Federal and state program reductions will not be backfilled with County discretionary revenues except by Board of Supervisors direction. The Board of Supervisors typically does not backfill these programs due to their sheer size and magnitude on the County's financial position.
- Board policy direction is required prior to changing one-time expenses into ongoing expenses. In addition, departments will not engage in internal cost shifting to the County General Fund.

### Treasury Management

- Other than amounts held with trustees under bond indenture or other restrictive agreements, the County's cash and investments shall be invested by the County Treasurer. The Treasury Oversight Committee has regulatory oversight for all monies deposited in the Treasury Pool. Such amounts are invested in accordance with investment policy guidelines established by the County Treasurer and reviewed by the Board of Supervisors. The objectives of the policy are, in order of priority, safety of principal, liquidity, and yield. The policy addresses the soundness of financial institutions in which the County will deposit funds, types of investment instruments as permitted by the California Government Code, and the percentage of the portfolio that may be invested in certain instruments with longer terms to maturity.
- Debt is incurred for the purpose of spreading capital project costs to the years in which the improvement will benefit. Debt is also incurred to reduce future costs such as refinancing (pension obligation bonds, general obligation bonds, certificates of participation) at lower interest rates.
- Sonoma County will not exceed its legal maximum debt amount. This amount is calculated annually based on 2% of the County's total assessed valuation. Sonoma County currently has no debt applicable to the legal maximum debt, leaving a 100% debt margin.
- Debt issuance and management is also subject to a separate set of policies established by the Board of Supervisors and available from the Auditor-Controller-Treasurer-Tax Collector's office.

### Revenue Management

- Sonoma County will continue to advocate for more discretion over its revenue sources and to diversify and maximize discretionary revenue sources in order to resist state erosion to local revenues and improve the County's ability to manage individual revenue fluctuations.
- Programs financed by charges for services, fees, grants, and special revenue fund sources shall pay their full and fair share of all direct and indirect costs to the extent feasible and legally permitted which will include cost recovery towards future assets and/or system replacement.
- Departments requesting new or increased revenues from fees, permits and user charges shall submit these requests to the Board of Supervisors for consideration during the Board's annual fee hearing process or at a separate hearing. Requested fee increases shall include annual service improvement plans to identify efficiency and productivity measures taken or planned to minimize the level of rate increases, while improving customer service. If permissible by law, fees and charges should cover all costs of the services provided, unless otherwise directed by the Board of Supervisors, to provide for public benefit.
- Staff will use conservative but defensible estimates for major revenue sources and not unduly anticipate changes in revenue trends.
- Proposition 172 Public Safety Distribution – Annually, the baseline growth shall be determined as the Consumer Price Index for All Urban Consumers-San Francisco-Oakland-San Jose for the 12-month period ending the previous December 31. This will be applied to the prior year budget for each department that received funds in the previous fiscal year, to establish the new adjusted base. Growth will be any funds projected or received that exceed the adjusted base. Growth shall be split 50% fire services and 50% law enforcement, until the point in time that fire services is receiving 8% of the funding. At that point in time, the Board may consider, via Board action, allocating growth in a similar manner until Probation reaches a desired share. Otherwise and thereafter, growth will be provided on a proportional basis and become the annual adjusted base. If there is a decline in funding (negative growth), this will be allocated proportionally using the current year adjusted base allocation ratios.
- Shared service contracts with other political jurisdictions should include full cost recovery for any portion of services provided by the County, including recovery of full future retirement costs of County employees who act as employees for the other jurisdiction, unless otherwise directed by the Board of Supervisors. Any

contract being brought to the Board that does not achieve full cost recovery should be accompanied by specific information about what level of subsidy is being provided and a justification for doing so.

- Community Investment Fund policies – Community Investment Fund Policies are approved by the Board of Supervisors and are available online at this website: <https://sonomacounty.ca.gov/administrative-support-and-fiscal-services/county-administrators-office/community-investment-fund-program/community-investment-program-policy>.

#### Minimum Fund Balance Policies

- Sonoma County will create and maintain a prudent level of financial resources to protect against the need to reduce service levels or raise taxes and fees due to temporary revenue shortfalls or unpredicted one-time expenditures. Funds will be assigned and balances will be maintained to finance anticipated future one-time expenditure needs and to allow time for the County to respond to major actions of the State of California, the Federal government, economic downturns or emergencies that materially affect the County's financial position. The County Administrator, Auditor-Controller-Treasurer-Tax Collector and department staff will review fund balances annually as part of the budget development process. This review will include evaluating projected growth of each Governmental fund. In cases where uses exceed growth, staff will determine when fund balances are projected to be exhausted and plan accordingly.
- **General Fund Reserve** – The Board will maintain a minimum level of unassigned General Fund Reserve balance equal to 1/12 (8.3%) or 1 month of annual General Fund revenues. Consistent with best practice recommendations from the Government Finance Officers Association of the United States and Canada, the County will strive to maintain a total unassigned General Fund Reserve balance equal to 1/6 or 2 months of annual General Fund operating revenues.
- **Replenishing General Fund Reserve**- Anytime the Board authorizes drawdown of Reserves, staff will present a re-payment schedule which shall include the amount of state/federal reimbursements expected to be received.
- **FEMA Audit Reserve** - To ensure that the County has adequate resources set aside to pay for any claims that are deemed ineligible by the Office of Inspector General. Based on a preliminary risk assessment, staff recommends a reserve equal to 20% of total FEMA reimbursements. The FEMA Audit Reserve will be categorized as assigned fund balance for the funding source of each project. Annually the County Administrator and Auditor-Controller-Treasurer-Tax Collector will review FEMA reimbursements received and calculate the necessary reserve, including increases due to new funding received or decreases if funding is no longer at risk of being deemed ineligible. At budget hearings, staff will present the reserve adjustments to the Board of Supervisors and receive direction on the use of funds available due to a net decrease in the calculated reserve, if any.
- **Fund balance**, created as a result of actual revenue and expenditure deviations from the budget, will be used to achieve and maintain the County's fiscal goals.
- **Tax Loss Reserve Fund (TLRF)/"Teeter" Fund** - The County's annual budget will program \$3,404,148 from this source as a general purpose revenue. In addition, this fund shall maintain as a restricted reserve an amount equal to 1.5% of the levy. The County Administrator in conjunction with the Auditor-Controller-Treasurer-Tax Collector may recommend the use of funds in excess of the established reserve to the Board of Supervisors for purposes approved by the Board during annual Budget Hearings.
- **Tobacco Securitization** proceeds shall be maintained in two separate funds. The first shall contain the portion of the proceeds to be used only for capital improvements and shall be used for those improvements that exceed the normal level of repair and replacement needed to maintain County facilities with priority funding for improvements to the Veteran's Memorial Buildings and the completion of the Americans with Disabilities Act Transition projects. On the latter, funding will be available only AFTER all other funding sources have been exhausted. The second shall contain the portion of the proceeds that, once de-allocated, can be used for general government purposes. Given the one-time nature of these funds, the latter shall only be used for one-time investments as opposed to financing any on-going operating costs.
- **Refuse Franchise Fees** shall be accounted for in the same manner as other franchise fees in the County General Fund revenues. They shall be recorded in a separate account in order to ensure that any fund balance does not roll into County General Fund carryover balance at year-end so that the County can designate use of the funds for solid waste obligations, roads infrastructure preservation, and other Board of Supervisors

priorities. If used for road infrastructure preservation, these funds are not intended to supplant on-going County General Fund contributions nor are they intended to increase any external maintenance of effort requirements imposed by outside funding sources, but may be used to satisfy previously established maintenance of effort levels.

- **Tribal Development Impact Mitigation** funds shall be accounted for separately, so that when budgeting, only those monies received in the current year shall be relied upon for financing costs in the coming budget. The Board of Supervisors shall make a determination, as new tribal developments occur, on the best uses of these funds to mitigate impacts and maintain the high quality of life in surrounding or affected communities.
- **Health Services-Medical System Expansion** funds minimum reserve level is established at \$1 million. The Board of Supervisors recognized and confirmed the remainder of the fund balance will be spent in accordance with the Partnership Health Plan of California Memorandum of Understanding spending plan agreement. Health Services staff will coordinate with the County Administrator's Office and the Partnership Health Plan to review and update the spending plan as a part of the annual budget.
- **County Health Plan-Economic Uncertainty Reserve** is established based on actuarial valuation to cover unforeseen changes in expenditures and/or revenues, Human Resources staff will provide fund balance use recommendations as part of the annual recommended budget while maintaining a minimum level of economic uncertainty reserve consistent with Actuary's valuation and as recommended by the County Administrator.
- **Water Agency - Flood Zone 2A** (Petaluma) will maintain a minimum of 6 months of operating expenditures. Funds in excess of the minimum required may accumulate to address future capital needs as approved by the Board of Directors in the annual Capital Project Plan.
- **Water Agency - Water Transmission System** is to maintain a minimum of 3-4 months of operating expenditures. Funds in excess of the minimum required may accumulate to address future capital needs as approved by the Board of Directors in the annual Capital Project Plan.
- **Reinvest and Revitalization** funds accumulated from dissolved redevelopment project areas residual funds and asset liquidation distribution proceeds are segregated into a separate committed fund . Accumulated use of resources will be presented as part of the annual recommended budget. Funding should be considered first to continue or complete the public benefit originally intended by the former redevelopment project, second to benefit the community where the former project area was located, and third for economic development investments or other County needs as directed by the Board of Supervisors.
- **Roads** – One of the program's main sources of funding for maintenance services comes from gas tax. As a result of the frequent state formula allocation changes over the last five years, and to protect the County's General Fund resources, an operating reserve by way of year-end unrestricted fund balance equivalent to a minimum of 3 to 4 months of baseline operating expenses will be maintained within the Roads special revenue fund. The amount for FY 2014-15 was established at \$5,000,000 which will be reviewed periodically against annual baseline operating budget.

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## Government Accounting Standards

The accounting policies of the County conform to accounting principles generally accepted in the United States of America as applicable to governmental entities. Noted below are several accounting policies considered in budget development.

### Fund Balance Classifications

Government Accounting Standards Board (GASB) pronouncements aim to improve the usefulness and understandability of governmental fund balance information. Presentation requirements provide clearly defined categories to make the nature and extent of the constraints placed on a government's fund balance more transparent. This requirement only impacts governmental fund types (General, Special Revenue, Capital Projects and Debt Service). The following defines fund balance classifications and provides examples of fund balance amounts that would generally be reported within these classifications.

•**Non-Spendable Fund Balance** – Amounts that cannot be spent because they are either (a) not spendable in form or (b) legally or contractually required to be maintained intact. Examples include inventory, prepaid amounts, deposits, and any other amounts not expected to be converted to cash.

•**Restricted Fund Balance** – Amounts with constraints placed on use that are either (a) externally imposed by creditors, grantors, contributors or laws or regulations of other governments or (b) imposed by law through constitutional provisions or enabling legislation. Several of County Special Revenue and Debt Service Funds have restricted fund balances.

•**Committed Fund Balance** – Amounts that can only be used for specific purposes pursuant to constraints imposed by ordinance or resolution of the County’s highest decision-making authority (Board of Supervisors) and that remain binding unless removed by an equally binding action.

•**Assigned Fund Balance** – Amounts that are constrained by the County’s intent to be used for specific purposes. The intent can be established by the County’s highest level of decision-making authority (Board of Supervisors) or by a body or an official to which the Board has delegated the authority (i.e. County Administrator). The Board has delegated the authority to assign fund balance to the County Administrator. This is the classification for the Capital Project Fund and a portion of the General Fund.

•**Unassigned Fund Balance** – The residual classification for the General Fund that includes amounts not contained in the other classifications. In other funds the unassigned classification is used only if the expenditures incurred for specific purposes exceed the amounts restricted, committed, or assigned to those purposes (i.e. negative fund balance). The General Fund is the only governmental fund that should report a positive unassigned fund balance.

### Asset Inventory/Protection

Sonoma County will regularly assess the condition of its assets that support delivery of County services (i.e. public facilities, infrastructure, technology, vehicle fleet, etc.) and plan for their maintenance and eventual replacement.

Normal maintenance and repairs are charged to operations when incurred. Betterments and major improvements that significantly increase values, change capacities, or extend useful lives are capitalized.

Capital assets include land, land improvements, buildings and improvements, machinery and equipment, infrastructure (e.g. roads, bridges, sidewalks), and intangible assets (e.g. land easements and computer software). Assets purchased or constructed are reported at historical cost or at estimated historical cost if actual historical cost is not available. Donated capital assets are valued at estimated acquisition value on the date of donation.

- Assets will be capitalized as summarized in the table below:

| Capital Asset Type           | Capitalization Threshold | Depreciation/Amortization Period |
|------------------------------|--------------------------|----------------------------------|
| Land and Permanent Easements | All Costs                | Non-Depreciable                  |
| Land improvements            | \$100,000                | 15-50 Years                      |
| Buildings and Improvements   | \$100,000                | 15-50 Years                      |
| Infrastructure               | \$100,000                | 25-50 Years                      |
| Amortizable Intangibles      | \$100,000                | 3-10 Years                       |
| Machinery and Equipment      | \$5,000-\$25,000         | 5-15 Years                       |
| Other capital assets         | \$5,000                  | Varies                           |

- Capital assets used in operations will be depreciated or amortized using the straight-line method over the lesser of the capital lease period or their estimated useful lives.
- The Board of Supervisors requires all departments to certify a detailed listing of all fixed asset inventory within their possession no later than May 31 every year.
- Capital replacement funds will be used to accumulate financial resources for future replacement of assets that will be retired from service. In addition, when feasible, replacement funding contributions will be included in applicable service charges from all system users. Specifically, the policy covers the following major system categories:

- Building & Fixed Facilities - As part of the annual Capital Project Plan and no less than every 5 years, and guided by Comprehensive County Facilities Plan, the General Services Director will regularly assess and adjust funding requests for each facility. The funding contributions would be placed in separate funds for each set of facilities and managed by the assigned department or agency director in conjunction with the County Administrator. Contributions for these funds will be included in service charge rates (including outside partner agencies) and grant costs where feasible and would be prioritized for available discretionary funding in the annual budget process. Consideration will always be given to annual operational maintenance funding (as opposed to contributions for future major repairs) necessary to preserve health and safety and overall asset life. Project funding recommendations will follow the priority criteria in the current Administrative Policy 5-2 which is available for review at <https://sonomacounty.ca.gov/CAO/Administrative-Policy-Manual/>.
- Information Technology Assets
  - a. The policy directs the Director of Information Systems in conjunction with the County Administrator's office to develop a plan to replace system components with the infrastructure contribution funding stream and potential one-time contributions within the remaining useful life of each component. The policy also directs a full infrastructure valuation of the computer and telephone communication systems every 5 years.
  - b. The Public Safety radio infrastructure replacement review and funding request is the responsibility of the Sheriff's Office in conjunction with General Services, Information Systems, and the County Administrator.

### Fund Types Used by the County

#### Governmental Fund Types

- **General Fund:** Accounts for all revenues and expenditures necessary to carry out basic governmental activities of the County that are not accounted for through other funds.
- **Special Revenue Funds:** A Special Revenue Fund accounts for the proceeds of specific revenue sources that are restricted or committed to expenditure for specified purposes other than debt service or capital projects. Sonoma County Special Revenue Funds include: Human Services, Health and Sanitation, Open Space Special Tax Account, and Roads, among other funds.
- **Debt Service Funds:** Debt Service Funds are used to account for financial resources that are restricted, committed, or assigned to expenditure for principal and interest.
- **Capital Projects Funds:** Capital Projects Funds account for financial resources that are restricted, committed, or assigned to expenditure for capital outlays, including the acquisition or construction of capital facilities and other capital assets (other than those in Proprietary Fund Types).

#### Proprietary Fund Types

- **Enterprise Funds:** Enterprise Funds account for operations: (a) that are financed and operated in a manner similar to private business enterprises, where the intent of the Board is that the costs (expenses, including depreciation) of providing goods or services to the general public on a continuing basis are financed primarily through user charges; or (b) where the Board has decided that periodic determination of revenues earned, expenses incurred, and net income or loss is appropriate for capital maintenance, public policy, management control, accountability, or other purposes.

#### Internal Service Funds

- **Internal Service Funds:** Internal Service Funds (ISF) account for the financing of goods or services provided by one department or agency to other departments or agencies of the County or other governmental units on a cost reimbursement basis. A common use of these fund types is to account for the County's self-insurance programs. The funding and budgeting methodologies the County uses for some of the self-insurance programs is described in the "Other Policies and Methodologies" section below.

### **The Accounting Basis Used in the Budget**

The budget is developed on a modified accrual basis for governmental fund types (General Fund, Special Revenue Funds, Debt Service Funds, and Capital Project Funds), adjusted for encumbrance accounting. Appropriations for encumbrances are included and appropriations for expenditures against prior year encumbrances are excluded with the exception of Capital Project Funds.

Under the modified accrual basis, obligations are generally budgeted as expenses when incurred, while revenues are recognized when they become both measurable and available to finance current year obligations.

Proprietary fund types (e.g., Transit and Refuse) are budgeted on a full accrual basis. Obligations are recognized when incurred, and revenues are recognized when earned by the County.

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## **OTHER POLICIES AND METHODOLOGIES**

Other policies and methodologies that may be helpful for understanding the County's budget:

### **Budgetary Amendments**

After the budget is adopted it becomes necessary to amend the budget from time to time. Department heads have the authority to amend budgets for changes within a category (e.g., Services & Supplies). County Administrator approval is required for adjustments between categories (e.g., Services & Supplies to Fixed Assets) or between program budgets within the department.

Budgetary amendments that change total revenues or appropriations for a department require Board of Supervisors approval. These include: (1) the appropriation of revenues not included in the adopted budget; (2) reductions to estimated revenues and related appropriations when it is determined that the revenues will not be received; (3) appropriation increases supported by use of available fund balance or Appropriations for Contingencies; and (4) the transfer of monies or appropriations from one fund or department to another.

### **Use of General Fund Contingencies**

The County will commit a portion of the General Fund general purpose revenues as a Contingency Reserve to provide the Board of Supervisors: (1) for unforeseen events causing increased County costs during the fiscal year; (2) funding to invest one-time funds into potential opportunities that support the Board's Strategic Priorities; and (3) fee waivers. The Contingency Reserve should not be used to support recurring operating expenditures outside of the current fiscal year. Unless there is a justified unavoidable timing need, any decision to use Contingencies should only occur at the Board's annual budget hearing, and during mid-year budget updates

### **Funding Methodology for Self-Insurance Program**

The following describes the funding and budgeting methodologies the County uses for some of the self-insurance programs.

The funding methodology for the workers' compensation and the liability insurance programs is designed to establish charges to departments to finance the current year costs at the 70% confidence level as estimated annually by an actuary. The Health ISF (county medical insurance plan) is funded based on actuarially determined trends in claims payments with the intent of maintaining a year-end fund balance equivalent to anticipated costs necessary to close out each year's activity and to cover expenses in excess of projected levels due to unexpected increases in the number or size of claims. For workers' compensation and liability insurance programs, cash reserves above and below the 70% confidence levels for outstanding liabilities for individual insurance funds are amortized on a rolling three-year basis, by decreasing or increasing rates by one-third of the difference, in accordance with Board policy. The rolling three-year amortization policy was implemented to: 1) alleviate large

fluctuations in rates caused by changes in actuarial estimates or funding status; 2) facilitate long-term rate planning; and 3) provide consistent financial policy for the internal service funds.

For budgeting purposes, claims expense for the workers' compensation and liability funds are based on the actuary's estimated loss for the budget year at the 70% confidence level. In situations where this is not expected to provide sufficient appropriations to cover actual cash payments, additional funds are budgeted under Excess Claims Expense. Claims expense for the Health ISF is based on the actuary's estimated loss for the budget year.

At the time the budget is prepared, the total year-end outstanding liability for the budget year is not known. When this information becomes available from the actuary during the budget year, the change in the total outstanding liability is recorded to the budgeted account Accrued Benefits Adjustment in order to conform to accounting principles. This budgetary figure is used merely to designate cash reserves to cover the outstanding liability and does not represent a cash revenue or expenditure. The Accrued Benefit Adjustment for liability and workers' compensation is budgeted at 10% of the total liability. The accrued benefit adjustment for the County Health Plan is budgeted using the most recent 1-year trend and 10% of the total liability. The total liability is based on the prior year estimate of total liability projected forward using the most recent claims expense trend.

Within the ISF insurance funds, the budgetary information presented is not readily comparable on a year-to-year basis because expenditures and use of cash reserves are related to past years' claims experience, as well as the fiscal year for which the budget is presented. Claims payments fluctuate depending on year of settlement, rather than occurrence of the claim, so payments may be made in excess of a current year's expected claims costs. In addition, actuarial estimates of total liability may vary substantially from year to year, depending on claims history, population changes, legislation, and other factors.





# ADMINISTRATIVE SUPPORT & FISCAL SERVICES

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Board of Supervisors / County Administrator

County Counsel

Human Resources

Information Systems

Non Departmental

Auditor-Controller-Treasurer-Tax Collector

County Clerk-Recorder-Assessor

Independent Office of Law Enforcement  
Review & Outreach

Office of Equity

Emergency Management

Fire Services Funds

Court Support / Grand Jury



# BOARD OF SUPERVISORS

## COUNTY ADMINISTRATOR’S OFFICE

**M. Christina Rivera**  
County Executive

The County Administrator's Office team promotes a sustainable and equitable future for our community by making collaborative, transparent, and informed policy recommendations to the Board of Supervisors.

| BUDGET AT A GLANCE                  | FY 2024-25   |
|-------------------------------------|--------------|
| <b><u>Expenditures</u></b>          |              |
| Departmental Operating Expenditures | \$22,128,092 |
| Internal Transfers                  | \$496,000    |
| <b><u>Funding Sources</u></b>       |              |
| Total Revenues/Use of Fund Balance  | \$8,784,027  |
| Total General Fund Contribution     | \$13,840,065 |
| % Funded by General Fund            | 61.2%        |
| Total Staff                         | 80.00        |

## DEPARTMENT OVERVIEW

The County Administrator's Office (CAO) carries out the policy direction of the Board of Supervisors and serves the public by collaboratively leading and supporting the County organization. In partnership with the Board of Supervisors, the County Executive actively implements measures consistent with the County’s Strategic Plan pillars of Healthy and Safe Communities, Organizational Excellence, Racial Equity and Social Justice, Climate Action Resiliency, and Resilient Infrastructure.

For more information, call (707) 565-2431, or visit The Board of Supervisors webpage at <https://sonomacounty.ca.gov/administrative-support-and-fiscal-services/board-of-supervisors> or the County Administrator’s Office webpage at: <https://sonomacounty.ca.gov/administrative-support-and-fiscal-services/county-administrators-office>

### Service Area Description

**District Services** includes five supervisorial districts that make up the elected legislative body of Sonoma County and also serves as the governing body for special districts such as the Sonoma County Water Agency, Community Development Commission, Sonoma County Agricultural Preservation and Open Space District, and Sonoma County Public Finance Authority. Supervisorial District services include intake of residents’ concerns and receipt and review of Community Investment Grant Program applications. <https://sonomacounty.ca.gov/administrative-support-and-fiscal-services/county-administrators-office/community-investment-fund-program>

**Clerk of the Board** provides support functions to the Board of Supervisors, the Board of Directors, and the Assessment Appeals Board. Clerk of the Board staff provide meeting coordination, prepare and publish agendas and minutes, record and maintain legislative actions, receive and process property assessment changes, and provide general assistance to the public.

**Operations & Budget** is responsible for producing and monitoring the County budget, developing long-term fiscal plans, analyzing department/agency proposals/requests, and providing resource recommendations to the Board of Supervisors. Operations & Budget staff oversee the Non-Departmental, Court Support Operations, and Capital Project budgets, which are included as separate sections of the budget document.

**Central Communications** brings a cohesive outreach strategy and voice in order to enhance and improve the flow of information to the community. Central Communications provides a platform for communication for the public

to receive information through multiple methods and informs the community of opportunities to provide input into decisions made by their local government.

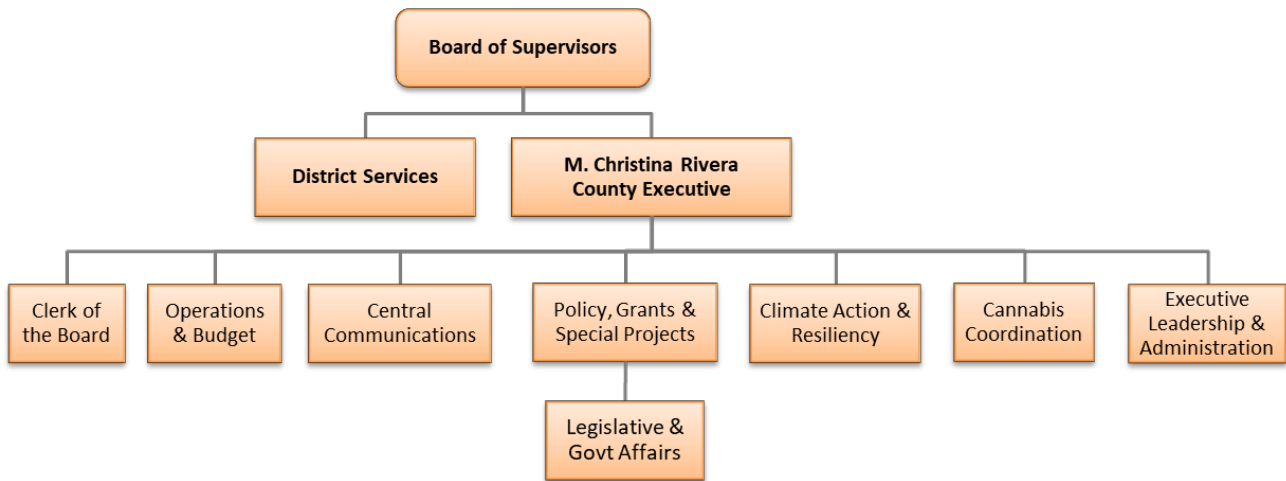
**Policy, Grants & Special Projects (PGSP)** evaluates and researches policies and projects that are of priority interest to the Board. Staff provides support for Board Ad-Hoc Committees and facilitates cross-departmental coordination for a variety of projects. This division oversees implementation of the County Strategic Plan and works with departments and agencies to identify and advocate for grants and other funding opportunities for priority initiatives. PGSP now includes the Legislative Affairs function into the division. *Legislative & Intergovernmental Affairs* develops and manages the County’s legislative platform to respond to state and federal actions that could impact County programs and residents. In coordination with state and federal advocacy consultants, staff tracks and monitors all state and federal legislation. Legislative and Intergovernmental Affairs staff also serve as the County’s liaison to local, state, tribal and federal offices, and other governmental agencies.

**Climate Action & Resiliency** provides central coordination, communication, and leadership of County-wide climate and resiliency initiatives, and develops climate policies that align with the County’s Strategic Plan Climate Action and Resiliency Pillar’s five major climate-related goals. This includes coordination and oversight of the County’s energy and sustainability programs and the Sonoma County Energy Independence Program (SCEIP), as well as clean water effluent coordination, outreach, and support.

**Cannabis Coordination** performs multi-department coordination between Permit Sonoma, Agricultural Weights & Measures, County Counsel, Health Services, and the Auditor-Controller-Treasurer-Tax Collector. Efforts include ombudsperson services to respond to constituents’ inquiries and assist applicants through their application/permit process.

**Executive Leadership & Administration** executes Board direction and serves as the Department’s administrative services hub for all service areas. The County Executive is a Board-appointed position that is responsible for managing, directing, and coordinating operations of all departments over which the Board exercises control.

## DEPARTMENT ORGANIZATIONAL CHART



## Permanent Positions by Service Area

| Service Area                          | FY 2023-24<br>Adopted<br>Budget | FY 2024-25<br>Recommended<br>Budget | Change from<br>FY 2023-24<br>Adopted | % Change from<br>FY 2023-24<br>Adopted |
|---------------------------------------|---------------------------------|-------------------------------------|--------------------------------------|--|
| District Services                     | 22.00                           | 22.00                               | 0.00                                 | 0.0                                    |
| Clerk of the Board                    | 8.00                            | 8.00                                | 0.00                                 | 0.0                                    |
| Operations & Budgets                  | 7.00                            | 7.00                                | 0.00                                 | 0.0                                    |
| Central Communications*               | 10.00                           | 9.00                                | (1.00)                               | (10.0)                                 |
| Policy, Grants & Special Projects     | 7.00                            | 7.00                                | 0.00                                 | 0.0                                    |
| Legislative & Government Affairs      | 2.00                            | 2.00                                | 0.00                                 | 0.0                                    |
| Climate Action & Resiliency**         | 16.00                           | 17.00                               | 1.00                                 | 6.3                                    |
| Cannabis Coordination                 | 1.00                            | 1.00                                | 0.00                                 | 0.0                                    |
| Executive Leadership & Administration | 7.00                            | 7.00                                | 0.00                                 | 0.0                                    |
| <b>Total Permanent Positions</b>      | <b>80.00</b>                    | <b>80.00</b>                        | <b>0.00</b>                          | <b>0.0</b>                             |

\*1.0 FTE County Communications Specialist was transferred to the Department of Health Services.

\*\*1.0 FTE Time-Limited Department Analyst to manage the USDA grant.

## FINANCIAL SUMMARIES

### Expenditures by Service Area

| Service Area                                | FY 2023-24<br>Adopted<br>Budget | FY 2024-25<br>Recommended<br>Budget | Change from<br>FY 2023-24<br>Adopted | % Change from<br>FY 2023-24<br>Adopted |
|---|---------------------------------|-------------------------------------|--------------------------------------|--|
| District Services                           | \$5,011,720                     | \$5,629,989                         | \$618,269                            | 12.3                                   |
| Clerk of the Board                          | \$2,027,957                     | \$2,435,087                         | \$407,130                            | 20.1                                   |
| Operations & Budgets                        | \$2,371,332                     | \$1,841,885                         | (\$529,447)                          | (22.3)                                 |
| Central Communications                      | \$2,127,787                     | \$2,039,939                         | (\$87,848)                           | (4.1)                                  |
| Policy, Grants & Special Projects           | \$1,670,194                     | \$1,559,218                         | (\$110,976)                          | (6.6)                                  |
| Legislative & Intergovernmental Affairs     | \$593,573                       | \$613,495                           | \$19,922                             | 3.4                                    |
| Climate Action & Resiliency                 | \$3,473,112                     | \$6,074,215                         | \$2,601,103                          | 74.9                                   |
| Cannabis Coordination                       | \$189,873                       | \$227,382                           | \$37,509                             | 19.8                                   |
| Executive Leadership & Administration       | \$1,854,323                     | \$2,202,882                         | \$348,559                            | 18.8                                   |
| <b>Gross Departmental Expenditures</b>      | <b>\$19,319,871</b>             | <b>\$22,624,092</b>                 | <b>\$3,304,221</b>                   | <b>17.1</b>                            |
| Internal Departmental Transfers             | \$496,000                       | \$496,000                           | \$0                                  | 0.0                                    |
| <b>Departmental Operating Expenditures*</b> | <b>\$18,823,871</b>             | <b>\$22,128,092</b>                 | <b>\$3,304,221</b>                   | <b>17.6</b>                            |

\*Departments often need to transfer funds from one operating unit to another for a variety of reasons. While these transfers net to zero when looking at revenues, they appear double counted if only looking at expenditures. As a result, the more accurate illustration of the cost to provide services removes these internal transfer amounts.

## Department Budget Details

| Expenditures by Character              | FY 2023-24<br>Adopted<br>Budget | FY 2024-25<br>Recommended<br>Budget | Change from<br>FY 2023-24<br>Adopted | % Change from<br>FY 2023-24<br>Adopted |
|--|---------------------------------|-------------------------------------|--------------------------------------|--|
| Salaries and Benefits                  | \$15,224,834                    | \$15,980,743                        | \$755,909                            | 5.0                                    |
| Services and Supplies                  | \$3,614,476                     | \$6,235,987                         | \$2,621,511                          | 72.5                                   |
| Other Expenses*                        | \$428,000                       | \$348,549                           | (\$79,451)                           | (18.6)                                 |
| Transfers within the County**          | \$52,561                        | \$58,813                            | \$6,252                              | 11.9                                   |
| <b>Total Expenditures by Character</b> | <b>\$19,319,871</b>             | <b>\$22,624,092</b>                 | <b>\$3,304,221</b>                   | <b>17.1</b>                            |

\*Other Expenses reflect community grants issued under the Transient Occupancy Tax (TOT) Community Investment Fund as recommended by Supervisorial Districts.

\*\*Reflects all funds that are transferred both within this department as well as between departments.

| Revenues/Reimbursements/<br>Use of Fund Balance (Sources) | FY 2023-24<br>Adopted<br>Budget | FY 2024-25<br>Recommended<br>Budget | Change from<br>FY 2023-24<br>Adopted | % Change from<br>FY 2023-24<br>Adopted |
|---|---------------------------------|-------------------------------------|--------------------------------------|--|
| General Fund Contribution                                 | \$12,632,585                    | \$13,840,065                        | \$1,207,480                          | 9.6                                    |
| Fees and Charges for Services                             | \$702,469                       | \$726,856                           | \$24,387                             | 3.5                                    |
| State, Federal, & Other Govt. Revenue                     | \$219,742                       | \$2,854,128                         | \$2,634,386                          | 1,198.9                                |
| Other Departmental Revenue*                               | \$1,393,300                     | \$1,384,500                         | (\$8,800)                            | (0.6)                                  |
| Transfers & Reimbursements within the County**            | \$4,371,775                     | \$3,818,543                         | (\$553,232)                          | (12.7)                                 |
| <b>Total Revenues/Use of Fund Balance</b>                 | <b>\$19,319,871</b>             | <b>\$22,624,092</b>                 | <b>\$3,304,221</b>                   | <b>17.1</b>                            |

\*Other Departmental Revenue reflects revenues received in the Energy and Sustainability unit and the PG&E Local Government Partnership.

\*\*Reflects all funds that are transferred both within this department as well as between departments.

## DEPARTMENT HIGHLIGHTS

### Major Variances

The FY 2024-25 Recommended Budget includes expenditures totaling \$22.6 million, financed mostly with \$13.8 million in General Fund support. Since FY 2022-23, the County's Energy & Sustainability program, which was previously part of the former General Services Department, is now part of the CAO's Climate Action & Resiliency service area. Therefore, this service area now brings Fees & Charges funding of \$726,845; as well \$2.6 million from a United States Department of Agriculture (USDA) Climate Smart Commodities Grant. Transfers and Reimbursements revenue is primarily from reimbursements from departments for Central Communications and Clerk of the Board staff support, and PG&E Settlement Funds, Cannabis, and Transient Occupancy Tax (TOT) staff support reimbursements. The net \$3.3 million, or 17%, year-over-year budget increase is due to programming year 2 of the USDA grant (\$2.4 million) and overall staffing cost changes as a result of negotiated labor agreements and the corresponding Salary Resolution updates.

- **District Services:** The \$618,269, or 12.3%, increase in this service area is largely due to salary and benefits adjustments related to negotiated labor agreements as well as additional non-permanent staffing offset by District specific available funds such as Community Investment or Tourism Impact.
- **Clerk of the Board:** The \$407,130, or 20.1%, change is mainly due to updated staffing costs and adjustment to expected salary savings compared to the prior year due to fewer anticipated vacancies in FY 2024-25. Other increases are due to internal County service charges cost changes.

- **Operations & Budget:** This service area was previously the central subsection of the County Administrator's Office that held the budget appropriations for general department expenses that were not specific to this service area. The \$529,447, or 22.3%, decrease in this service area is largely due to the reallocation of internal service charges to the appropriate service areas, as well as expected salary savings in this division.
- **Climate Action & Resiliency:** The \$2.6 million, or 74.9%, growth is associated with the acceptance of the five-year \$10 million United States Department of Agriculture (USDA) Climate Smart Commodities Grant award for the Sonoma-Marín Ag and County Climate Coalition, for which the CAO is the multi-jurisdiction fiscal lead. This also explains the increase in State, Federal and Other Government Revenue.
- **Executive Leadership & Administration:** The \$348,559, or 18.8%, increase is due to the reallocation of internal service fees from the Operations & Budget service area.

## Opportunities and Challenges

- **Climate Action & Resiliency:** This team was established to develop a proposed Climate Resiliency - Comprehensive Action Plan, which will inform the future of the program and its long-term organizational placement. Challenges related to this work include identifying ongoing funding as well as framing the long-term approach for executing any Board-approved initiatives.
- **Central Communications:** Balancing expectations for proactive, bilingual, video-focused communications on multiple platforms while responding to a spectrum of ongoing support requests from departments and Supervisorial districts remains an ongoing challenge. The hiring of a bilingual communications specialist in April 2024 will address the need for enhanced support for Latinx community/media outreach and bilingual video production. The launch of the "SoCo Chat" podcast in 2024 presents a unique opportunity to connect with the community as well as internal County employees through sharing stories about County services in a new, accessible format. Future efforts include developing a Spanish-language version of SoCo Chat.
- **Clerk of the Board:** The Division plans to modernize and take the Assessment Appeals application and payment procedures online in order to create a more user-friendly and efficient process for applicants as well as staff.
- **Policy, Grants & Special Projects:** The Legislative & Intergovernmental Affairs Program was integrated into the Division, providing opportunity for better collaboration within a larger work group, as well as better synergy with the grants function of PGSP. Staff are reviewing the overall Program administration and design for consideration of how to make the Program more effective, focus County staff and resources on legislative advocacy efforts for a greater impact on achievable outcomes.
- **Cannabis:** Staff continues to implement and coordinate the Cannabis Local Equity Program using one-time funds received from the Governor's Office of Business and Economic Development (GO-Biz) in FY 2022-23. In Spring 2024, Cannabis Equity Grants were awarded to verified equity applicants and operators. Although the County did not receive GO-Biz Cannabis Equity Grant funding in FY 2023-24, staff intends to apply for additional funding in Fall of 2024. Additionally, countywide cannabis program coordination continues with programmatic and tax review to respond to the challenges facing the cannabis industry. The Cannabis Program Update and Environmental Impact Report is expected to be completed during FY 2024-25.
- **Executive Leadership & Administration:** Effective May 2024, the Board adopted the transition from a County Administrator to County Executive model, in which all department heads (not including County Counsel) who are not elected and not over a special district/agency, report to the County Executive. Effectively facilitating this transition is a main priority of the CAO team this coming fiscal year and brings opportunity for increased coordination, consistency, and direction across the County agency.





# COUNTY COUNSEL

**Robert Pittman**  
County Counsel

**The Sonoma County Counsel’s Office is committed to providing the highest quality legal representation and advice, in a timely and responsive manner, to assist the County, its governing Board of Supervisors, and other office clients, to promote the public interest, achieve programmatic and strategic goals, and protect financial resources.**

| BUDGET AT A GLANCE                  |  | FY 2024-25   |
|-------------------------------------|--|--------------|
| <b><u>Expenditures</u></b>          |  |              |
| Departmental Operating Expenditures |  | \$13,265,154 |
| Internal Transfers                  |  | \$1,555,085  |
| <b><u>Funding Sources</u></b>       |  |              |
| Total Revenues/Use of Fund Balance  |  | \$14,819,207 |
| Total General Fund Contribution     |  | \$1,032*     |
| % Funded by General Fund            |  | 0.01%        |
| Total Staff                         |  | 41.25        |

*\*County Counsel services are 100% billable and revenues assume up to \$3.93 million from clients that receive General Fund support for County Counsel services.*

## DEPARTMENT OVERVIEW

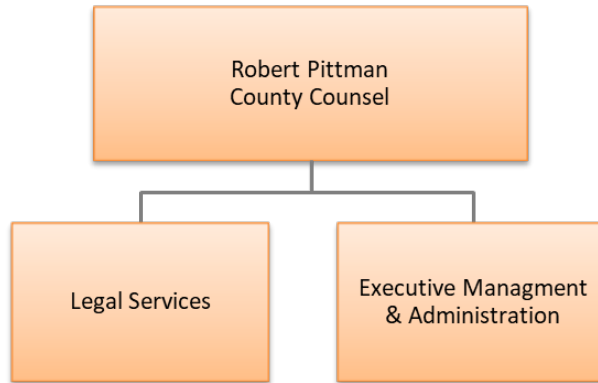
The Sonoma County Counsel’s Office is the primary provider of legal services to County departments and over 25 special districts, including the Board of Supervisors, Grand Jury, Agricultural Preservation and Open Space District, Community Development Commission, Sonoma County Water Agency, Local Agency Formation Commission (LAFCO), and the Sonoma County Transportation Authority. County Counsel either directly handles or coordinates outside counsel in the defense of all claims filed against the County, and proactively works to minimize risk and assist in policy development and implementation within the legal services area.

For more information call (707) 565-2421, or visit <https://sonomacounty.ca.gov/County-Counsel/>

### Service Area Description

County Counsel performs legal services related to contracting, real property transactions, public works, and fiscal services, while also providing legal representation in juvenile dependency and conservatorship cases, and advises the Department of Health Services and the Human Services Department on public health, including communicable disease control, emergency medical services, adult protective services, Medicare and Medicaid compliance, privacy, behavioral health, and contracting. Attorneys also perform a variety of legal services in connection with trial and appellate litigation in state and federal courts, coordination with outside counsel, administrative hearings, ordinance, and policy drafting and adoptions, and labor and employment issues. The Office oversees legal services related to planning, zoning, building, California Environmental Quality Act, code enforcement, cannabis, and tribal affairs, as well as trials and appellate litigation regarding land use matters. Counsel also handles legal matters related to Climate Action, resilience, natural resources management, and the County’s Debris Insurance Collection Program.

# DEPARTMENT ORGANIZATIONAL CHART



## Permanent Positions by Service Area

| Service Area                           | FY 2023-24<br>Adopted<br>Budget | FY 2024-25<br>Recommended<br>Budget | Change from<br>FY 2023-24<br>Adopted | % Change from<br>FY 2023-24<br>Adopted |
|--|---------------------------------|-------------------------------------|--------------------------------------|--|
| Legal Services                         | 36.25                           | 36.25                               | 0.00                                 | 0.0                                    |
| Executive Management & Administration* | 5.00                            | 5.00                                | 0.00                                 | 0.0                                    |
| <b>Total Permanent Positions</b>       | <b>41.25</b>                    | <b>41.25</b>                        | <b>0.00</b>                          | <b>0.0</b>                             |

\*Executive Management and Administration positions are centrally budgeted and assist in providing all services. As such, costs are allocated on the Expenditures table and Executive Management and Administration is not reflected as a service. Because positions support multiple services and cannot easily be divided, Executive Management and Administration is included on this table.

# FINANCIAL SUMMARIES

## Expenditures by Service Area

| Service Area                                 | FY 2023-24<br>Adopted<br>Budget | FY 2024-25<br>Recommended<br>Budget | Change from<br>FY 2023-24<br>Adopted | % Change from<br>FY 2023-24<br>Adopted |
|--|---------------------------------|-------------------------------------|--------------------------------------|--|
| Legal Services                               | \$13,100,249                    | \$14,820,239                        | \$1,719,990                          | 13.1                                   |
| <b>Gross Departmental Expenditures</b>       | <b>\$13,100,249</b>             | <b>\$14,820,239</b>                 | <b>\$1,719,990</b>                   | <b>13.1</b>                            |
| <i>Internal Departmental Transfers*</i>      | <i>\$1,371,731</i>              | <i>\$1,555,085</i>                  | <i>\$183,354</i>                     | <i>13.4</i>                            |
| <b>Departmental Operating Expenditures**</b> | <b>\$11,728,518</b>             | <b>\$13,265,154</b>                 | <b>\$1,536,636</b>                   | <b>13.1</b>                            |

\*Executive Management and Administration costs are allocated in the Legal Services Service Area. The FY 2024-25 Executive Management & Administration cost totaling \$1.5 million is programmed as an internal reimbursement in the Administration Services section and reflected in this table as an Internal Department Transfer.

\*\*Departments often need to transfer funds from one operating unit to another for a variety of reasons. While these transfers net to zero when looking at revenues, they appear double counted if only looking at expenditures. As a result, the more accurate illustration of the cost to provide services removes these internal transfer amounts.

## Department Budget Details

| Expenditures by Character              | FY 2023-24<br>Adopted<br>Budget | FY 2024-25<br>Recommended<br>Budget | Change from<br>FY 2023-24<br>Adopted | % Change from<br>FY 2023-24<br>Adopted |
|--|---------------------------------|-------------------------------------|--------------------------------------|--|
| Salaries and Benefits                  | \$10,966,267                    | \$12,477,759                        | \$1,511,492                          | 13.8                                   |
| Services and Supplies                  | \$2,110,112                     | \$2,317,323                         | \$207,211                            | 9.8                                    |
| Transfers within the County*           | \$23,870                        | \$25,157                            | \$1,287                              | 5.4                                    |
| <b>Total Expenditures by Character</b> | <b>\$13,100,249</b>             | <b>\$14,820,239</b>                 | <b>\$1,719,990</b>                   | <b>13.1</b>                            |

\*Transfers within the County reflects contributions to the Desktop Modernization Program.

| Revenues/Reimbursements/<br>Use of Fund Balance (Sources) | FY 2023-24<br>Adopted<br>Budget | FY 2024-25<br>Recommended<br>Budget | Change from<br>FY 2023-24<br>Adopted | % Change from<br>FY 2023-24<br>Adopted |
|---|---------------------------------|-------------------------------------|--------------------------------------|--|
| General Fund Contribution                                 | \$1,031                         | \$1,032                             | \$1                                  | 0.1                                    |
| Fees and Charges for Services                             | \$4,672,647                     | \$5,024,000                         | \$351,353                            | 7.5                                    |
| Transfers & Reimbursements within the County*             | \$8,426,571                     | \$9,795,207                         | \$1,368,636                          | 16.2                                   |
| <b>Total Revenues/Use of Fund Balance</b>                 | <b>\$13,100,249</b>             | <b>\$14,820,239</b>                 | <b>\$1,719,990</b>                   | <b>13.1</b>                            |

\*Reimbursements within the County include \$8.23 million in payments from County client departments for legal services and \$1.55 million intra-departmental reimbursement for Administration Services.

# DEPARTMENT HIGHLIGHTS

## Major Variances

**Legal Services:** The service area budget is increasing by \$1,719,990, or 13%, from the prior year primarily due to increased labor expense in alignment with approved labor agreements, offset by a commensurate increase in charges for services and reimbursements, both of which are used to allocate County Counsel costs proportionally to the departments they are supporting. This also reflects an increase in County Counsel’s hourly rate by \$30, from \$284 to \$314 effective in FY 2024-25. Executive management and general administration costs are programmed in a separate budget section with expenses fully reimbursed by the **Legal Services** budget. The increase in Services and Supplies is primarily related to an increase in these reimbursements to cover salary and benefits increases in that budget section associated with negotiated labor agreements.

## Opportunities and Challenges

### Challenges:

- Managing the exponential surge in Public Records Act (PRA) requests, which has imposed a significant strain on workload and limited resources.
- Attracting and retaining skilled public law attorneys and paralegals.
- Proactively engaging with clients at the outset of projects to identify legal issues and propose solutions before it becomes difficult to implement corrective measures.

### Opportunities:

- The recruitment challenge has become an avenue for enhancing succession planning, compelling the department to cross-train more staff and thereby strengthen our bench depth.
- Enhancing our legal software and technological solutions to boost office efficiency in delivering client services.

# HUMAN RESOURCES

**Janell Crane**  
**Human Resources Director**

**Human Resources provides comprehensive human resources and risk management services, and guidance supporting organizational effectiveness for an outstanding workplace.**

| BUDGET AT A GLANCE                  |  | FY 2024-25    |
|-------------------------------------|--|---------------|
| <b><u>Expenditures</u></b>          |  |               |
| Departmental Operating Expenditures |  | \$148,365,068 |
| Internal Transfers                  |  | \$3,150,736   |
| <b><u>Funding Sources</u></b>       |  |               |
| Total Revenues/Use of Fund Balance  |  | \$137,342,968 |
| Total General Fund Contribution     |  | \$14,172,836  |
| % Funded by General Fund            |  | 9.4%          |
| Total Staff                         |  | 66.50         |

## DEPARTMENT OVERVIEW

Human Resources provides four service areas: Human Resource Services, Employee Benefits, Risk Services, and Executive Management and Administration.

For more information, call (707) 565-2331, or visit <https://sonomacounty.ca.gov/administrative-support-and-fiscal-services/human-resources>.

### Service Area Description

**Human Resource Services** includes a range of services associated with core Human Resources functions for the County, including:

- **Recruitment and Classification** conducts recruitments, administers the County’s job classification and compensation plan, advises on organizational structure, and oversees the County’s use of contingent workers, including interns, volunteers, and extra-help.
- **Employee and Labor Relations** advises County departments and meets and confers with labor organizations on mandatory subjects of bargaining; negotiates and administers the County’s Memorandums of Understanding for represented employees and administers the County’s Salary Resolution for non-represented employees; and advises County departments on employee performance management.
- **Workforce Development** administers County-wide employee development training, manages the County’s learning management system, and advises departments on organizational development.
- **Equal Employment Opportunity** oversees the County’s compliance with local, state, and federal laws governing equal employment opportunity, non-discrimination, and the Americans with Disability Act (ADA), and advises departments on how to remedy employee relation issues to reduce risk and improve work culture; coordinates employee recognition programs; and provides staff support to the Sonoma County Human Rights and Status of Women Commissions.
- **Human Resources Information System (HRIS)** provides County-wide system resources through the County’s Human Resources Information System (HRIS).

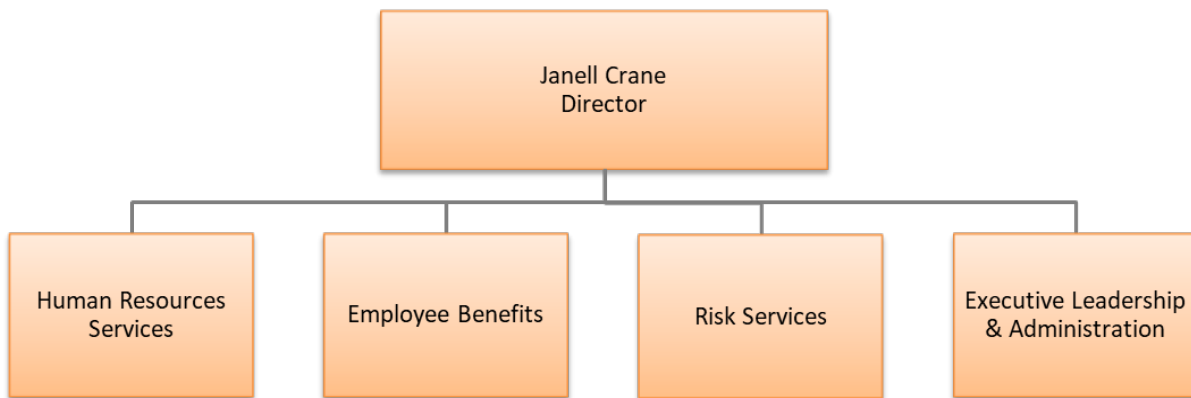
**Employee Benefits** is responsible for managing employee benefits and non-pension retiree benefit programs. This service area includes managing Internal Service Funds (ISF), which were established to track services provided to other departments.

**Risk Services** supports the County in two primary ways:

- **Liability and Insurance** administers self-insured tort claims and litigation filed against the County, advises County departments on risk mitigation strategies, and maintains all other insurance programs protecting County assets.
- **Disability Management and Occupational Safety** provides support and advises County departments on risk mitigation and compliance strategies including Cal-OSHA regulations and legally protected leaves; and administers the County’s self-insured Workers’ Compensation and leave management programs.

**Executive Management and Administration** oversees the Department and performs administrative duties including budget development, human resources, procurement, accounts payable, and other general office operations.

## DEPARTMENT ORGANIZATIONAL CHART



### Permanent Positions by Service Area\*

| Service Area                          | FY 2023-24<br>Adopted<br>Budget | FY 2024-25<br>Recommended<br>Budget | Change from<br>FY 2023-24<br>Adopted | % Change from<br>FY 2023-24<br>Adopted |
|---------------------------------------|---------------------------------|-------------------------------------|--------------------------------------|--|
| Human Resources Services**            | 32.00                           | 33.00                               | 1.00                                 | 3.1                                    |
| Employee Benefits                     | 8.00                            | 8.00                                | 0.00                                 | 0.0                                    |
| Risk Services                         | 16.50                           | 16.50                               | 0.00                                 | 0.0                                    |
| Executive Leadership & Administration | 9.00                            | 9.00                                | 0.00                                 | 0.0                                    |
| <b>Total Permanent Positions</b>      | <b>65.50</b>                    | <b>66.50</b>                        | <b>1.00</b>                          | <b>1.5</b>                             |

\*Positions are shown in the service area in which they are budgeted. In some cases, positions may be budgeted in one area but provide services to multiple areas, and costs may be spread in the table above.

\*\*The increase in FTE is not an addition in the FY 2024-25 Recommended Budget, rather, 1.0 FTE was added per Board action on 2/6/2024 but is reflected as a "change from FY 2023-24 adopted."

# FINANCIAL SUMMARIES

## Expenditures by Service Area

| Service Area                                | FY 2023-24<br>Adopted<br>Budget | FY 2024-25<br>Recommended<br>Budget | Change from<br>FY 2023-24<br>Adopted | % Change from<br>FY 2023-24<br>Adopted |
|---|---------------------------------|-------------------------------------|--------------------------------------|--|
| Human Resources Services                    | \$7,130,648                     | \$7,652,140                         | \$521,492                            | 7.3                                    |
| Employee Benefits                           | \$53,548,241                    | \$60,234,450                        | \$6,686,209                          | 12.5                                   |
| Risk Services                               | \$73,526,254                    | \$79,415,708                        | \$5,889,454                          | 8.0                                    |
| Executive Leadership & Administration       | \$4,216,343                     | \$4,213,506                         | (\$2,837)                            | (0.1)                                  |
| <b>Gross Departmental Expenditures</b>      | <b>\$138,421,486</b>            | <b>\$151,515,804</b>                | <b>\$13,094,318</b>                  | <b>9.5</b>                             |
| <i>Internal Departmental Transfers</i>      | <i>\$3,160,324</i>              | <i>\$3,150,736</i>                  | <i>(\$9,588)</i>                     | <i>(0.3)</i>                           |
| <b>Departmental Operating Expenditures*</b> | <b>\$135,261,162</b>            | <b>\$148,365,068</b>                | <b>\$13,103,906</b>                  | <b>9.7</b>                             |

\*Departments often need to transfer funds from one operating unit to another for a variety of reasons. While these transfers net to zero when looking at revenues, they appear double counted if only looking at expenditures. As a result, the more accurate illustration of the cost to provide services removes these internal transfer amounts.

## Department Budget Details

| Expenditures by Character              | FY 2023-24<br>Adopted<br>Budget | FY 2024-25<br>Recommended<br>Budget | Change from<br>FY 2023-24<br>Adopted | % Change from<br>FY 2023-24<br>Adopted |
|--|---------------------------------|-------------------------------------|--------------------------------------|--|
| Salaries and Benefits                  | \$12,497,231                    | \$13,633,454                        | \$1,136,223                          | 9.1                                    |
| Services and Supplies                  | \$86,125,974                    | \$95,864,844                        | \$9,738,870                          | 11.3                                   |
| Other Expenses*                        | \$39,207,941                    | \$41,420,860                        | \$2,212,919                          | 5.6                                    |
| Transfers within the County**          | \$590,340                       | \$596,646                           | \$6,306                              | 1.1                                    |
| <b>Total Expenditures by Character</b> | <b>\$138,421,486</b>            | <b>\$151,515,804</b>                | <b>\$13,094,318</b>                  | <b>9.5</b>                             |

\*Other Expenses include non-cash appropriations needed to execute accounting entries for changes to the liability associated with self-insured insurance programs as well as contributions toward the OPEB unfunded liability.

\*\*Transfers within the County reflect all funds that are transferred both within this department as well as between departments. Most transfers and reimbursements in Human Resources involve internal reimbursements within the department and reimbursements from other departments for services.

| Revenues/Reimbursements/<br>Use of Fund Balance (Sources) | FY 2023-24<br>Adopted<br>Budget | FY 2024-25<br>Recommended<br>Budget | Change from<br>FY 2023-24<br>Adopted | % Change from<br>FY 2023-24<br>Adopted |
|---|---------------------------------|-------------------------------------|--------------------------------------|--|
| General Fund Contribution                                 | \$11,309,260                    | \$14,172,836                        | \$2,863,576                          | 25.3                                   |
| Fees and Charges for Services                             | \$89,907,808                    | \$99,415,730                        | \$9,507,922                          | 10.6                                   |
| State, Federal, & Other Govt. Revenue                     | \$518,100                       | \$437,700                           | (\$80,400)                           | (15.5)                                 |
| Other Departmental Revenue*                               | \$3,161,600                     | \$3,906,400                         | \$744,800                            | 23.6                                   |
| Use of Fund Balance                                       | \$28,426,024                    | \$28,418,996                        | (\$7,028)                            | (0.0)                                  |
| Transfers & Reimbursements within the County**            | \$5,098,694                     | \$5,164,142                         | \$65,448                             | 1.3                                    |
| <b>Total Revenues/Use of Fund Balance</b>                 | <b>\$138,421,486</b>            | <b>\$151,515,804</b>                | <b>\$13,094,318</b>                  | <b>9.5</b>                             |

\*Other Departmental Revenue includes interest revenue on fund balances, including miscellaneous revenue and refunds associated with County Health Plan and ISF's.

\*\*Transfers within the County reflect all funds that are transferred both within this department as well as between departments.

# DEPARTMENT HIGHLIGHTS

## Major Variances

**Human Resources Services** is increasing by 7.3% due to increases in salary and benefits of \$400,000, resulting from negotiated labor agreements, partially offset by budgeted salary savings, and \$247,000 for a position added midyear in FY 2023-24. Human Resources has identified funding within the department to increase recruitment advertisement expenditures by \$125,000 in order to better attract qualified candidates. If the strategy proves successful, Human Resources may look to hiring departments to offset future continued costs.

**Employee Benefit Services** is increasing by 12.5% due to retiree health benefits paid from the Other Post Employment Benefits (OPEB) ISF increasing by \$2 million, and a \$3.5 million increase in contributions to prefund the OPEB unfunded liability. These increases in OPEB expenditures are charged to departments as part of payroll expenses, which accounts for \$6 million of increase in Charges for Services. Salaries and benefits are also increasing in line with negotiated labor agreements, however this accounts for only about \$112,000 of the total change in expenditures.

**Risk Management Services** are increasing 8% due to rising insurance premium costs due to general hardening in insurance markets. This includes a \$4.2 million increase in General Liability premiums and a \$2.3 million increase in property insurance. These are partially offset by a decrease in expenditures on the self-funded workers' compensation insurance. General liability and workers compensation insurance are funded through contributions from departments according to their risk and claims history. Charges for Services are thus increasing by \$3.5 million net as a result of the increase in general liability and decrease in workers' compensation insurance. Property insurance is funded through the General Fund, with costs partially recouped through the annual cost plan. The 25.3% increase in General Fund Contribution is primarily due to the \$2.3 million rise in the property insurance premiums. Salaries and benefits are also increasing in line with negotiated labor agreement, however this accounts for only about \$378,000 of the total change in expenditures.

## Opportunities and Challenges

### Human Resources Services

Sonoma County continues to face workforce challenges related to the low unemployment rate (3.8% as of December 2023), the low quit rate in the United States (2.2% in November 2023), and a high number of Sonoma County employees eligible for retirement. In addition, Sonoma County is facing recruitment challenges consistent with all public agencies in professional level job classifications, as well as positions that require a niche skill set or have government certification or licensure mandates. The combination of these factors will likely result in sustained demands for recruitment and retention services and strategies, during the coming fiscal year and beyond.

During FY 2024-25, to continue to address recruitment challenges, the Department will begin to evaluate the Civil Service Rules, class specifications, and County recruitment and examination processes to identify and remove barriers that may be adversely impacting individuals in underrepresented groups seeking employment. The Department will also continue to enhance and refine employee training with a focus on racial equity and belonging and will conduct an employee survey in order to assess current work culture and identify areas for improvement in an effort to reduce employee turnover.

### Risk Management Services

The cost of insurance due to the hard insurance market, as well as the increase in the number and size of claims, continues to impact the County. This is a nationwide issue that particularly impacts public entities.



# INFORMATION SYSTEMS

**Dan Fruchey**  
Director

The mission of the Information Systems Department is to improve the County’s current and future ability to deliver outstanding public service by creating fiscally sound technology solutions that serve our community.

| BUDGET AT A GLANCE                  |  | FY 2024-25   |
|-------------------------------------|--|--------------|
| <b><u>Expenditures</u></b>          |  |              |
| Departmental Operating Expenditures |  | \$54,870,962 |
| Internal Transfers                  |  | \$12,609,165 |
| <b><u>Funding Sources</u></b>       |  |              |
| Total Revenues/Use of Fund Balance  |  | \$65,863,514 |
| Total General Fund Contribution     |  | \$1,616,613  |
| % Funded by General Fund            |  | 2.4%         |
| Total Staff                         |  | 118.50       |

## DEPARTMENT OVERVIEW

The Information Systems Department (ISD) is responsible for providing leadership, support, and coordination of technological efforts in most County departments.

For more information, call (707) 565-2911, or visit <https://sonomacounty.ca.gov/ISD>

### Service Area Description

**Enterprise Development Services** – Provides technical, system integration, and data stewardship services with an emphasis on improvements that encourage remote work and cross platform functionality. Key services include application development and support, web hosting and design, document remediation, geographical information systems, database administration services, document management and digitization, and integrated justice support. Development teams utilize a full range of technical tools and services to support both countywide and department specific business needs including large-scale environments such as justice, human resources management, and financial systems.

**Innovation Services & Special Projects** – Delivers a rapid and flexible response for introducing new and emerging technologies. Partners with Sonoma County leadership to stimulate an environment for system innovation while developing business strategies that serve the growing technology needs of the County. This Service Area also oversees enterprise cybersecurity and associated risk reduction services; records management services, including records retention and storage, and courier and mail room services. This Service Area also helps support the creation and implementation of innovative technologies, such as the Accessing Coordinated Care and Empowering Self Sufficiency (ACCESS) Sonoma platform, which was implemented to help improve the health, well-being, sustained recovery, and self-sufficiency of the County’s most vulnerable residents.

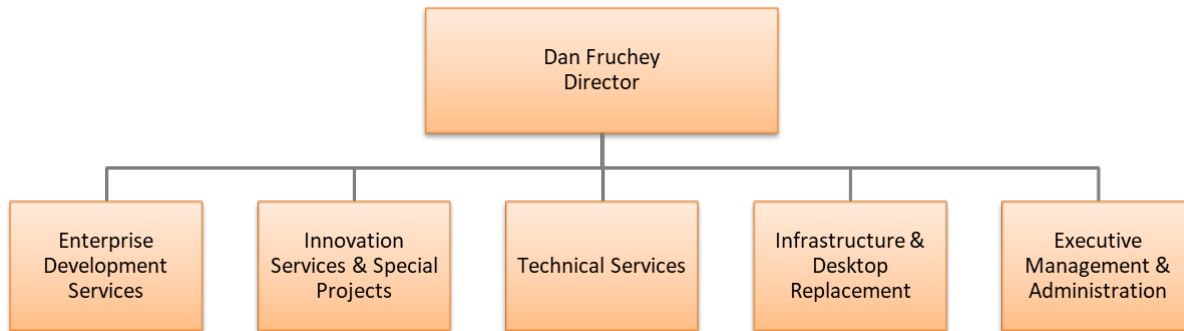
**Technical Services** – Designs and supports resilient core technology consistent with strategic priorities to ensure County staff can collaborate with clients, partner agencies, and coworkers. Key infrastructure includes data centers, networks, telecommunications, enterprise software, computers, mobile technology, and remote work systems. Provides asset management services, including development and implementation of an annual technology lifecycle replacement strategy, to ensure a secure, reliable, and sustainable technology foundation. This Service Area also provides centralized IT call center and desktop support services for County departments, as well as 24/7 system administration support of public safety technologies for the Sonoma County Public Safety Consortium.

**Infrastructure and Desktop Replacement** – This Service Area is utilized to separate funding that is dedicated to the Device Modernization Program (DMP). The DMP program ensures that IT infrastructure and desktop equipment is

replaced when it reaches the end of its lifecycle. Funding includes the estimated future replacement costs of IT infrastructure and desktop equipment, as well a portion of estimated labor costs required to replace the equipment. The work is mostly funded by this Service Area, but is performed by Technical Service staff, which is why there are no employees assigned to this Service Area.

**Executive Management & Administration** – Performs internal administrative, policy, and compliance functions. Activities support operational and project budgeting, procurement and expense management, fair and equitable cost recovery, and human resource functions, as well as providing overall leadership for the Department.

## DEPARTMENT ORGANIZATIONAL CHART



### Permanent Positions by Service Area

| Service Area                           | FY 2023-24<br>Adopted<br>Budget | FY 2024-25<br>Recommended<br>Budget | Change from<br>FY 2023-24<br>Adopted | % Change from<br>FY 2023-24<br>Adopted |
|--|---------------------------------|-------------------------------------|--------------------------------------|--|
| Enterprise Development Services        | 46.50                           | 44.50                               | (2.00)                               | (4.3)                                  |
| Innovation Services                    | 7.00                            | 13.00                               | 6.00                                 | 85.7                                   |
| Technical Services                     | 45.00                           | 45.00                               | 0.00                                 | 0.0                                    |
| Infrastructure and Desktop Replacement | 0.00                            | 0.00                                | 0.00                                 | 0.0                                    |
| Executive Management & Administration  | 19.00                           | 16.00                               | (3.00)                               | (15.7)                                 |
| <b>Total Permanent Positions</b>       | <b>117.50</b>                   | <b>118.50</b>                       | <b>1.00</b>                          | <b>0.9</b>                             |

# FINANCIAL SUMMARIES

## Expenditures by Service Area

| Service Area                                | FY 2023-24<br>Adopted<br>Budget | FY 2024-25<br>Recommended<br>Budget | Change from<br>FY 2023-24<br>Adopted | % Change from<br>FY 2023-24<br>Adopted |
|---|---------------------------------|-------------------------------------|--------------------------------------|--|
| Enterprise Development Services             | \$16,552,398                    | \$15,238,021                        | (\$1,314,377)                        | (7.9)                                  |
| Innovation Services                         | \$3,987,176                     | \$4,704,033                         | \$716,857                            | 18.0                                   |
| Technical Services                          | \$26,316,235                    | \$32,172,809                        | \$5,856,574                          | 22.3                                   |
| Infrastructure and Desktop Replacement      | \$10,717,048                    | \$11,648,738                        | \$931,690                            | 8.7                                    |
| Executive Management & Administration       | \$3,723,948                     | \$3,716,526                         | (\$7,422)                            | (0.2)                                  |
| <b>Gross Departmental Expenditures</b>      | <b>\$61,296,805</b>             | <b>\$67,480,127</b>                 | <b>\$6,183,322</b>                   | <b>10.1</b>                            |
| <i>Internal Departmental Transfers</i>      | <i>\$12,628,848</i>             | <i>\$12,609,165</i>                 | <i>(\$19,683)</i>                    | <i>(0.2)</i>                           |
| <b>Departmental Operating Expenditures*</b> | <b>\$48,667,957</b>             | <b>\$54,870,962</b>                 | <b>\$6,203,005</b>                   | <b>12.7</b>                            |

\*Departments often need to transfer funds from one operating unit to another for a variety of reasons. While these transfers net to zero when looking at revenues, they appear double counted if only looking at expenditures. As a result, the more accurate illustration of the cost to provide services removes these internal transfer amounts.

## Department Budget Details

| Expenditures by Character              | FY 2023-24<br>Adopted<br>Budget | FY 2024-25<br>Recommended<br>Budget | Change from<br>FY 2023-24<br>Adopted | % Change from<br>FY 2023-24<br>Adopted |
|--|---------------------------------|-------------------------------------|--------------------------------------|--|
| Salaries and Benefits                  | \$23,498,388                    | \$25,789,477                        | \$2,291,089                          | 9.7                                    |
| Services and Supplies                  | \$25,897,247                    | \$28,655,271                        | \$2,758,024                          | 10.6                                   |
| Capital Expenditures                   | \$625,000                       | \$570,000                           | (\$55,000)                           | (8.8)                                  |
| Transfers within the County*           | \$11,276,170                    | \$12,465,379                        | \$1,189,209                          | 10.5                                   |
| <b>Total Expenditures by Character</b> | <b>\$61,296,805</b>             | <b>\$67,480,127</b>                 | <b>\$6,183,322</b>                   | <b>10.1</b>                            |

\*Reflects all funds that are transferred both within this department as well as between departments.

| Revenues/Reimbursements/<br>Use of Fund Balance (Sources) | FY 2023-24<br>Adopted<br>Budget | FY 2024-25<br>Recommended<br>Budget | Change from<br>FY 2023-24<br>Adopted | % Change from<br>FY 2023-24<br>Adopted |
|---|---------------------------------|-------------------------------------|--------------------------------------|--|
| General Fund Contribution                                 | \$1,526,700                     | \$1,616,613                         | \$89,913                             | 5.9                                    |
| Fees and Charges for Services                             | \$12,052,950                    | \$11,305,993                        | (\$746,957)                          | (6.2)                                  |
| Other Departmental Revenue*                               | \$24,000                        | \$553,000                           | \$529,000                            | 2,204.2                                |
| Use of Fund Balance                                       | \$5,591,901                     | \$5,414,288                         | (\$177,613)                          | (3.2)                                  |
| Transfers & Reimbursements within the County**            | \$42,101,254                    | \$48,590,233                        | \$6,488,979                          | 15.4                                   |
| <b>Total Revenues/Use of Fund Balance</b>                 | <b>\$61,296,805</b>             | <b>\$67,480,127</b>                 | <b>\$6,183,322</b>                   | <b>10.1</b>                            |

\*Other Department Revenue includes interest earnings on department managed fund balances.

\*\*Reflects all funds that are transferred both within this department as well as between departments.

# DEPARTMENT HIGHLIGHTS

## Major Variances

- **Enterprise Development Services** – For FY 2024-25, expenditures in this Service Area are decreasing by \$1,314,377 primarily due to the completion of Phase 1 of the Integrated Justice Systems (IJS) modernization assessment. IJS is a centralized enterprise system that is used by the County and its justice partners. Appropriations related to Phase 2 of the project will be requested during FY 2024-25. Additionally, teams were reorganized across multiple divisions to align sections with similar duties. Within Enterprise Development Services: the Database Administrators were added (moved from Technical Services); a Project Manager was added (moved from Innovation), who took over management of both the Digitization Team and the newly added Database Administrators Team; an Information Technology Analyst III was removed (moved to Technical Services), and the Records Team was removed (moved to Innovation). These changes resulted in a net decrease in staff for the division.
- **Innovation Services & Special Projects** – Expenditures in this Service Area are increasing by \$716,857 primarily due to the reorganization of teams within the department. Two teams were added, and one Project Manager was removed, resulting in a net increase in staff for this division. The Records Team, which also includes courier staff, was added (moved from Enterprise Development Services); the Security Team was added (moved from Administration), and Project Manager was removed (moved to Enterprise Development Services to take over the Digitization and Database Administrator Teams). The movement of these teams balances the division and reflects the innovative improvements within this service line, which will integrate additional automation and Artificial Intelligence (AI) functionality in the coming year.
- **Technical Services** – Expenditures in this Service Area are increasing by \$5,856,574 due to salary & benefit increases as part of the negotiated labor agreements, increased costs for software renewals, increased licensing costs for Microsoft 365, planned infrastructure purchases (outside of the normal infrastructure and replacement process noted below), and licensing costs to explore Artificial Intelligence (AI) technologies for potential use across the County. Cloud computing and storage costs for the County's new cloud infrastructure are a significant factor, as are several cybersecurity related expenditures. Although the cybersecurity team is part of the Innovation Division, many of the tools and services that protect the County systems fall within Technical Services, since they protect devices managed by this division. Some examples include Endpoint Detection and Response, Security Operations Center services, patching tools, and vulnerability scanning software, to name a few. Division staff changes include the removal of the Database Administrators (moved to Enterprise Development Services), the addition of one position from the Exec and Admin Division, the addition of one Information Technology Analyst III (moved from Enterprise Development Services), and the addition of a new position added for the Public Safety Consortium. With these removals and additions, there were no net changes to positions for this division.
- **Infrastructure and Desktop Replacement** – Expenditures in this Service Area are increasing by \$931,690 due to the planned replacement of more devices in FY 2024-25. Device replacement purchases are funded with yearly department client contributions and expended in the year that the equipment is replaced.

## Opportunities and Challenges

- **Artificial Intelligence (AI)** – This technology shows promise for making government services more effective and efficient, offering benefits that promote the community's interests. Advances in areas such as public safety communications, wildfire forecasting and prevention, and public records management all show promise. Rapid changes in the potential and risks associated with this technology will require ISD to dedicate additional resources to improving infrastructure while piloting systems with clients to leverage opportunities for adoption. ISD will partner with County departments and agencies on policy and training to support AI implementation in a secure and ethical manner that supports the importance of human decision making. This

effort will require involvement from **all service areas within ISD including Innovation, Technical, and Enterprise Development Services.**

- **Digital Transformation** – ISD is partnering with many departments to transform paper-based workflows into electronic ones, focusing primarily on public facing systems that improve service delivery for customers. Most recently, this includes the Public Defender, Regional Parks, and the Clerk-Recorder-Assessor. The original focus of this program was to reduce paper records and improve County effectiveness in an emerging hybrid work environment. However, this effort has also resulted in efficiencies that can reduce cost and improve the quality and timeliness of service delivery. Greater emphasis needs to be placed on these systems to support a more mobile workforce and customers who increasingly interact with government using mobile technology and require increasing attention from ISD. This effort primarily requires staff from our **Enterprise Development Services** division with periodic assistance from **Technical Services**.
- **Cybersecurity** – As the County continues to expand its ability to deliver online services, the need for robust protections against cybercrime and data theft significantly increase each year. Even a robust cybersecurity system cannot fully mitigate risks due to constant changes in technology that improve service but also introduce new attack vectors for potential exploitation. The County’s need for rapid detection and intervention services continues to increase, particularly due to a proliferation of Artificial Intelligence tools adapted to improve the effectiveness of cybercrime. Each year more staff time and vendor services are required to address this challenge, at times hampering initiatives for improving service delivery. Grants fund approximately 10% of cybersecurity costs and have been made available annually through partnership with Emergency Management. This work is primarily carried out by the **Technical Services** division and Cybersecurity Team within the **Innovation** division.



# NON-DEPARTMENTAL

**M. Christina Rivera**  
County Executive

The Non-Departmental budget is managed by the County Administrator’s Office. The County Administrator Office’s mission is to build a sustainable and equitable future for our community by making collaborative, transparent, and informed policy recommendations to the Board of Supervisors.

| BUDGET AT A GLANCE                       |  | FY 2024-25    |
|--|--|---------------|
| <u>Expenditures</u>                      |  |               |
| General Fund Expenditures                |  | \$91,142,590  |
| General Fund Contribution to Departments |  | \$338,413,774 |
| Other Fund Expenditures                  |  | \$142,661,741 |
| <u>Funding Sources</u>                   |  |               |
| General Fund Tax Revenues                |  | \$384,745,929 |
| Other Fund Revenues/Use of Fund Balance  |  | \$187,472,176 |

## DEPARTMENT OVERVIEW

### Service Area Description

This budget includes revenues and expenditures which are not directly associated with a specific department. The budget consists of two major expenditure categories:

**Unrestricted General Fund** contains a variety of budgeted expenditures that are not specific to any one department. This category covers centralized program costs, referred to as General Government, such as employee development and recognition programs, specialized consultant services and costs for County-wide special projects and services, as well as General Fund contributions that are regularly made to departments and programs outside of the General Fund. The General Fund also contributes to Capital and Infrastructure investments, such as the Roads Pavement Preservation program and the Capital Improvement Plan. This category also includes the County’s General Fund Appropriation for Contingencies designation, which represents unrestricted funds available to the Board of Supervisors to address unanticipated needs throughout the fiscal year.

In addition to the aforementioned expenditure categories, this area of Non-Departmental also includes centrally collected property tax, sales taxes, and reimbursements from other agencies for central County services expended out of the General Fund. These revenues finance General Fund contributions to County departments.

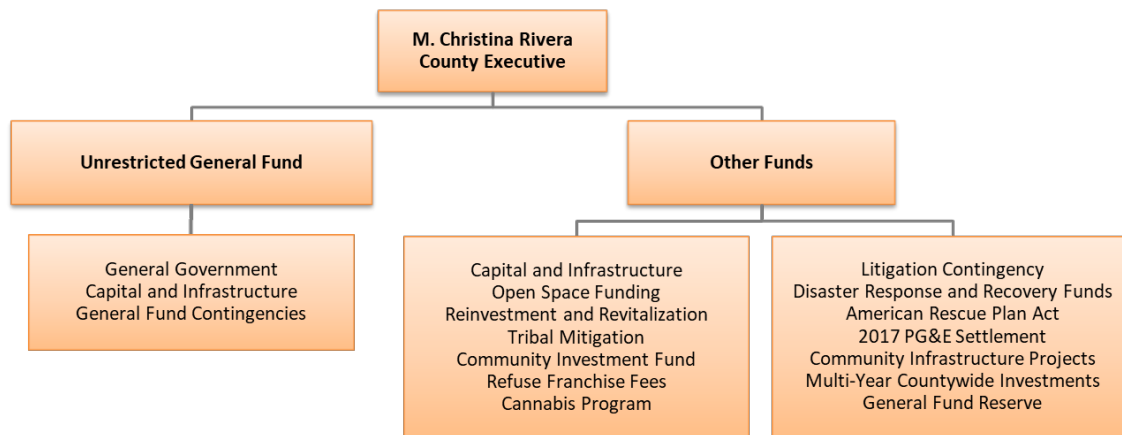
The **Other Funds** category is comprised of the following non-General Fund special programs and projects:

- 1) **Capital and Infrastructure** includes tobacco settlement fund contributions towards the County’s Capital Improvement Plan.
- 2) **Open Space Funding** includes the Open Space Special Tax Account, which records proceeds from bonds issued as a result of Measure F, and transfers funds to the Ag + Open Space District to finance the Measure F expenditure plan.
- 3) **Reinvestment & Revitalization** represents the segregation of property taxes returned to the County as a result of the dissolved Redevelopment Areas, used to finance the County’s Reinvestment and Revitalization program and projects.
- 4) **Tribal Impact Mitigation** administers revenue generated from tribal agreements.
- 5) **Community Investment Fund (CIF)** tracks Transient Occupancy Tax assigned to specific programs, including Measure L funds.
- 6) **Refuse Franchise Fees** collected from the County’s contracted solid waste collection service provider used to support roadside litter removal, street sweeping, animal pickup, and monitoring of closed rural landfills.

- 7) **Cannabis Program Fund** receives all Measure A Cannabis Business Tax revenue and reimburses County departments for Cannabis program costs that are not recouped through fees.
- 8) **Litigation Contingency Fund** provides funding for unanticipated needs related to litigation incurred during the year and receives funds from code enforcement actions carried out by County Counsel and from General Fund contributions.
- 9) **Disaster Response and Recovery Funds** contain separate funds to record costs related to response and eligible recovery projects related to state and federally declared disasters.
- 10) **American Rescue Plan Act (ARPA)** fund was established to track funds specifically related to the \$96 million in federal funds received for this purpose.
- 11) The **2017 PG&E Settlement Fund** houses the funds received as part of the settlement with PG&E regarding culpability for the 2017 wildfires and reimburses departments for Board-approved projects.
- 12) **Community Infrastructure Projects Fund** established during FY 2022-23 Budget Hearings and provides funding for infrastructure projects within each Board district.
- 13) **Multi-Year County-wide Investments Fund** holds funds set-aside for various multi-year projects approved by the Board of Supervisors, such as Strategic Plan and climate project investments anticipated to be expended over multiple fiscal years.
- 14) The County’s accumulated **General Fund Reserve**, which protects against temporary revenue shortfalls or unpredicted expenditures.

For more information, call (707) 565-2431, or visit <https://sonomacounty.ca.gov/administrative-support-and-fiscal-services/county-administrators-office>

## DEPARTMENT ORGANIZATIONAL CHART





# FINANCIAL SUMMARIES

## Expenditures by Service Area

|  | FY 2023-24<br>Adopted<br>Budget | FY 2024-25<br>Recommended<br>Budget | Change from<br>FY 2023-24<br>Adopted | % Change from<br>FY 2023-24<br>Adopted |
|--|---------------------------------|-------------------------------------|--------------------------------------|--|
| <b>Unrestricted General Fund</b>           |                                 |                                     |                                      |  |
| General Government                         | \$88,873,734                    | \$45,111,451                        | (\$43,762,283)                       | (49.2)                                 |
| Capital and Infrastructure                 | \$44,423,640                    | \$41,031,139                        | (\$3,392,501)                        | (7.6)                                  |
| General Fund Contingencies                 | \$5,000,000                     | \$5,000,000                         | \$0                                  | 0.0                                    |
| <b>Sub-Total Unrestricted General Fund</b> | <b>\$138,297,374</b>            | <b>\$91,142,590</b>                 | <b>(\$47,154,784)</b>                | <b>(34.1)</b>                          |

|   | FY 2023-24<br>Adopted<br>Budget | FY 2024-25<br>Recommended<br>Budget | Change from<br>FY 2023-24<br>Adopted | % Change from<br>FY 2023-24<br>Adopted |
|---|---------------------------------|-------------------------------------|--------------------------------------|--|
| <b>Other Funds</b>                          |                                 |                                     |                                      |  |
| Capital and Infrastructure                  | \$5,761,990                     | \$5,094,918                         | (\$667,072)                          | (11.6)                                 |
| Open Space Funding                          | \$53,788,465                    | \$61,324,343                        | \$7,535,878                          | 14.0                                   |
| Reinvestment and Revitalization             | \$16,560,183                    | \$12,646,902                        | (\$3,913,281)                        | (23.6)                                 |
| Tribal Mitigation                           | \$11,720,012                    | \$16,012,800                        | \$4,292,788                          | 36.6                                   |
| Community Investment Fund                   | \$19,851,244                    | \$14,957,859                        | (\$4,893,385)                        | (24.7)                                 |
| Refuse Franchise Fees                       | \$4,513,027                     | \$5,623,444                         | \$1,110,417                          | 24.6                                   |
| Cannabis Program                            | \$3,613,707                     | \$1,895,262                         | (\$1,718,445)                        | (47.6)                                 |
| Litigation Contingency                      | \$1,952,000                     | \$2,252,000                         | \$300,000                            | 15.4                                   |
| Disaster Response and Recovery Funds        | \$891,000                       | \$2,572,000                         | \$1,681,000                          | 188.7                                  |
| American Rescue Plan Act                    | \$7,673,736                     | \$6,685,754                         | (\$987,982)                          | (12.9)                                 |
| 2017 PG&E Settlement                        | \$10,104,039                    | \$4,509,000                         | (\$5,595,039)                        | (55.4)                                 |
| Community Infrastructure Projects           | \$4,100,000                     | \$2,000,000                         | (\$2,100,000)                        | (51.2)                                 |
| Multi-Year County-wide Investments          | \$12,790,607                    | \$7,087,459                         | (\$5,703,148)                        | (44.6)                                 |
| <b>Sub-Total Other Funds</b>                | <b>\$153,320,010</b>            | <b>\$142,661,741</b>                | <b>(\$10,658,269)</b>                | <b>(7.0)</b>                           |
| <b>Gross Departmental Expenditures</b>      | <b>\$291,617,384</b>            | <b>\$233,804,331</b>                | <b>(\$57,813,053)</b>                | <b>(19.8)</b>                          |
| <i>Internal Departmental Transfers</i>      | <i>\$74,386,982</i>             | <i>\$30,603,394</i>                 | <i>(\$43,783,588)</i>                | <i>(58.9)</i>                          |
| <b>Departmental Operating Expenditures*</b> | <b>\$217,230,402</b>            | <b>\$203,200,937</b>                | <b>(\$14,029,465)</b>                | <b>(6.5)</b>                           |

\*Departments often need to transfer funds from one operating unit to another for a variety of reasons. While these transfers net to zero when looking at revenues, they appear double counted if only looking at expenditures. As a result, the more accurate illustration of the cost to provide services removes these internal transfer amounts.

## Department Budget Details

| Expenditures by Character              | FY 2023-24<br>Adopted<br>Budget | FY 2024-25<br>Recommended<br>Budget | Change from<br>FY 2023-24<br>Adopted | % Change from<br>FY 2023-24<br>Adopted |
|--|---------------------------------|-------------------------------------|--------------------------------------|--|
| Salaries and Benefits                  | \$991,958                       | \$987,000                           | (\$4,958)                            | (0.5)                                  |
| Services and Supplies                  | \$10,426,311                    | \$10,005,902                        | (\$420,409)                          | (4.0)                                  |
| Other Expenses*                        | \$104,563,277                   | \$104,953,718                       | \$390,441                            | 0.4                                    |
| Transfers within the County**          | \$175,635,838                   | \$117,857,711                       | (\$57,778,127)                       | (32.9)                                 |
| <b>Total Expenditures by Character</b> | <b>\$291,617,384</b>            | <b>\$233,804,331</b>                | <b>(\$57,813,053)</b>                | <b>(19.8)</b>                          |

\*Other Expenses includes contributions to local municipalities and non-County agencies, such as the Community Development Commission for Housing Programs and the Agricultural Preservation & Open Space District for land preservation. It also includes Appropriations for Contingencies.

\*\*Reflects all funds that are transferred both within this department as well as between departments.

| Revenues/Reimbursements/<br>Use of Fund Balance (Sources)    | FY 2023-24<br>Adopted<br>Budget | FY 2024-25<br>Recommended<br>Budget | Change from<br>FY 2023-24<br>Adopted | % Change from<br>FY 2023-24<br>Adopted |
|--|---------------------------------|-------------------------------------|--------------------------------------|--|
| General Fund Tax Revenue                                     | \$365,941,928                   | \$384,745,929                       | \$18,804,001                         | 5.1                                    |
| Transient Occupancy Tax (incl. Measure L)                    | \$20,286,100                    | \$24,082,013                        | \$3,795,913                          | 18.7                                   |
| Other Tax Revenue*   | \$34,370,959                    | \$33,790,873                        | (\$580,086)                          | (1.7)                                  |
| Fees and Charges for Services                                | \$13,895,663                    | \$14,449,745                        | \$554,082                            | 4.0                                    |
| State, Federal, & Other Govt. Revenue                        | \$17,967,626                    | \$26,472,529                        | \$8,504,903                          | 47.3                                   |
| Other Departmental Revenue**                                 | \$9,216,079                     | \$8,919,148                         | (\$296,931)                          | (3.2)                                  |
| Use of Fund Balance  | \$61,825,500                    | \$42,748,927                        | (\$19,076,573)                       | (30.9)                                 |
| Transfers & Reimbursements within the County                 | \$82,939,344                    | \$37,008,941                        | (\$45,930,403)                       | (55.4)                                 |
| <b>Total Revenues/Use of Fund Balance</b>                    | <b>\$606,443,199</b>            | <b>\$572,218,105</b>                | <b>(\$34,225,094)</b>                | <b>(5.6)</b>                           |
| <b>General Fund Contribution to Other<br/>Departments***</b> | <b>(\$314,825,815)</b>          | <b>(\$338,413,774)</b>              | <b>(\$23,587,959)</b>                | <b>7.5</b>                             |

\*Other Tax Revenue includes Cannabis Tax and Sonoma County Agricultural Preservation and Open Space District sales tax, which is collected in Non-Departmental.

\*\*Other Departmental Revenue includes Tax Loss Reserve Fund (Teeter Plan), interest earnings on retirement contribution prepayments, and franchise fees for refuse hauling licensing and from utility entities using the public's right of way.

\*\*\*The negative General Fund net cost finances General Fund contribution to County departments and select programs.

# DEPARTMENT HIGHLIGHTS

## Major Variances

The Non-Departmental budget includes a significant amount of funding for Board projects, as well as funding for disaster response, and one-time funding sources such as ARPA and PG&E settlement funds that are deposited for future use. As such, it experiences greater swings in expenditures from year to year than would be expected in a Departmental Budget. Some major variances are described below.

### Unrestricted General Fund

- **General Government** expenditures are decreasing by \$43.8 million largely due to the inclusion of one-time General Fund expenditures for a number of Board priorities in the FY 2023-24 Adopted Budget, which are not repeated in the FY 2024-25 Recommended Budget, including:
  - \$16.0 million transfer of discretionary funds to the Community Infrastructure Projects Fund for Districts 1, 2, 4, and 5 (\$4 million per District). As Board members commit these funds to specific projects, the funds are either programmed in the Non-Departmental budget, or transferred to other County departments, such as Regional Parks and Public Infrastructure.
  - \$7.7 million transferred to the Designated Purposes Fund for the Roseland Tierra de Rosas project.
  - \$5.0 million transfer of discretionary funds to General Fund Reserves.
  - \$3.3 million transfer to the Designated Purposes Fund for various Permit Sonoma positions and third-party contract support for management review implementation.
  - \$1.7 million to continue the Sheriff's Hiring Incentive Pilot Program for an additional 12 months and provide one-time funding for Henry 1 helicopter critical maintenance, personal protective equipment, and COVID tests.
  - \$1.3 million transfer to FEMA audit reserves, in line with Board policy to keep 20% of reimbursements received from FEMA in reserve against potential future audit findings.

Additionally, as a result of negotiated labor agreements, the Employee Benefits budget is being reduced by \$750,000, because a portion of employees' staff development benefit has been converted to a lump sum amount now accounted for in departments' budgets.

- **Capital and Infrastructure** spending from the General Fund is decreasing by \$3.4 million. The FY 2023-24 Adopted Budget included one-time commitments of \$5.3 million to support Roads Infrastructure Investments and \$1.2 million towards the Public Health Lab and Morgue relocation capital project. The reduction of one-time contributions is partially offset by an increase of \$3.3 million towards the County Center Modernization Fund, based on the Board's adopted fiscal policy to program 40% of FY 2022-23 property tax growth beyond what was programmed at Budget hearings to this fund.

### Other Funds

- **Open Space Funding** expenditures are projected to increase by \$7.5 million in line with expected acquisitions in the Ag + Open Space District FY 2024-25 budget. In prior fiscal years, Measure F funds were transferred to the Auditor-Controller-Treasurer-Tax-Collector to make debt service payments on Sonoma County Agricultural Preservation and Open Space District Bonds. Payment on these bonds was completed during FY 2023-24; however, this decrease is more than offset by the increase in transfers to the Ag + Open Space District, which are further described in that department's budget narrative under the **Natural Resources** tab.

- **Reinvestment and Revitalization** expenditures are decreasing by \$3.9 million due to inclusion of a Board-approved, one-time transfer of Reinvestment and Revitalization fund balance to the General Fund in the FY 2023-24 Adopted Budget.
- **Tribal Mitigation** expenditures are projected to increase by \$4.3 million to program the new baseline expenditures associated with the “Amended and Restated Intergovernmental Mitigation Agreement” (IMA) between the Federated Indians of Graton Rancheria and the County, approved by the Board on June 6, 2023. The increased expenditures under the new IMA are primarily associated with the in-lieu Transient Occupancy Tax transfer from the Graton Mitigation Fund to the General Fund, pass-through allocations for Sonoma County Fire Protection District, and programming funds specifically set-aside for air quality, affordable housing, groundwater, and other mitigation uses.
- **Community Investment Fund** expenditures are decreasing by \$4.9 million due to inclusion of a Board-approved, one-time transfer of Community Investment fund balance to the General Fund in the FY 2023-24 Adopted Budget, which is not included in the FY 2024-25 Recommended Budget.
- **Refuse Franchise Fees** expenditures include annual allocations to the Department of Public Infrastructure for the Pavement Preservation Program, former rural landfill monitoring activities, and expanded street sweeping and animal pick up programs pursuant to the Franchise Agreement. The year-over-year increase is primarily due to programming one-time expenditures of \$1 million to cover first year costs for a three-year tank project at the closed Guerneville landfill, with a total estimated cost of \$3 million.
- **Cannabis Program** expenditures are decreasing by \$1.7 million due to operational adjustments made to reduce the amount of cannabis tax funding support to County departments in response to declining cannabis business tax revenue, as communicated to the Board of Supervisors on April 16, 2024.
- **Litigation Contingency** expenditures are increasing by \$300,000 primarily due to anticipated County Counsel internal rate increases to account for rising costs in that department.
- **Disaster Response and Recovery** expenditures are increasing by \$1.7 million due to proactively programming \$2 million in the Disaster Immediate Needs Fund, so that it can be utilized for emergency financial assistance or other disaster-related expenditures should a disaster occur in FY 2024-25. This increase is partially offset by reductions to the anticipated level of effort needed by Auditor-Controller-Treasurer-Tax Collector’s Disaster Finance team to continue close-out work on several recent state and federal disaster claims.
- **2017 PG&E Settlement Funds** expenditures are decreasing by \$5.6 million due to inclusion of one-time appropriations in the FY 2023-24 Adopted Budget that are not part of the FY 2024-25 Recommended Budget, such as \$3.2 million for Vegetation Management Phase 3 grant awards and a \$1.5 million transfer of PG&E Settlement funds to the General Fund.
- **Community Infrastructure Projects** expenditures are decreasing by \$2.1 million. Each Board District received an additional \$4 million of Community Infrastructure Funds in FY 2023-24; however, since planned projects and needs were not known in most cases, the FY 2023-24 budget only included appropriations of \$4.1 million to enable small commitments of funding through departments, while larger amounts were anticipated to come to the full Board for approval. As of April 2024, Districts 1, 3, and 5 have committed all of their allocated Community Infrastructure funds to projects; therefore, the FY 2024-25 Recommended Budget only includes the remaining unused appropriations for Districts 2 and 4 (\$1 million each) to cover any potential expenditures prior to FY 2024-25 1<sup>st</sup> Quarter Consolidated Budget Adjustments.
- **Multi-Year County-wide Investments** are decreasing by \$5.7 million due to inclusion of one-time appropriations in the FY 2023-24 Adopted Budget that are not repeated in the FY 2024-25 Recommended Budget. The FY 2023-24 budget included appropriations to utilize a \$5 million set-aside for the Behavioral Health Housing Unit (BHHU) construction project and \$1 million set-aside for a County-wide food security assessment project. The BHHU funds will not be expended in FY 2023-24 and were not programmed in FY 2024-25, pending future Board direction on the project. Only a portion of the food assessment funds will be expended in FY 2023-24 for a consultant contract to complete the study, which is assumed to continue into

next fiscal year and factored into the FY 2024-25 budget. The remaining food assessment funds have not been programmed in FY 2024-25, pending completion of the consultant’s food assessment study and future Board direction.

## Funding Sources

- **General Fund Tax Revenue** is estimated to increase by \$18.8 million, or 5.1%, due primarily to anticipated increases in property taxes as assessed values catch up with the post-COVID growth. The FY 2024-25 Recommended Budget assumes core property tax growth at 3.5% over current FY 2023-24 midyear estimates.
- **Transient Occupancy Tax** (including Measure L) is estimated to increase by \$3.8 million based on analysis of post-COVID revenue trends. Estimated tax revenue in the FY 2023-24 Adopted Budget was conservative and below actual revenue received in both FY 2021-22 and FY 2022-23, based on uncertainty whether the post-COVID surge in revenues would set a new baseline, or if revenues would return to pre-COVID levels. The FY 2024-25 Recommended Budget assumes TOT tax growth at 3.3% above current FY 2023-24 midyear estimates.
- **State, Federal, and Other Governmental Revenue** is estimated to increase by \$8.5 million. Based on guidance from Auditor-Controller-Treasurer-Tax Collector, estimated revenue in the ARPA Fund must match anticipated expenditure appropriations to be net neutral in the budget. The County received all ARPA funds in advance but will recognize earned revenue when expenditures are incurred. The FY 2023-24 Adopted Budget inadvertently omitted revenue appropriations in the ARPA Fund budget, which was subsequently corrected as part of 1<sup>st</sup> Quarter Consolidated Budget Adjustments. As a result, year-over-year revenue in the ARPA budget is increasing by \$6.7 million compared to the FY 2023-24 Adopted Budget to align estimated FY 2024-25 revenue with anticipated expenditures. Additionally, revenue in the Graton Mitigation Fund is increasing by \$1.8 million to align with the County’s amended IMA with the Federated Indians of Graton Rancheria.
- **Use of Fund Balance** - The Non-Departmental budget includes many funds, some of which utilize, and some of which accrue, fund balance in any given fiscal year. The net use of fund balance is decreasing by \$19.1 million primarily due to three factors:
  - The FY 2023-24 Adopted Budget incorrectly omitted federal government revenue in the ARPA Fund budget, which appeared as a \$7.6 million use of fund balance. The FY 2024-25 budget for ARPA assumes revenue balanced to expenditures appropriations, resulting in no use of fund balance.
  - One-time transfer of \$5.6 million PG&E Settlement and \$3.9 million Reinvestment and Revitalization fund balance to the General Fund in the FY 2023-24 Adopted Budget, which will not repeat in the FY 2024-25 budget.
  - Use of Cannabis Program fund balance is decreasing by \$1.3 million as a result of the aforementioned expenditure reductions.
- **Internal County Reimbursements and Transfers** are decreasing by \$45.9 million due to:
  - Removal of one-time transfers of \$43.8 million programmed in the FY 2023-24 budget that will not be repeated in FY 2024-25, as described above in the General Government variance.
  - Cost plan reimbursements from departments into the County General Fund are decreasing by \$1.9 million in FY 2024-25 due to a change in how the prior year (FY 2022-23) roll forward true up amount was factored into the calculation methodology.

## Opportunities and Challenges

- Since January 1, 2017, Sonoma County has experienced an unprecedented number of disasters, notably the 2017 Complex fires, 2019 Kincade Fire, and ongoing COVID response. As of April 2024, approximate FEMA-reimbursable emergency response costs have totaled nearly \$183 million. While most of these costs are anticipated to be reimbursed from FEMA and/or Cal-OES, only \$59 million has been received to date, putting pressure on the FY 2024-25 disaster fund budgets. The balance, as well as other significant costs not eligible for FEMA/Cal-OES reimbursement, have been covered by a contribution from the General Fund, combined

with a temporary use of the Kincade Settlement funds, Coronavirus Aid, Relief, and Economic Security Act funds, and ARPA funding. While Sonoma County awaits reimbursement, these resources directed toward disaster response are not available to fund other Board priorities. Additional large-scale emergency response efforts could put further strain on the General Fund and may necessitate utilization of General Fund Reserves. As reimbursements are received, the Kincade Settlement fund and the General Fund will be restored as possible.

- Considering economic uncertainties, the County’s experience with costly disasters, delays in securing FEMA reimbursements, and significant economic uncertainty, it would be prudent to maintain and, when possible, increase General Fund Reserves toward the target level of 16.6% of annual General Fund revenues.
- Growth in property tax, which makes up the largest source of County discretionary revenue, is limited by the California Constitution. With higher interest rates leading to declining property sales, growth will likely slow over the coming years. In addition, external state and federal ongoing sources tend to remain flat year-over-year. In future years, overall operating revenues may not keep pace with inflationary pressures on the cost of doing business, which may require future adjustments to service levels.
- Since its creation in FY 2018-19, the Litigation Contingency Fund has been funded via periodic, one-time infusions of General Fund monies, as well as proceeds from code enforcement case settlements. Not accounting for future settlement proceeds, based on current expenditure rates, the Litigation Contingency Fund is on track to have approximately \$250,000 remaining at the end of FY 2024-25 and may require additional funding starting in FY 2025-26.

# AUDITOR-CONTROLLER-TREASURER-TAX COLLECTOR

**Erick Roeser**  
**Auditor-Controller-Treasurer-Tax Collector**

The mission of the Auditor-Controller-Treasurer-Tax Collector’s Office is to provide reliable and relevant financial information and quality financial services in an efficient, ethical, and effective manner to the citizens of Sonoma County, while promoting fiscal responsibility and accountability.

| BUDGET AT A GLANCE                  |  | FY 2024-25    |
|-------------------------------------|--|---------------|
| <b><u>Expenditures</u></b>          |  |               |
| Departmental Operating Expenditures |  | \$163,679,014 |
| Internal Transfers                  |  | \$2,817,621   |
| <b><u>Funding Sources</u></b>       |  |               |
| Total Revenues/Use of Fund Balance  |  | \$159,777,997 |
| Total General Fund Contribution     |  | \$6,718,638   |
| % Funded by General Fund            |  | 4.0%          |
| Total Staff                         |  | 107.00        |

## DEPARTMENT OVERVIEW

The Auditor-Controller-Treasurer-Tax Collector serves as Chief Financial Officer for the County. The Office provides a broad range of accounting, financial reporting, auditing, collection, financing, and investing services to County departments, agencies, districts, and the public.

For more information, call (707) 565-2631, or visit <https://sonomacounty.ca.gov/Auditor-Controller-Treasurer-Tax-Collector/>.

**Accounting and Audit Services** provides essential accounting services to departments and local governmental agencies including payment issuance, budget schedule compilation, payroll processing, disaster reimbursement support, debt administration, cost plan development, and financial statement preparation; provides internal and financial audit services, and administers the Fraud, Waste and Abuse hotline.

**Tax Administration** collects and distributes local property taxes, transient occupancy taxes (TOT), and cannabis taxes; manages delinquency collections for several other County departments.

**Treasury and Investment Operations** manages daily cash flow needs and safe investment of public funds within the Pooled Investment Fund on behalf of County, schools, and special districts; oversees the employee deferred compensation program and administers the County’s debt policy and maintains the County’s debt ratings.

**Enterprise Resource Planning Systems** provides operational support and administration for the County’s Enterprise Financial System (EFS) and Human Resource Information System (HRIS); includes staffing support from Human Resources (HRD) and Information Systems (ISD) departments.

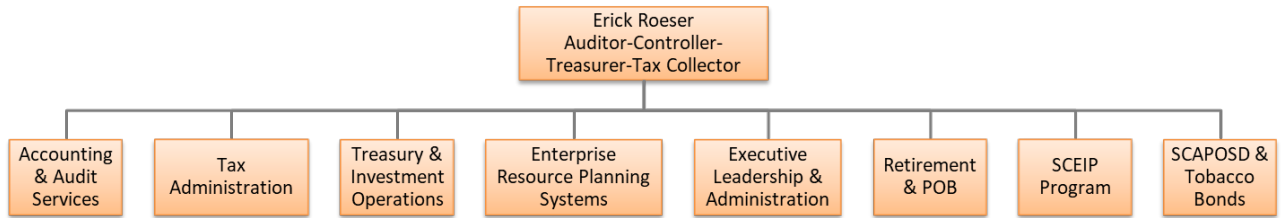
**Executive Leadership and Administration** oversees the department and performs administrative duties including budget development, human resources, procurement, accounts payable, and other general office operations.

**Retirement and POB** administers funds to account for contributions to employee retirement and debt servicing of Pension Obligation Bonds (POB).

**SCEIP Program** oversees program administration, bond issuance, and financing support for the Sonoma County Energy Independence Program (SCEIP).

**SCAPOSD and Tobacco Bonds** manages debt servicing for Sonoma County Agricultural Preservation and Open Space District (SCAPOSD) and Tobacco settlement bonds.

# DEPARTMENT ORGANIZATIONAL CHART



## Permanent Positions by Service Area

| Service Area                            | FY 2023-24<br>Adopted<br>Budget | FY 2024-25<br>Recommended<br>Budget | Change from<br>FY 2023-24<br>Adopted | % Change from<br>FY 2023-24<br>Adopted |
|---|---------------------------------|-------------------------------------|--------------------------------------|--|
| Accounting and Audit Services           | 56.00                           | 56.00                               | 0.00                                 | 0.0                                    |
| Tax Administration                      | 26.00                           | 26.00                               | 0.00                                 | 0.0                                    |
| Treasury and Investment Operations      | 6.00                            | 6.00                                | 0.00                                 | 0.0                                    |
| Enterprise Resource Planning Systems    | 11.00                           | 11.00                               | 0.00                                 | 0.0                                    |
| Executive Leadership and Administration | 8.00                            | 8.00                                | 0.00                                 | 0.0                                    |
| Retirement and POB                      | 0.00                            | 0.00                                | 0.00                                 | 0.0                                    |
| SCEIP Program                           | 0.00                            | 0.00                                | 0.00                                 | 0.0                                    |
| SCAPOSD and Tobacco Bonds               | 0.00                            | 0.00                                | 0.00                                 | 0.0                                    |
| <b>Total Permanent Positions</b>        | <b>107.00</b>                   | <b>107.00</b>                       | <b>0.00</b>                          | <b>0.0</b>                             |



# FINANCIAL SUMMARIES

## Expenditures by Service Area

| Service Area                                | FY 2023-24<br>Adopted<br>Budget | FY 2024-25<br>Recommended<br>Budget | Change from<br>FY 2023-24<br>Adopted | % Change from<br>FY 2023-24<br>Adopted |
|---|---------------------------------|-------------------------------------|--------------------------------------|--|
| Accounting and Audit Services               | \$10,611,670                    | \$10,934,052                        | \$322,382                            | 3.0                                    |
| Tax Administration                          | \$6,420,190                     | \$6,415,404                         | (\$4,786)                            | (0.1)                                  |
| Treasury and Investment Operations          | \$2,043,874                     | \$2,270,791                         | \$226,917                            | 11.1                                   |
| Enterprise Resource Planning Systems        | \$12,258,451                    | \$10,859,660                        | (\$1,398,791)                        | (11.4)                                 |
| Executive Leadership and Administration     | \$2,247,779                     | \$2,433,792                         | \$186,013                            | 8.3                                    |
| Retirement and POB                          | \$116,664,750                   | \$127,414,750                       | \$10,750,000                         | 9.2                                    |
| SCEIP Program                               | \$1,558,109                     | \$1,679,186                         | \$121,077                            | 7.8                                    |
| SCAPOSD and Tobacco Bonds                   | \$11,055,250                    | \$4,489,000                         | (\$6,566,250)                        | (59.4)                                 |
| <b>Gross Departmental Expenditures</b>      | <b>\$162,860,073</b>            | <b>\$166,496,635</b>                | <b>\$3,636,562</b>                   | <b>2.2</b>                             |
| <i>Internal Departmental Transfers</i>      | <i>\$2,889,299</i>              | <i>\$2,817,621</i>                  | <i>(\$71,678)</i>                    | <i>(2.5)</i>                           |
| <b>Departmental Operating Expenditures*</b> | <b>\$159,970,774</b>            | <b>\$163,679,014</b>                | <b>\$3,708,240</b>                   | <b>2.3</b>                             |

\*Departments often need to transfer funds from one operating unit to another for a variety of reasons. While these transfers net to zero when looking at revenues, they appear double counted if only looking at expenditures. As a result, the more accurate illustration of the cost to provide services removes these internal transfer amounts.

## Department Budget Details

| Expenditures by Character              | FY 2023-24<br>Adopted<br>Budget | FY 2024-25<br>Recommended<br>Budget | Change from<br>FY 2023-24<br>Adopted | % Change from<br>FY 2023-24<br>Adopted |
|--|---------------------------------|-------------------------------------|--------------------------------------|--|
| Salaries and Benefits                  | \$52,838,261                    | \$53,400,153                        | \$561,892                            | 1.1                                    |
| Services and Supplies                  | \$15,095,731                    | \$14,956,440                        | (\$139,291)                          | (0.9)                                  |
| Other Expenses*                        | \$94,381,850                    | \$97,814,469                        | \$3,432,619                          | 3.6                                    |
| Transfers within the County**          | \$544,231                       | \$325,573                           | (\$218,658)                          | (40.2)                                 |
| <b>Total Expenditures by Character</b> | <b>\$162,860,073</b>            | <b>\$166,496,635</b>                | <b>\$3,636,562</b>                   | <b>2.23</b>                            |

\*Other Expenses largely represents Internal Service Fund expenses for Retirement and Debt Service payments for POB, SCAPOSD, and Tobacco Bonds.

\*\*Reflects all funds that are transferred both within this department as well as between departments.

| Revenues/Reimbursements/<br>Use of Fund Balance (Sources) | FY 2023-24<br>Adopted<br>Budget | FY 2024-25<br>Recommended<br>Budget | Change from<br>FY 2023-24<br>Adopted | % Change from<br>FY 2023-24<br>Adopted |
|---|---------------------------------|-------------------------------------|--------------------------------------|--|
| General Fund Contribution                                 | \$6,319,003                     | \$6,718,638                         | \$399,635                            | 6.3                                    |
| Fees and Charges for Services                             | \$123,425,112                   | \$136,375,133                       | \$12,950,021                         | 10.5                                   |
| State, Federal, & Other Govt. Revenue                     | \$50,000                        | \$50,000                            | \$0                                  | 0.0                                    |
| Other Departmental Revenue*                               | \$6,664,753                     | \$6,775,158                         | \$110,405                            | 1.7                                    |
| Use of Fund Balance                                       | \$13,518,238                    | \$10,517,345                        | (\$3,000,893)                        | (22.2)                                 |
| Transfers & Reimbursements within the County**            | \$12,882,967                    | \$6,060,361                         | (\$6,822,606)                        | (53.0)                                 |
| <b>Total Revenues/Use of Fund Balance</b>                 | <b>\$162,860,073</b>            | <b>\$166,496,635</b>                | <b>\$3,636,562</b>                   | <b>2.2</b>                             |

\*Other Departmental Revenue is mainly comprised of Tobacco Settlement repayment/interest earnings, annual allocation of Teeter Tax Loss Penalties, payments/interest earnings within SCEIP program, parking fines, refunds, and interest on pooled cash.

\*\*Reflects all funds that are transferred both within this department as well as between departments.

# DEPARTMENT HIGHLIGHTS

## Major Variances

- **Accounting and Audit Services:** the increase of \$322,382 or 3.0% is largely due to higher costs for labor and operating expenses due to negotiated labor agreements as well as modest increases to administrative and contract costs, offset by salary savings associated with two vacancies within the Internal Audit division and expected vacancies within Disaster Finance unit.
- **Enterprise Resource Planning Systems:** the decrease of \$1.39 million or 11.4% primarily represents a reduction related to the final year of amortization for the Enterprise Financial System (EFS) implementation combined with decreases in Information System Department (ISD) expenses related to both the Human Resources Information System (HRIS) and EFS, due to planned movement of the HRIS application from on-premises to a vendor-hosted environment, and a true-up to historical expenditure levels.
- **Executive Leadership and Administration:** the increase of \$186,013 or 8.3% is related to higher salary and benefits costs related to negotiated labor agreements offset by decreases in operating expenses.
- **Retirement/POB:** the increase of \$10.75 million or 9.2% is due primarily to increases in the collection of employee contributions towards retirement due to higher countywide payroll levels and increases to rates set by the Sonoma County Employee Retirement Association (SCERA) due to market returns that did not match targets in 2022. The increase in Fees and Charges for Services is primarily related to the increase in charges to departments related to these increased rates paid to SCERA.
- **SCAPOSD and Tobacco Bonds:** the reduction of \$6.56 million or 59.4% is due to the final debt service payment of the SCAPOSD bond occurring in FY 2023-24. An offsetting revenue reduction of \$6.56 million can also be seen in Transfers and Reimbursements within the County.
- **Treasury and Investment Operations:** the increase of \$226,917 or 11.1% is primarily associated with higher salary and benefits costs due to negotiated labor agreements, administrative costs, and consultant services.

## Opportunities and Challenges

- Continuing to meet mandated responsibilities with existing resources, escalating costs, and limited revenue opportunities in an ever demanding operating environment.
- In partnership with ISD, ensuring that robust cybersecurity and fraud prevention measures are in place to safeguard County and Treasury assets and sensitive financial information from increasingly sophisticated threats.
- Expanding knowledge and use of available technology solutions to improve operational efficiency throughout the department.
- Evaluate Internal Audit to determine how this division can best address risks to the County within its limited resources. The 2024-25 Audit Plan will dedicate resources to assisting departments and contractors/subrecipients to mitigate the risk of lost revenues by developing a toolkit to increase understanding and ability to comply with state and federal funding requirements.

# CLERK-RECORDER-ASSESSOR

**Deva Marie Proto**  
**Clerk-Recorder-Assessor-Registrar**

The Clerk-Recorder-Assessor is committed to assuring honest and open elections; maintaining and preserving property records and vital records; and, setting fair and equitable values for tax purposes in an accurate, timely, professional, and courteous manner.

| BUDGET AT A GLANCE                  |  | FY 2024-25   |
|-------------------------------------|--|--------------|
| <u>Expenditures</u>                 |  |              |
| Departmental Operating Expenditures |  | \$28,074,883 |
| Internal Transfers                  |  | \$2,025,108  |
| <u>Funding Sources</u>              |  |              |
| Total Revenues/Use of Fund Balance  |  | \$13,904,944 |
| Total General Fund Contribution     |  | \$16,195,047 |
| % Funded by General Fund            |  | 53.8%        |
| Total Staff                         |  | 116.00       |

## DEPARTMENT OVERVIEW

The Clerk-Recorder-Assessor Department consists of four operational divisions and one administrative support division. The Department provides essential government services and functions mandated by state law.

**County Clerk** issues marriage licenses and performs marriage ceremonies; files and maintains fictitious business name statements, professional registrations and notary bonds, and oaths of office for elected and public officials and deputy appointments; and processes environmental documents.

**Recorder** records and maintains public documents associated with land transactions, including deeds, liens and maps; and documents associated with vital statistics, including births, deaths, and marriages.

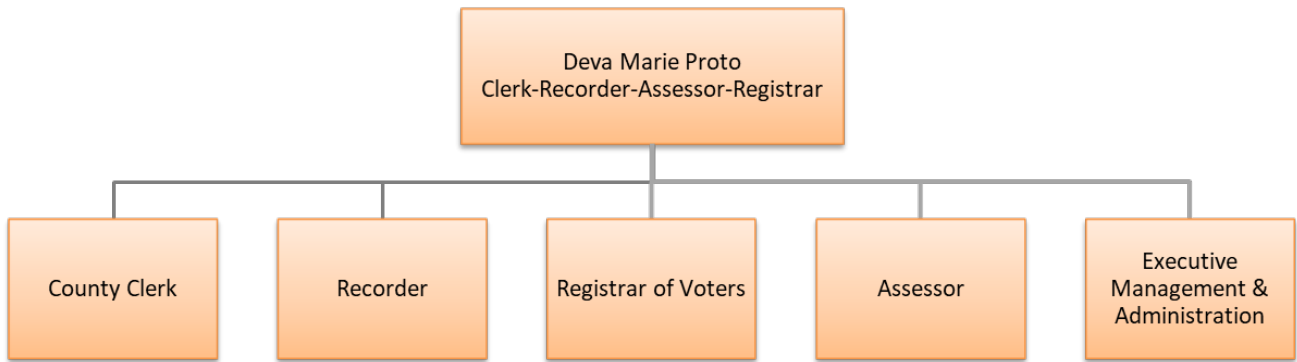
**Registrar of Voters** conducts federal, state, and local elections; files candidate statements; registers voters; and maintains the voter registration file.

**Assessor**, through the creation of an annual assessment roll, provides accurate and timely property assessments and determines eligibility for various property tax exemptions and exclusions.

**Administration** provides administrative, technical, human resources, and fiscal support to all divisions of the department.

For more information, call (707) 565-1888, or visit <http://sonomacounty.ca.gov/CRA/>.

# DEPARTMENT ORGANIZATIONAL CHART



## Permanent Positions by Service Area

| Service Area                     | FY 2023-24<br>Adopted<br>Budget | FY 2024-25<br>Recommended<br>Budget | Change from<br>FY 2023-24<br>Adopted | % Change from<br>FY 2023-24<br>Adopted |
|----------------------------------|---------------------------------|-------------------------------------|--------------------------------------|--|
| Assessor                         | 74.00                           | 74.00                               | 0.00                                 | 0.0                                    |
| County Clerk                     | 5.00                            | 5.00                                | 0.00                                 | 0.0                                    |
| Recorder                         | 11.00                           | 11.00                               | 0.00                                 | 0.0                                    |
| Registrar of Voters              | 18.00                           | 18.00                               | 0.00                                 | 0.0                                    |
| Administration                   | 8.00                            | 8.00                                | 0.00                                 | 0.0                                    |
| <b>Total Permanent Positions</b> | <b>116.00</b>                   | <b>116.00</b>                       | <b>0.00</b>                          | <b>0.0</b>                             |

# FINANCIAL SUMMARIES

## Expenditures by Service Area

| Service Area                                | FY 2023-24<br>Adopted<br>Budget | FY 2024-25<br>Recommended<br>Budget | Change from<br>FY 2023-24<br>Adopted | % Change from<br>FY 2023-24<br>Adopted |
|---|---------------------------------|-------------------------------------|--------------------------------------|--|
| Assessor                                    | \$12,869,064                    | \$13,543,378                        | \$674,318                            | 5.2                                    |
| County Clerk                                | \$898,727                       | \$1,047,413                         | \$148,686                            | 16.5                                   |
| Recorder                                    | \$4,152,314                     | \$5,098,172                         | \$945,858                            | 22.8                                   |
| Registrar of Voters                         | \$7,665,847                     | \$8,593,667                         | \$927,820                            | 12.1                                   |
| Administration                              | \$1,551,292                     | \$1,817,361                         | \$266,069                            | 17.2                                   |
| <b>Gross Departmental Expenditures</b>      | <b>\$27,137,244</b>             | <b>\$30,099,991</b>                 | <b>\$2,962,747</b>                   | <b>10.9</b>                            |
| <i>Internal Departmental Transfers</i>      | <i>\$2,184,177</i>              | <i>\$2,025,108</i>                  | <i>(\$159,069)</i>                   | <i>(7.3)</i>                           |
| <b>Departmental Operating Expenditures*</b> | <b>\$24,953,067</b>             | <b>\$28,074,883</b>                 | <b>\$3,121,816</b>                   | <b>12.5</b>                            |

\*Departments often need to transfer funds from one operating unit to another for a variety of reasons. While these transfers net to zero when looking at revenues, they appear double counted if only looking at expenditures. As a result, the more accurate illustration of the cost to provide services removes these internal transfer amounts.

## Department Budget Details

| Expenditures by Character              | FY 2023-24<br>Adopted<br>Budget | FY 2024-25<br>Recommended<br>Budget | Change from<br>FY 2023-24<br>Adopted | % Change from<br>FY 2023-24<br>Adopted |
|--|---------------------------------|-------------------------------------|--------------------------------------|--|
| Salaries and Benefits                  | \$16,757,489                    | \$17,755,225                        | \$997,736                            | 6.0                                    |
| Services and Supplies                  | \$9,751,038                     | \$11,567,283                        | \$1,816,245                          | 18.6                                   |
| Capital Expenditures                   | \$240,000                       | \$390,000                           | \$150,000                            | 62.5                                   |
| Other Expenses*                        | \$0                             | \$93,417                            | \$93,417                             | 100.0                                  |
| Transfers within the County**          | \$388,717                       | \$294,066                           | (\$94,651)                           | (24.3)                                 |
| <b>Total Expenditures by Character</b> | <b>\$27,137,244</b>             | <b>\$30,099,991</b>                 | <b>\$2,962,747</b>                   | <b>10.9</b>                            |

\*Financed purchase of voting equipment.

\*\*Reflects all funds that are transferred both within this department as well as between departments.

| Revenues/Reimbursements/<br>Use of Fund Balance (Sources) | FY 2023-24<br>Adopted<br>Budget | FY 2024-25<br>Recommended<br>Budget | Change from<br>FY 2023-24<br>Adopted | % Change from<br>FY 2023-24<br>Adopted |
|---|---------------------------------|-------------------------------------|--------------------------------------|--|
| General Fund Contribution                                 | \$15,321,879                    | \$16,195,047                        | \$873,168                            | 5.7                                    |
| Fees and Charges for Services                             | \$7,143,744                     | \$7,706,728                         | \$562,984                            | 7.9                                    |
| State, Federal, & Other Govt. Revenue                     | \$34,782                        | \$34,782                            | \$0                                  | 0.0                                    |
| Other Departmental Revenue*                               | \$318,835                       | \$503,586                           | \$184,751                            | 57.9                                   |
| Use of Fund Balance                                       | \$1,255,212                     | \$2,829,651                         | \$1,574,439                          | 125.4                                  |
| Transfers & Reimbursements within the County**            | \$3,062,792                     | \$2,830,197                         | (\$232,595)                          | (7.6)                                  |
| <b>Total Revenues/Use of Fund Balance</b>                 | <b>\$27,137,244</b>             | <b>\$30,099,991</b>                 | <b>\$2,962,747</b>                   | <b>10.9</b>                            |

\*Other Departmental Revenue includes sales of property data, fines and penalties for missing Change of Ownership forms, and interest earnings on department fund balances.

\*\*Reflects all funds that are transferred both within this department as well as between departments.

# DEPARTMENT HIGHLIGHTS

## Major Variances

- **Assessor** – This service area budget is increasing by \$677,768 (5%) due to increases in salary and benefits from the negotiated labor contracts, increases in the department’s administrative costs, as well as and internal service rates paid for support from Information Systems and County Counsel.
- **County Clerk** – This service area budget is increasing \$148,686 (17%) primarily due to an increase in administration support services, as well as increases to salary and benefits as a result of negotiated labor costs.
- **Recorder** – This service area is increasing \$945,858 (23%) due to vendor costs associated with implementation of the Restrictive Covenant Modification Program and numerous special projects within the Recorder’s office. The purchase of new technology and office equipment is illustrated in the 62.5% change in Capital Expenditures. The Recorder continues to have a reduction of volume in the number of documents recorded and associated revenue and will rely on the use of \$632,249 in Recorder Operations fund balance for day-to-day operations and Modernization fund balance for special projects. Because of historical market data, the Department anticipates that the volume of recorded documents will return to prior levels; if they do not the Department will need to review staffing levels and funding needs.
- **Registrar of Voters** – This service area is increasing \$927,820 (12%) primarily due to increased projected election expenses associated with the November 2024 Presidential General Election, as well as increases to salary and benefits as a result of negotiated labor costs.
- **Administration** – This service area is increasing \$266,069 (17%) due to increases in salary and benefits including the hiring of a position that was held open during FY 2023-24 and increases due to negotiated labor costs.

## Opportunities and Challenges

- **Assessor** – The Assessor is having challenges meeting mandated requirements with the current workload backlog. High staffing turnover and an increase in work over the last few years has caused an ongoing, significant backlog, and current staffing levels do not meet the ongoing workload needs. Several units have been severely understaffed due to vacancies thus increasing backlogs. The Assessor has been working closely with the Information Systems Department (ISD) to implement technology changes to increase workflow efficiencies and update antiquated applications. In addition, they are working on a reimplementation plan with Megabyte Systems, the assessment system vendor, to leverage existing solutions for efficiencies to assessment workflows.
- **Clerk** – The county is experiencing low levels of marriages and births, leading to a reduction in the sales of vital statistics records. The Clerk has also experienced high levels of staff turnover due to retirements and employees promoting to other positions; eighty (80%) percent of the staff have been in their positions for eighteen (18) months or less. These positions have a long learning curve, and the turnovers leave a large historical knowledge gap. The Clerk has been able to implement workflow efficiencies, such as electronic filing of Fictitious Business Name (FBN) proof of publications and California Environmental Quality Act (CEQA) postings. In addition, the Clerk has reimplemented the Deputy Marriage Commissioner for a day program which was halted due to the in-person restrictions during the pandemic and staffing challenges, as well as added a Jail Weddings program to provide services to incarcerated individuals. Going forward the Clerk hopes to implement fully electronic FBN filing to provide fast, efficient services to the public, electronic clerk-certified and recorder-certified copies, and Express Weddings.
- **Recorder** – The Recorder is continuing to experience low levels of recorded documents due to low levels of sales and transfers, likely due to the current high property values and interest rates. The Recorder’s Office is self-funded with revenues primarily generated by recording fees, so a decrease in recordings will impact

revenues for the office, increasing reliance on fund balance. The County Recorders Association of California are working to propose legislation for an increase in recording fees, which has not been done since 2010. In addition to supporting Recorder operations, the number and value of documents recorded serves as a leading indicator of property tax growth. The current level of recordation likely indicates that property tax growth will slow over the coming years.

- **Registrar Of Voters (ROV)** – The November 2024 Presidential Election will be a challenge to successfully implement with increased levels of misinformation regarding processes and security of elections leading to hostility and mistrust from a portion of the public. There is an increased risk of misinformation, disinformation, and continued threats towards elections officials and processes. The ROV will be striving to ensure that the election proceeds smoothly, securely, transparently, and efficiently. The office has been working collaboratively with numerous federal and state agencies, such as Homeland Security, the Federal Bureau of Investigation, the United States Postal Service, and the Secretary of State, as well as local law enforcement, the Department of Emergency Services, the Information Systems Department, Human Resources Risk/Safety and Public Infrastructure to ensure that the elections are safe and secure. The increase in staffing received last year was a benefit to bilingual compliance and outreach, as well as improving the operations of the ROV office to ensure the high standards expected of elections operations are met. Legislative proposals related to elections administration are an ongoing challenge to implement and fund, especially when they would impose high-cost unfunded mandates.





# INDEPENDENT OFFICE OF LAW ENFORCEMENT REVIEW AND OUTREACH (IOLERO)

**John Alden**  
IOLERO Director

The Independent Office of Law Enforcement Review and Outreach (IOLERO) mission is to strengthen the relationship between the Sheriff’s Office and the community it serves through auditing Sheriff’s investigations of civilian complaints; investigating Whistleblower complaints, in-custody deaths, and fatal uses of force; outreach; policy recommendations; and the promotion of greater transparency of law enforcement operations.

| BUDGET AT A GLANCE                  |  | FY 2024-25  |
|-------------------------------------|--|-------------|
| <b><u>Expenditures</u></b>          |  |             |
| Departmental Operating Expenditures |  | \$2,253,717 |
| Internal Transfers                  |  | \$0         |
| <b><u>Funding Sources</u></b>       |  |             |
| Total Revenues/Use of Fund Balance  |  | \$3,240     |
| Total General Fund Contribution     |  | \$2,250,477 |
| % Funded by General Fund            |  | 99.9%       |
| Total Staff                         |  | 6.00        |

## DEPARTMENT OVERVIEW

IOLERO is responsible for providing objective, independent audit of the findings of administrative investigations conducted by the Sheriff’s Office internal affairs unit related to civilian complaints to ensure adherence to policies and procedures. IOLERO also directly investigates whistleblower complaints, in-custody deaths, and fatal uses of force. IOLERO also makes recommendations for discipline both in its audits and investigations and offers policy recommendations for institutional improvement. Finally, IOLERO conducts outreach to the community, and provides administrative support to the Community Advisory Council (CAC).

For more information, call 707-565-1534, or visit <https://sonomacounty.ca.gov/iolero/>

### Service Area Description

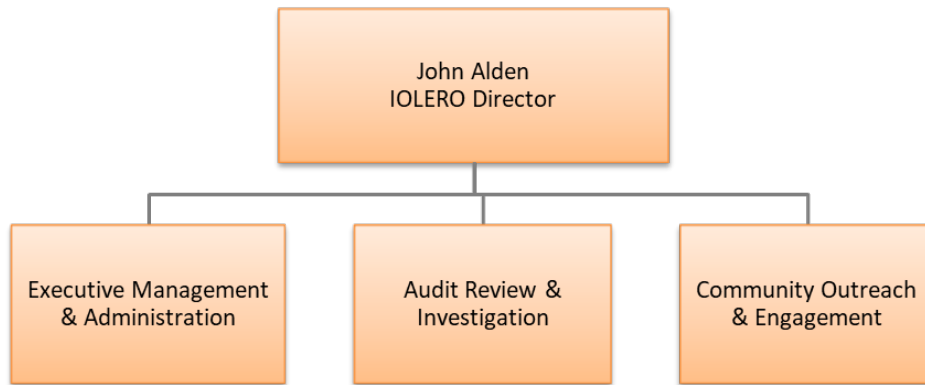
**Executive Management and Administration** handles the day-to-day department operations and functions such as the intake and tracking of complaints, budget, recruitment and training, media appearances, Public Records Act requests, and report writing including IOLERO’s annual report. Other functions may include researching legislation, ensuring IOLERO’s compliance with County policies, identifying additional sources of income such as grants, and collaborations with other departments to further the mission of IOLERO. This area also includes the executive leadership of the agency, which oversees all areas as well as directly assisting in work related to service areas.

**Audit, Review and Investigation** provides objective and independent auditing of law enforcement administrative investigations by the Sonoma County Sheriff’s Office to ensure there have been no violations of policy or procedure, that investigations are complete, and that the conclusions reached are appropriate. IOLERO directly investigates whistleblower complaints, in-custody deaths, and fatal uses of force and is charged with auditing civil cases brought against Sheriff personnel for alleged use of force violations. Under the Evelyn Cheatham Effective IOLERO Ordinance (Measure P), IOLERO will begin

making recommendations for discipline both in its audits and investigations. Finally, this unit increases transparency and accountability by memorializing the outcomes of audits and investigations in IOLERO’s annual report.

**Community Outreach & Engagement** increases awareness of IOLERO and its functions through community outreach and engagement with the communities of Sonoma County. To strengthen the relationship between law enforcement in Sonoma County and the community it serves, IOLERO participates in various community events and meetings, and makes presentations to local colleges, including the Public Safety Training Center, and leadership organizations. This work also includes collaboration and participation in the meetings and activities of the Community Advisory Council (CAC). IOLERO coordinates with the CAC to explore issues related to police reform, engage the community to create policy recommendations for the Sheriff, and generally create dialogue between the community and the Sheriff’s Office around community partnership in shaping law enforcement operations. This unit also provides administrative support to the CAC.

## DEPARTMENT ORGANIZATIONAL CHART



### Permanent Positions by Service Area

| Service Area                            | FY 2023-24<br>Adopted<br>Budget | FY 2024-25<br>Recommended<br>Budget | Change from<br>FY 2023-24<br>Adopted | % Change from<br>FY 2023-24<br>Adopted |
|---|---------------------------------|-------------------------------------|--------------------------------------|--|
| Executive Management and Administration | 3.00                            | 3.00                                | 0.00                                 | 0.0                                    |
| Community Outreach and Engagement       | 1.00                            | 1.00                                | 0.00                                 | 0.0                                    |
| Audit Review and Investigation          | 2.00                            | 2.00                                | 0.00                                 | 0.0                                    |
| <b>Total Permanent Positions</b>        | <b>6.00</b>                     | <b>6.00</b>                         | <b>0.00</b>                          | <b>0.0</b>                             |

# FINANCIAL SUMMARIES

## Expenditures by Service Area

| Service Area                               | FY 2023-24<br>Adopted<br>Budget | FY 2024-25<br>Recommended<br>Budget | Change from<br>FY 2023-24<br>Adopted | % Change from<br>FY 2023-24<br>Adopted |
|--|---------------------------------|-------------------------------------|--------------------------------------|--|
| Executive Management & Administration*     | \$1,085,936                     | \$1,209,604                         | \$123,668                            | 11.4                                   |
| Community Outreach and Engagement          | \$289,920                       | \$304,953                           | \$15,033                             | 5.2                                    |
| Audit Review and Investigation             | \$713,642                       | \$739,160                           | \$25,518                             | 3.6                                    |
| <b>Gross Departmental Expenditures</b>     | <b>\$2,089,498</b>              | <b>\$2,253,717</b>                  | <b>\$164,219</b>                     | <b>7.9</b>                             |
| <i>Internal Departmental Transfers</i>     | <i>\$0</i>                      | <i>\$0</i>                          | <i>\$0</i>                           | <i>0.0</i>                             |
| <b>Departmental Operating Expenditures</b> | <b>\$2,089,498</b>              | <b>\$2,253,717</b>                  | <b>\$164,219</b>                     | <b>7.9</b>                             |

\*Executive Management and Administration includes Director and other positions which also spend time working on Community Outreach & Engagement and Audit, Review, & Investigations work.

## Department Budget Details

| Expenditures by Character              | FY 2023-24<br>Adopted<br>Budget | FY 2024-25<br>Recommended<br>Budget | Change from<br>FY 2023-24<br>Adopted | % Change from<br>FY 2023-24<br>Adopted |
|--|---------------------------------|-------------------------------------|--------------------------------------|--|
| Salaries and Benefits                  | \$1,465,086                     | \$1,633,243                         | \$168,157                            | 11.5                                   |
| Services and Supplies                  | \$621,148                       | \$615,290                           | (\$5,858)                            | (0.9)                                  |
| Transfers within the County*           | \$3,264                         | \$5,184                             | \$1,920                              | 58.8                                   |
| <b>Total Expenditures by Character</b> | <b>\$2,089,498</b>              | <b>\$2,253,717</b>                  | <b>\$164,219</b>                     | <b>7.9</b>                             |

\*Reflects all funds that are transferred both within this department as well as between departments.

| Revenues/Reimbursements/<br>Use of Fund Balance (Sources) | FY 2023-24<br>Adopted<br>Budget | FY 2024-25<br>Recommended<br>Budget | Change from<br>FY 2023-24<br>Adopted | % Change from<br>FY 2023-24<br>Adopted |
|---|---------------------------------|-------------------------------------|--------------------------------------|--|
| General Fund Contribution*                                | \$2,089,498                     | \$2,250,477                         | \$160,979                            | 7.7                                    |
| Transfers & Reimbursements within the County              | \$0                             | \$3,240                             | \$3,240                              | 100.0                                  |
| <b>Total Revenues/Use of Fund Balance</b>                 | <b>\$2,089,498</b>              | <b>\$2,253,717</b>                  | <b>\$164,219</b>                     | <b>7.9</b>                             |

\*IOLERO's General Fund Contribution will be trued-up to represent 1% of the Sheriff's Office final operating expenditures as required by Measure P, if needed, as part of FY 2024-25 budget hearings.

# DEPARTMENT HIGHLIGHTS

## Major Variances

- **Executive Management & Administration** – For FY 2024-25, the increase in this service area budget of \$123,668 from the prior year is primarily due to increased labor expense as a result of negotiated labor agreements.

## Opportunities and Challenges

### Community Outreach & Engagement

- The Community Advisory Committee (CAC) aims to complete work on at least four areas of policy recommendations in calendar year 2024, including responses to data reported under the Racial and Identity Profiling Act, policies and procedures relating to evictions, recruitment and retention of personnel at the Sheriff's Office, and the use of police dogs, among others.
- Outreach activities at both IOLERO and the CAC are shifting from mostly an outreach focus in calendar year 2023 (informing the public) to more of an engagement focus in 2024 by reaching out to specific interest groups and inviting the public to collaborate on the four areas of policy recommendations that the CAC expects to complete in 2024.
- In FY 2024-25, the Department expects to receive a report from the Community-Oriented Policing Project (COPP) conducted through Sonoma State University, that can serve as a basis for recommendations to the Sheriff's Office as to specific kinds of community-oriented policing that would be a fit for Sonoma County.

### Audit, Review and Investigation

- As IOLERO continues to move forward with the implementation of Measure P, passed by voters in November 2020, there has been a significant increase in the number and complexity of investigations and audits being conducted. This is due in part to the expansion of the types of work IOLERO is expected to complete under Measure P, and also to an increase in the quantity of complaints received from the public. The result is a backlog of audit cases. IOLERO will be focusing on reducing the backlog in FY 2024-25.
- IOLERO is working diligently in FY 2023-24 and will continue into FY 2024-25 to routinize its auditing work to match nationally-recognized best practices as contained in the [U.S. Government Accounting Office "Yellow Book,"](#) in order to better communicate to the Sheriff's Office how IOLERO conducts its audits and also to develop public confidence in IOLERO's work product.

# OFFICE OF EQUITY

**Melissa Valle**  
**Interim Director**

**Our mission is to work in authentic and collaborative partnerships within County government; with Black, Indigenous, and communities of color; and with community members who are disproportionately impacted by systemic inequities to:**

- **Recognize and disrupt systemic harm;**
- **Redesign structures and direct resources towards healing, liberation, and belonging;**
- **Build transparency and accountability in County institutions, policies, and culture.**

## BUDGET AT A GLANCE FY 2024-25

### Expenditures

|                                     |             |
|-------------------------------------|-------------|
| Departmental Operating Expenditures | \$2,520,486 |
| Internal Transfers                  | \$0         |

### Funding Sources

|                                    |             |
|------------------------------------|-------------|
| Total Revenues/Use of Fund Balance | \$1,065,708 |
| Total General Fund Contribution    | \$1,454,778 |
| % Funded by General Fund           | 57.7%       |
| Total Staff                        | 9.00        |

## DEPARTMENT OVERVIEW

The Board of Supervisors created the Office of Equity (OOE) in August 2020 to address social and racial equity issues and to ensure County policies and programs result in greater positive outcomes for communities of color. The Office undertakes this work grounded in the guidance and best practices from our partners regionally, statewide, and nationally, as well as in community with leadership and staff throughout the County, many of whom have joined these efforts as members of the Office’s Core Team, the Steering Committee, and through participation in trainings and early implementation efforts.

For more information, call Office of Equity 707-565-8980, or visit <https://sonomacounty.ca.gov/administrative-support-and-fiscal-services/office-of-equity>

### Service Area Description

#### Executive Leadership and Administration

The Executive Leadership and Administration service area consists of all the tasks and responsibilities necessary for the department to operate. This area consists of management, budget preparation and funding tracking, contracting, training and program support, and other critical administrative responsibilities.

#### Racial Equity Technical Assistance

This service area recognizes the importance of supporting departments in their race equity work with deeply embedded Office of Equity (OOE) staff and leadership. This past year we have been working closely with the County Administrator’s Office to implement Racial Equity Toolkit Analysis for all significant board items. Additionally, OOE staff works with several departments on programs or services into which they are looking to incorporate equity centered approaches. Recent examples of this cross-departmental technical assistance are the Human Services Department’s Upstream Investments Anti-Racist Results Based Accountability work, the Department of Emergency Management’s Emergency Financial Assistance program development, and Ag + Open Space’s grants program updates.

#### Racial Equity Learning Program

The Racial Equity Learning Program was initially designed to provide learning and healing spaces to County employees participating in the Racial Equity Core Team. Since the program was launched in the Spring of 2021, the program focused on healing (Race Affinity Series) and shared learning and understanding of racial equity

foundational concepts (Racial Equity Foundation Series). Additionally, through the program, the Office of Equity has offered additional pieces of training to develop technical expertise in Anti-Racist Results-Based Accountability (AR-RBA) and/or to develop facilitation expertise in conversations about race equity (Train-the-Trainer Series) depending on Core Team member’s interests and capacity. In 2024, the program expanded beyond the Core Team with the launch of the Racial Equity 101 foundational training, currently focused on managers and supervisors across the organization.

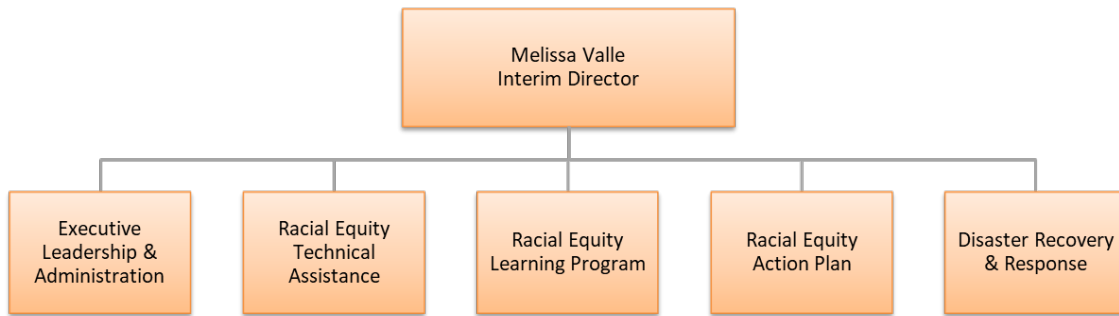
**Racial Equity Action Plan**

A nine-member Core Team Steering Committee has focused on the co-development of a County-wide Racial Equity Action Plan (Action Plan) to present to the Board of Supervisors by the end of FY 2023-24. Steering Committee members have demonstrated commitment to and investment in equity work, and the capacity to dedicate time to the work, and the ability to connect their role in the Steering Committee to the responsibilities of their day-to-day work in their departments. The Action Plan will create a roadmap to achieving “meaningful and measurable results” as stated in the Racial Equity and Social Justice pillar of the County’s Strategic Plan. The creation of a Racial Equity Action Plan, with the leadership of the Core Team Steering Committee and the support and involvement of all County departments and agencies, is critical to ensuring that the responsibilities to embed racial equity across our government process and actions are clearly articulated and shared across all departments and agencies to positively impact communities of color across County service provision and employment opportunities.

**Disaster Recovery and Response**

The Board has directed the Office of Equity to engage in continuing to develop the capacity of our County to assist in addressing the disproportionate impact of disaster on low income and communities of color by recognizing, activating, valuing the power of robust, well-resourced, and connective culturally responsive community institutions. In this way, we work to ensure that existing inequities and resulting trauma are not continually exacerbated during ongoing disaster response and recovery efforts.

## DEPARTMENT ORGANIZATIONAL CHART



**Permanent Positions by Service Area**

| Service Area                            | FY 2023-24 Adopted Budget | FY 2024-25 Recommended Budget | Change from FY 2023-24 Adopted | % Change from FY 2023-24 Adopted |
|---|---------------------------|-------------------------------|--------------------------------|----------------------------------|
| Executive Leadership and Administration | 4.00                      | 2.50                          | (1.50)                         | (37.5)                           |
| Racial Equity Technical Assistance      | 2.00                      | 4.00                          | 2.00                           | 100.0                            |
| Racial Equity Learning Program          | 1.00                      | 0.00                          | (1.00)                         | (100.0)                          |
| Racial Equity Action Plan               | 1.00                      | 1.50                          | 0.50                           | 50.0                             |
| Disaster Recovery and Response          | 1.00                      | 1.00                          | 0.00                           | 0.0                              |
| <b>Total Permanent Positions</b>        | <b>9.00</b>               | <b>9.00</b>                   | <b>0.00</b>                    | <b>0.0</b>                       |

# FINANCIAL SUMMARIES

## Expenditures by Service Area

| Service Area                                     | FY 2023-24<br>Adopted<br>Budget | FY 2024-25<br>Recommended<br>Budget | Change from<br>FY 2023-24<br>Adopted | % Change from<br>FY 2023-24<br>Adopted |
|--|---------------------------------|-------------------------------------|--------------------------------------|--|
| Executive Leadership and Administrative Overhead | \$883,297                       | \$874,022                           | (\$9,275)                            | (1.1)                                  |
| Racial Equity Technical Assistance               | \$595,941                       | \$1,042,382                         | \$446,441                            | 74.9                                   |
| Racial Equity Learning Program                   | \$194,241                       | \$100,000                           | (\$94,241)                           | (48.5)                                 |
| Racial Equity Action Plan                        | \$121,177                       | \$406,939                           | \$285,762                            | 235.8                                  |
| Disaster Recovery and Response                   | \$294,415                       | \$97,143                            | (\$197,272)                          | (67.0)                                 |
| <b>Gross Departmental Expenditures</b>           | <b>\$2,089,071</b>              | <b>\$2,520,486</b>                  | <b>\$431,415</b>                     | <b>20.7</b>                            |
| <i>Internal Departmental Transfers*</i>          | <i>\$0</i>                      | <i>\$0</i>                          | <i>\$0</i>                           | <i>0.0</i>                             |
| <b>Departmental Operating Expenditures</b>       | <b>\$2,089,071</b>              | <b>\$2,520,486</b>                  | <b>\$431,415</b>                     | <b>20.7</b>                            |

\*Departments often need to transfer funds from one operating unit to another for a variety of reasons. While these transfers net to zero when looking at revenues, they appear double counted if only looking at expenditures. As a result, the more accurate illustration of the cost to provide services removes these internal transfer amounts.

## Department Budget Details

| Expenditures by Character              | FY 2023-24<br>Adopted<br>Budget | FY 2024-25<br>Recommended<br>Budget | Change from<br>FY 2023-24<br>Adopted | % Change from<br>FY 2023-24<br>Adopted |
|--|---------------------------------|-------------------------------------|--------------------------------------|--|
| Salaries and Benefits                  | \$1,577,794                     | \$1,647,678                         | \$69,884                             | 4.4                                    |
| Services and Supplies                  | \$511,277                       | \$872,808                           | \$361,531                            | 70.7                                   |
| <b>Total Expenditures by Character</b> | <b>\$2,089,071</b>              | <b>\$2,520,486</b>                  | <b>\$431,415</b>                     | <b>20.7</b>                            |

| Revenues/Reimbursements/<br>Use of Fund Balance (Sources) | FY 2023-24<br>Adopted<br>Budget | FY 2024-25<br>Recommended<br>Budget | Change from<br>FY 2023-24<br>Adopted | % Change from<br>FY 2023-24<br>Adopted |
|---|---------------------------------|-------------------------------------|--------------------------------------|--|
| General Fund Contribution                                 | \$1,375,891                     | \$1,454,778                         | \$78,887                             | 5.7                                    |
| Transfers & Reimbursements within the County*             | \$713,180                       | \$1,065,708                         | \$352,528                            | 49.4                                   |
| <b>Total Revenues/Use of Fund Balance</b>                 | <b>\$2,089,071</b>              | <b>\$2,520,486</b>                  | <b>\$431,415</b>                     | <b>20.7</b>                            |

\*Reflects all funds that are transferred both within this department as well as between departments.

# DEPARTMENT HIGHLIGHTS

## Major Variances

- **Racial Equity Technical Assistance:** This service area reflects an increase due to two time-limited positions transferred into this division during FY 2023-24, and increases in services and supplies, primarily due to \$300,000 for implementation of the Language Access Plan.
- **Racial Equity Learning Program:** The decrease in this service area reflects the transfer of 1.0 FTE to the Racial Equity Action Plan service area.
- **Racial Equity Action Plan:** Increases are primarily due to the transfer of 0.5 FTE from the Executive Leadership and Administration division and one-time funding not utilized in FY 2023-24 being re-budgeted to cover anticipated contracts to activate and support the Racial Equity Action Plan and Core Team 2.0.
- **Disaster Recovery and Response:** The decreased allocations in this service area reflect the completion of major disaster recovery and response initiatives in FY 2023-24 which culminated in the development of agreements with two community-based organizations to manage the distribution of emergency financial assistance in the event of new disasters in Sonoma County.

## Opportunities and Challenges

- The Office of Equity's overarching challenge is limited staff capacity to effectively implement identified strategic objectives and plans that have been developed since the OOE's founding in 2020. 45% of the OOE's staff are in time-limited positions, ending in June of 2025 or 2026, further impacting the long-term ability of the OOE to implement and deepen support for racial equity work in the County.
- In the **Executive Leadership & Administration Area**, the OOE expects to face several challenges due to limited administrative capacity. Expanded capacity in this area would support the development of the Department's Emergency Action Plan, the adoption of confidential file management system and retention policies, much needed support to respond to Public Records Act (PRA) requests, enhanced budget expense monitoring, and timely contract and payment processing.

The **Racial Equity Technical Assistance Program** supports County departments with the development of Racial Equity Impact Analyses for significant Board items. Additionally, this program area houses the Department's community engagement, language access, and the Anti-Racist Results-based Accountability (AR-RBA) work, currently supported by three time-limited positions. The OOE foresees several challenges resulting from not having permanent staff members supporting this work once the time-limited positions expire, including continuing to create programs and services that are not culturally relevant not capturing community perspectives and needs, and ultimately accepting the resulting inequitable outcomes. Opportunities in this service area include continuing to support County departments in implementing racial equity practices and principles in their work through the completion of racial equity analyses and the application of the AR-RBA methodology. Other opportunities include effectively implementing the Language Access Policy and Plan and the Racial Equity in Boards and Commissions Engagement Plan, which will require adequate staffing.

- The **Racial Equity Learning Program** service area lacks permanent staff capacity to support its key functions. However, a time-limited Program, AR-RBA Planning, and Evaluation Analyst and the Strategic Plan Program Planning and Evaluation Analyst, whose full-time jobs are located in the Technical Assistance area, support both the Countywide Racial Equity 101 training and Anti-racist Results-Based Accountability trainings. With the partial support of these staff members, the OOE has expanded the Department's capacity to deliver the Racial Equity 101 Training and the Anti-racist Results-Based Accountability workshop to nearly 400 staff members between January and April 2023.



- The **Racial Equity Action Plan Program** is aligned with the Racial Equity, and Social Justice (RESJ) Strategic Plan pillar. The OOE has been working on the development of a Countywide Racial Equity Action Plan (REAP) with the leadership of the Core Team Steering Committee, scheduled to be presented to the Board of Supervisors in May and August 2024. The REAP will provide a roadmap to implementing solutions to several County operational challenges in the areas of talent acquisition, retention, and staff belonging and advancement. This work is critical to “achieving racial equity in County service provision and ensuring a workforce reflective of the community we serve,” but will need to be adequately staffed to allow for the effective implementation of the plan.



# EMERGENCY MANAGEMENT

**Jeffrey DuVall, CEM**  
**Director of Emergency Management**

**The mission of the Department of Emergency Management is to lead efforts to prepare for, mitigate, respond to, and recover from major emergencies and disasters.**

| BUDGET AT A GLANCE                  |  | FY 2024-25  |
|-------------------------------------|--|-------------|
| <b><u>Expenditures</u></b>          |  |             |
| Departmental Operating Expenditures |  | \$6,093,776 |
| Internal Transfers                  |  | \$202,199   |
| <b><u>Funding Sources</u></b>       |  |             |
| Total Revenues/Use of Fund Balance  |  | \$3,547,599 |
| Total General Fund Contribution     |  | \$2,748,376 |
| % Funded by General Fund            |  | 43.7%       |
| Total Staff                         |  | 15.00       |

## DEPARTMENT OVERVIEW

The Department of Emergency Management leads and coordinates major countywide programs including community disaster preparedness, public education, government staff disaster service work development, response planning, alert and warning, incident response management, continuity of operations, and short-term recovery, and serves as the lead agency on behalf of the Sonoma County Operational Area, which includes cities, special districts, tribal nations, and unincorporated areas of the County. The Department develops and sustains effective relationships with residents, County departments, cities, special districts, state and federal agencies, educational partners, community-based organizations and other allied stakeholder agencies.

### Service Area Description

The department has six functional service areas:

**Community Alert & Warning** maintains the 24/7 communications technology, develops policies and training, and leads multi-jurisdictional coordination that enables delivery of public warnings via the SoCoAlert, Wireless Emergency Alert, Emergency Alert System, and National Oceanic and Atmospheric Administration (NOAA) weather radio systems. This Service Area also manages the County’s network of wildfire monitoring cameras and supervises the Auxiliary Communications System volunteer program.

**Community Preparedness** develops individual, family, neighborhood, community and private sector disaster preparedness through targeted outreach, public education, and engagement.

**Operational Area Grants** is responsible for applying for and administering multiple Department of Homeland Security (DHS), Federal Emergency Management Administration (FEMA), and California Department of Housing and Community Development (HCD) Community Block Development (CDBG) grants on behalf of the County and Operational Area. The significant majority of funding in this section is federal passthrough for grant acquired equipment, programs and projects.

**Executive Leadership and Administrative Services** is responsible for leadership, management and coordination of internal administrative functions for the Department including collaboration with County departments, other municipalities and federal agencies regarding comprehensive emergency management efforts affecting Sonoma County. The Administrative division develops and administers the annual budget, human resources and payroll, accounting, records management, department operations and ISD logistics, oversees Grant Administration, and acts as administrative support to department staff and the Operational Area Emergency Council.

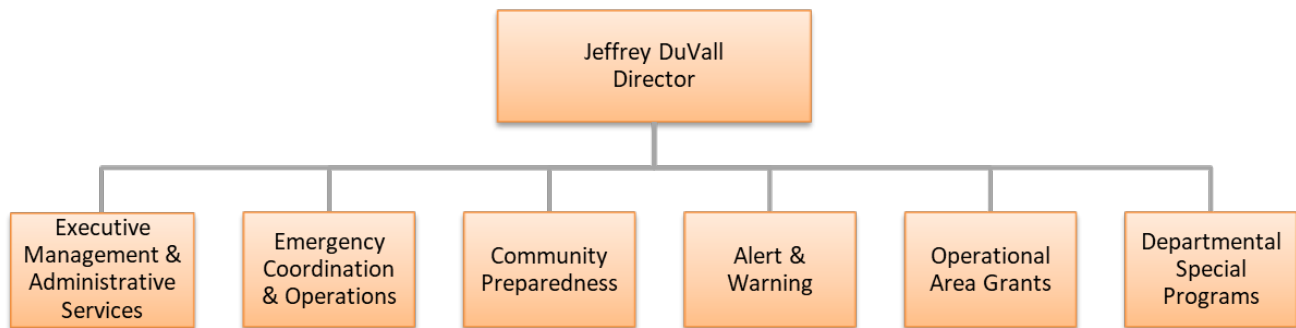
**Departmental Special Programs** is responsible for fiscal and administrative oversight of special projects as directed by the Board of Supervisors. Examples of this include the Sonoma County Unified Community Preparedness and

Long-Term Disaster Recovery Project funded by the American Rescue Plan Act (ARPA) and Sonoma County Water Security Fund Climate and Drought Resilience Project.

**Emergency Coordination and Operations** includes emergency coordination and management of emergency operations resources. Functions in this Service Area include: conducting threat and hazard assessments, developing emergency response plans, delivering training for County staff and Operational Area jurisdictions, facilitating exercises to validate plans and training, staffing the 24/7 Staff Duty Officer program, and coordinating the County’s Continuity of Operations Plan (COOP) program. This Service area also manages Emergency Operations Resources which maintains the County’s Emergency Operations Center (EOC) facility, alternate EOC locations and systems, and maintains multiple emergency supply warehouse spaces, response fleet vehicles, and response trailers for the Operational Area.

For more information, call 707-565-1152, or visit <https://sonomacounty.ca.gov/administrative-support-and-fiscal-services/emergency-management> or [SoCoEmergency.org](http://SoCoEmergency.org)

## DEPARTMENT ORGANIZATIONAL CHART



### Permanent Positions by Service Area

| Service Area                                   | FY 2023-24<br>Adopted<br>Budget | FY 2024-25<br>Recommended<br>Budget | Change from<br>FY 2023-24<br>Adopted | % Change from<br>FY 2023-24<br>Adopted |
|--|---------------------------------|-------------------------------------|--------------------------------------|--|
| Community Alert & Warning                      | 2.00                            | 2.00                                | 0.00                                 | 0.0                                    |
| Community Preparedness                         | 1.00                            | 1.00                                | 0.00                                 | 0.0                                    |
| Operational Area Grants                        | 2.00                            | 2.00                                | 0.00                                 | 0.0                                    |
| Executive Leadership & Administrative Services | 5.00                            | 5.00                                | 0.00                                 | 0.0                                    |
| Departmental Special Programs                  | 1.00                            | 1.00                                | 0.00                                 | 0.0                                    |
| Emergency Coordination and Operations          | 4.00                            | 4.00                                | 0.00                                 | 0.0                                    |
| <b>Total Permanent Positions</b>               | <b>15.00</b>                    | <b>15.00</b>                        | <b>0.00</b>                          | <b>0.0</b>                             |

# FINANCIAL SUMMARIES

## Expenditures by Service Area

| Service Area                                   | FY 2023-24<br>Adopted<br>Budget | FY 2024-25<br>Recommended<br>Budget | Change from<br>FY 2023-24<br>Adopted | % Change from<br>FY 2023-24<br>Adopted |
|--|---------------------------------|-------------------------------------|--------------------------------------|--|
| Community Alert & Warning                      | \$480,966                       | \$521,544                           | \$40,578                             | 8.4                                    |
| Community Preparedness                         | \$257,839                       | \$300,106                           | \$42,267                             | 16.4                                   |
| Operational Area Grants                        | \$3,757,288                     | \$1,997,734                         | (\$1,759,554)                        | (46.8)                                 |
| Executive Leadership & Administrative Services | \$1,290,353                     | \$1,205,828                         | (\$84,525)                           | (6.6)                                  |
| Departmental Special Programs                  | \$1,053,125                     | \$1,359,858                         | \$306,733                            | 29.1                                   |
| Emergency Coordination and Operations          | \$1,538,973                     | \$910,905                           | (\$628,068)                          | (40.8)                                 |
| <b>Gross Departmental Expenditures</b>         | <b>\$8,378,544</b>              | <b>\$6,295,975</b>                  | <b>(\$2,082,569)</b>                 | <b>(24.9)</b>                          |
| <i>Internal Departmental Transfers</i>         | <i>\$0</i>                      | <i>\$202,199</i>                    | <i>\$202,199</i>                     | <i>100.0</i>                           |
| <b>Departmental Operating Expenditures*</b>    | <b>\$8,378,544</b>              | <b>\$6,093,776</b>                  | <b>(\$2,284,768)</b>                 | <b>(27.3)</b>                          |

\*Departments often need to transfer funds from one operating unit to another for a variety of reasons. While these transfers net to zero when looking at revenues, they appear double counted if only looking at expenditures. As a result, the more accurate illustration of the cost to provide services removes these internal transfer amounts.

## Department Budget Details

| Expenditures by Character              | FY 2023-24<br>Adopted<br>Budget | FY 2024-25<br>Recommended<br>Budget | Change from<br>FY 2023-24<br>Adopted | % Change from<br>FY 2023-24<br>Adopted |
|--|---------------------------------|-------------------------------------|--------------------------------------|--|
| Salaries and Benefits                  | \$2,783,316                     | \$3,065,428                         | \$282,112                            | 10.1                                   |
| Services and Supplies                  | \$4,456,843                     | \$2,737,983                         | (\$1,718,860)                        | (38.6)                                 |
| Capital Expenditures                   | \$947,528                       | \$132,330                           | (\$815,198)                          | (86.0)                                 |
| Transfers within the County*           | \$190,857                       | \$360,234                           | \$169,377                            | 88.7                                   |
| <b>Total Expenditures by Character</b> | <b>\$8,378,544</b>              | <b>\$6,295,975</b>                  | <b>(\$2,082,569)</b>                 | <b>(24.9)</b>                          |

\*Reflects all funds that are transferred both within this department as well as between departments.

| Revenues/Reimbursements/<br>Use of Fund Balance (Sources) | FY 2023-24<br>Adopted<br>Budget | FY 2024-25<br>Recommended<br>Budget | Change from<br>FY 2023-24<br>Adopted | % Change from<br>FY 2023-24<br>Adopted |
|---|---------------------------------|-------------------------------------|--------------------------------------|--|
| General Fund Contribution                                 | \$2,626,283                     | \$2,748,376                         | \$122,093                            | 4.6                                    |
| State, Federal, & Other Govt. Revenue                     | \$3,800,753                     | \$2,004,062                         | (\$1,796,691)                        | (47.3)                                 |
| Transfers & Reimbursements within the County*             | \$1,951,508                     | \$1,543,537                         | (\$407,971)                          | (20.9)                                 |
| <b>Total Revenues/Use of Fund Balance</b>                 | <b>\$8,378,544</b>              | <b>\$6,295,975</b>                  | <b>(\$2,082,569)</b>                 | <b>(24.9)</b>                          |

\*Reflects all funds that are transferred both within this department as well as between departments.

# DEPARTMENT HIGHLIGHTS

## Major Variances

- **Community Alert & Warning** – There is an 8.4% or \$40,578 increase in this service area due to increases in General Liability Insurance costs.
- **Operational Area Grants** – The 46.8% or \$1,759,554 decrease in this service area is primarily due to the transfer of two Community Development Block Grant (CDBG) projects for the Community Emergency Resource Center and Community Resource Center to Sonoma Public Infrastructure to manage, design, construct, and complete the project. Additionally, year-to-year fluctuations in this service area are due to the annual changes in revenue and expenditure amounts for the multiple federal and state grants that the department administers. Apart from allocated staff and overhead costs, most of the expenditures in this service area are fully offset with reimbursable federal passthrough grant revenue.
- **Executive Leadership & Administrative Services** – There are no significant changes to the budget in this service area for FY 2024-25. This service area is being reduced by 1.0 FTE vacant time-limited Department Analyst funded with American Rescue Plan Act (ARPA) and grant funding, which is due to expire in FY 2024-25.
- **Departmental Special Programs** – The 36.1% or \$380,233 increase in this service area is due to year-to-year changes in the following special project areas:
  - Rebudgeting appropriations for the final project year FY 2024-25 for the Sonoma County Unified Community Preparedness and Long-Term Disaster Recovery Project. This three-year project was approved by the Board of Supervisors on May 24, 2022, and is funded with ARPA funds. Funding in FY 2023-24 was added after adoption of the budget, and therefore shows as an increase.
  - \$125,000 grant award from the California State Department of Water Resources for drought mitigation planning, managed by DEM and Sonoma Water staff from the Climate and Drought Resilience Project, which was established by Board direction on July 12, 2022. This is a two-year project co-lead with Sonoma County Water to develop planning and response capabilities to respond to extreme heat and catastrophic drought conditions and create a more defined flood coordination framework.
- **Emergency Coordination and Operations** – The 40.8% or \$628,068 decrease in this area is required to align with funding availability for the Department. Without significant disasters in the last few fiscal years, the Emergency Resources and Operations operating budget does not have state and federal disaster funding available.

## Opportunities and Challenges

- The effects of climate change combined with extreme weather events continue to challenge the County in both their frequency and variety. With the summer/fall of 2023, extreme weather brought Sonoma County warmer temperatures, high wind events, fire weather watches, red flag warnings, and two PG&E de-energization events. 2024 started off with another round of extreme temperature events, including localized flooding, high winds, atmospheric river events, funnel clouds, and extended power outages across the county. Emergency Management continues to ramp up operations and support during each event to be prepared in the event of activation the Emergency Operations Center (EOC), and implement ongoing disaster service worker trainings to support response and recovery efforts. Continuous collaboration with other County leadership will be required to maintain progress in general preparedness as well ensuring full and robust response capacity. Ongoing County staff turnover have resulted in challenges in recruiting, training, and retaining EOC staff. Where needed, the Department will activate the master services agreement (MSA) with three awarded emergency services consultant firms for contracting support positions for the EOC. Staffing via this method during a declared emergency is reimbursable by FEMA or CalOES disaster funding.

- **Grant Administration** – The past two years have seen a rise in the number and dollar amount of grant awards managed by the Department, and the complexity of these grants is increasing. The Department has been challenged with managing the increased number of procurements, contracts, projects, and reporting deadlines, while also remaining in compliance with state and federal grant regulations.
- **Executive Leadership and Administrative Services** conducted a review of the current Operational Area and Joint Powers Authority agreement, and recommendations will be provided to the County Executive regarding programmatic and fee changes. Findings will be presented to the Joint Powers Authority group for input and consideration.
- Continue to expand and expedite delivery of **Community Preparedness Program** services and resources by implementing grant-funded projects including a countywide Community Emergency Response Team (CERT) program, which educates volunteers about disaster preparedness for the hazards that may impact their area and trains them in basic disaster response skills.
- Through ongoing efforts by **Emergency Coordination & Operations** and **Departmental Special Programs**, continue working with County departments, agencies, special districts, cities, and community based organizations and groups, on the development of a community-based disaster recovery framework through the ongoing ARPA-funded Community Recovery Network project.
- Through **Departmental Special Programs**, the Water Hazards Program is developing the County/Operational Area Drought Response Annex, along with the Sonoma County Drought Resiliency Plan, in conjunction with Sonoma Water. The Water Hazards Program continues to collaborate with Sonoma Water for improved flood risk management within Operational Area.





# FIRE SERVICES FUNDS

**M. Christina Rivera**  
**County Executive**

**Sonoma County is committed to working with local fire service agencies and stakeholders to improve fire protection services in Sonoma County.**

| BUDGET AT A GLANCE                  |  | FY 2024-25   |
|-------------------------------------|--|--------------|
| <b><u>Expenditures</u></b>          |  |              |
| Departmental Operating Expenditures |  | \$10,744,027 |
| Internal Transfers                  |  | \$0          |
| <b><u>Funding Sources</u></b>       |  |              |
| Total Revenues/Use of Fund Balance  |  | \$10,744,027 |
| Total General Fund Contribution     |  | \$0          |
| % Funded by General Fund            |  | 0.0%         |
| Total Staff                         |  | 0.00         |

## DEPARTMENT OVERVIEW

The Fire Services Funds represent the funding dedicated by the Board of Supervisors since 2015 for enhancing fire services within Sonoma County via the Fire Services Project. This initiative focuses on facilitating efficient, effective, and sustainable fire services via fire agency consolidations. Two different budget units are reflected in this narrative and represent the source of funds used to support consolidation efforts.

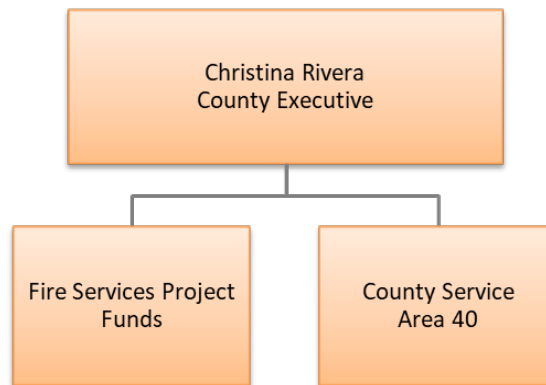
For more information, call (707) 565-2431, or visit [Fire Services Project](#).

### Service Area Description

**Fire Services Project Funds** are allocated by the Board of Supervisors to support fire agency consolidation efforts. The Board of Supervisors began dedicating funds in 2015, including a portion of the County's Proposition 172 Public Safety funds, Transient Occupancy Tax (TOT) revenue, and other discretionary funding sources. These funds have enabled the consolidation of the CSA 40 Volunteer Fire Companies into existing fire protection districts and other key fire agency consolidations using revenue sharing agreements that provide additional sources of revenue to stabilize the newly consolidated districts. As a result of consolidation efforts, the number of fire agencies serving Sonoma County has decreased from 43 to 23, improving efficiency and effectiveness in fire service provision.

**County Service Area (CSA) 40** was formed in 1993 as a special dependent district to collect property taxes to provide fire protection services to the unincorporated areas of Sonoma County that are not within the boundaries of an existing Fire Protection or County Services District. As a result of consolidation efforts undertaken via the Fire Services Project, the remaining Volunteer Fire Companies that provided fire services under CSA 40 were consolidated with the Gold Ridge Fire Protection District in FY 2022-23. The territories remaining within CSA 40 include Incident Response Program (IRP) areas 51, 56, and 71. The County has an agreement with the Sonoma County Fire District to annex IRP 51 and 56 and has begun discussing the annexation process with the Local Agency Formation Commission (LAFCO). The City of Santa Rosa provides fire services for IRP 71, and the County has begun discussions on the annexation of this territory. Once these remaining territories are annexed, CSA 40 will be dissolved.

# DEPARTMENT ORGANIZATIONAL CHART



## FINANCIAL SUMMARIES

### Expenditures by Service Area

| Service Area                                | FY 2023-24<br>Adopted<br>Budget | FY 2024-25<br>Recommended<br>Budget | Change from<br>FY 2023-24<br>Adopted | % Change from<br>FY 2023-24<br>Adopted |
|---|---------------------------------|-------------------------------------|--------------------------------------|--|
| Fire Service Project                        | \$10,974,316                    | \$10,557,084                        | (\$417,232)                          | (3.8)                                  |
| County Services Area 40                     | \$262,356                       | \$186,943                           | (\$75,413)                           | (28.7)                                 |
| <b>Gross Departmental Expenditures</b>      | <b>\$11,236,672</b>             | <b>\$10,744,027</b>                 | <b>(\$492,645)</b>                   | <b>(4.4)</b>                           |
| <i>Internal Departmental Transfers</i>      | \$0                             | \$0                                 | \$0                                  | 0.0                                    |
| <b>Departmental Operating Expenditures*</b> | <b>\$11,236,672</b>             | <b>\$10,744,027</b>                 | <b>(\$492,645)</b>                   | <b>(4.4)</b>                           |

\*Departments often need to transfer funds from one operating unit to another for a variety of reasons. While these transfers net to zero when looking at revenues, they appear double counted if only looking at expenditures. As a result, the more accurate illustration of the cost to provide services removes these internal transfer amounts.

## Department Budget Details

| Expenditures by Character              | FY 2023-24<br>Adopted<br>Budget | FY 2024-25<br>Recommended<br>Budget | Change from<br>FY 2023-24<br>Adopted | % Change from<br>FY 2023-24<br>Adopted |
|--|---------------------------------|-------------------------------------|--------------------------------------|--|
| Services and Supplies                  | \$11,236,672                    | \$10,744,027                        | (\$492,645)                          | (4.4)                                  |
| <b>Total Expenditures by Character</b> | <b>\$11,236,672</b>             | <b>\$10,744,027</b>                 | <b>(\$492,645)</b>                   | <b>(4.4)</b>                           |

| Revenues/Reimbursements/<br>Use of Fund Balance (Sources) | FY 2023-24<br>Adopted<br>Budget | FY 2024-25<br>Recommended<br>Budget | Change from<br>FY 2023-24<br>Adopted | % Change from<br>FY 2023-24<br>Adopted |
|---|---------------------------------|-------------------------------------|--------------------------------------|--|
| State, Federal, & Other Govt. Revenue                     | \$5,015,946                     | \$4,701,119                         | (\$314,827)                          | (6.3)                                  |
| Other Departmental Revenue*                               | \$40,300                        | \$40,300                            | \$0                                  | 0.0                                    |
| Use of Fund Balance                                       | \$728,693                       | \$255,821                           | (\$472,872)                          | (64.9)                                 |
| Transfers & Reimbursements within the County**            | \$5,451,733                     | \$5,746,787                         | \$295,054                            | 5.4                                    |
| <b>Total Revenues/Use of Fund Balance</b>                 | <b>\$11,236,672</b>             | <b>\$10,744,027</b>                 | <b>(\$492,645)</b>                   | <b>(4.4)</b>                           |

\*Other Revenue is made up of property tax revenue associated with remaining areas of County Service Area 40.

\*\*Includes ongoing Transient Occupancy Tax contribution, \$4,246,787, and General Fund support, \$1,500,000.

## DEPARTMENT HIGHLIGHTS

### Major Variances

- Expenditures in the **Fire Services Project** are anticipated to decrease by 3.8% due to a decrease in payments for REDCOM dispatch services. With the passage of Measure H, a ½ cent transaction and use tax to support Fire Services in Sonoma County, these dispatch fees will now be paid by the tax. This decrease is partly offset by increases to payments to support consolidated fire districts based on negotiated growth rates. On the revenue side, Transfers and Reimbursements within the County are increasing by 5.4% due to expected growth of Measure L Transient Occupancy Tax, a portion of which goes to support Fire Services. The increasing revenues and decreasing expenditures lead to a decrease in use of fund balance within the Fire Services Project.
- County Service Area 40** expenditures and revenues are decreasing as nearly all annexations are complete. Remaining expenditures and revenues relate primarily to tax revenue from unannexed Incident Response Plan areas (IRPS) and contracts with Santa Rosa Fire Department and Sonoma County Fire Protection District to support the remaining IRPs as well as limited appropriations for final disbursements related to former territories annexed by Fire Protection Districts.

### Opportunities and Challenges

- In March of 2024, Sonoma County Voters passed Measure H, a voter-initiated ½ cent sales tax to support fire services. These funds, which will not flow through the County's budget, will help fire agencies throughout Sonoma County to achieve the goal of effective and sustainable fire services. The County will continue to support efforts around greater efficiency as laid out in existing revenue sharing agreements, while allowing fire agencies to play the leading role in shaping future evolution of the service.



# COURT SUPPORT AND GRAND JURY

## Christina Rivera County Executive

The Court system in Sonoma County is a multi-disciplinary system relying on many partners to function efficiently. Consistent with Lockyer-Isenberg Trial Court Funding Act of 1997 (AB 233) Sonoma County provides financial resources through the Court Support Services budget to support the County's role in this system, and to ensure fairness and equity for all involved in the Justice System. The County also supports the Grand Jury in its role as an oversight body for all governmental entities within the County.

| BUDGET AT A GLANCE                  |  | FY 2024-25   |
|-------------------------------------|--|--------------|
| <b><u>Expenditures</u></b>          |  |              |
| Departmental Operating Expenditures |  | \$12,886,584 |
| Internal Transfers                  |  | \$0          |
| <b><u>Funding Sources</u></b>       |  |              |
| Total Revenues/Use of Fund Balance  |  | \$3,370,146  |
| Total General Fund Contribution     |  | \$9,516,438  |
| % Funded by General Fund            |  | 73.85%       |
| Total Staff                         |  | 0.00         |

## DEPARTMENT OVERVIEW

The Court Support Services budget provides for various court and criminal justice related expenses for which the County is financially responsible and for receipt of revenues which are not included in departmental budgets.

For more information regarding the Grand Jury, call (707) 521-6500, or visit <http://sonoma.courts.ca.gov/>

### Service Area Description

The **Grand Jury** is composed of 19 individuals whose primary function is to examine all aspects of county and city government and special districts to ensure that they are efficient, honest, fair, and dedicated to serving the public. The Grand Jury is impaneled by the Superior Court on a fiscal year basis and submits an annual report of their findings to the Presiding Judge of the Superior Court. The costs of the Grand Jury are charged to the County General Fund budget, as mandated by state law.

**Court Support Operations** include all revenues received by the County from specific court fines and fees. The fines and fees are used to partially fund the County's Maintenance of Effort (MOE) payment as required by the Lockyer-Isenberg Trial Court Funding Act of 1997 and the Court Facility Payment, pursuant to agreements with the Judicial Council for the joint use of the Hall of Justice.

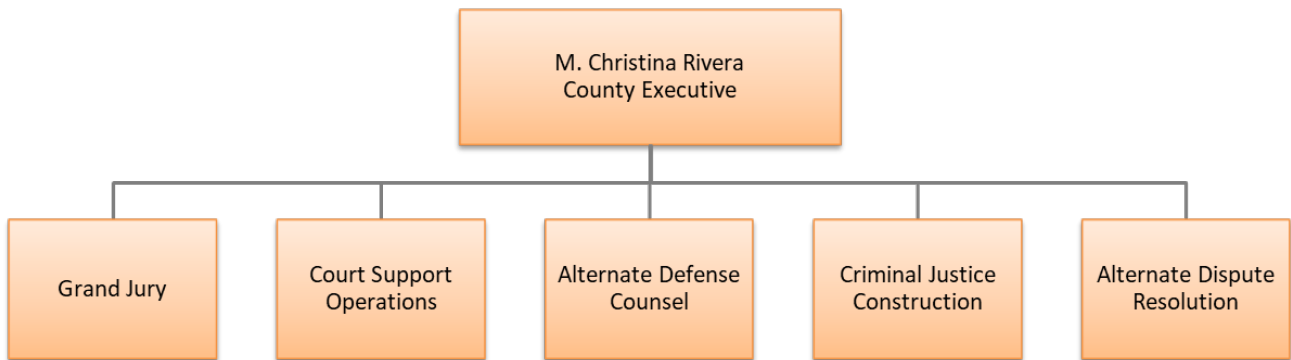
The **Alternate Defense Counsel** budget accounts for all costs associated with indigent defense when the Public Defender is unable to provide representation due to a conflict, such as when there are multiple defendants involved in a case. The program is managed by County Counsel.

The **Criminal Justice Construction Fund** is funded by court fees and fines, with revenues dedicated to facility improvements for the Criminal Justice Facilities, as included in the Capital Projects Budget.

The **Alternate Dispute Resolution** Special Revenue Fund fully supports services provided to the general public as an alternative to civil court proceedings. These services are intended to reduce costs and time needed for resolution by the parties involved in civil proceedings.

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## DEPARTMENT ORGANIZATIONAL CHART



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### Permanent Positions by Service Area

There are no positions in this department.

# FINANCIAL SUMMARIES

## Expenditures by Service Area

| Service Area                                | FY 2023-24<br>Adopted<br>Budget | FY 2024-25<br>Recommended<br>Budget | Change from<br>FY 2023-24<br>Adopted | % Change from<br>FY 2023-24<br>Adopted |
|---|---------------------------------|-------------------------------------|--------------------------------------|--|
| Grand Jury                                  | \$104,044                       | \$105,203                           | \$1,159                              | 1.1                                    |
| Court Support Operations                    | \$8,525,103                     | \$8,526,453                         | \$1,350                              | 0.0                                    |
| Alternate Defense Counsel                   | \$2,873,300                     | \$3,147,997                         | \$274,697                            | 9.6                                    |
| Criminal Justice Construction               | \$1,057,119                     | \$1,041,931                         | (\$15,188)                           | (1.4)                                  |
| Alternate Dispute Resolution                | \$65,000                        | \$65,000                            | \$0                                  | 0.0                                    |
| <b>Departmental Operating Expenditures*</b> | <b>\$12,624,566</b>             | <b>\$12,886,584</b>                 | <b>\$262,018</b>                     | <b>2.1</b>                             |
| <i>Internal Departmental Transfers</i>      | <i>\$0</i>                      | <i>\$0</i>                          | <i>\$0</i>                           | <i>0.0</i>                             |
| <b>Gross Departmental Expenditures</b>      | <b>\$12,624,566</b>             | <b>\$12,886,584</b>                 | <b>\$262,018</b>                     | <b>2.1</b>                             |

\*Departments often need to transfer funds from one operating unit to another for a variety of reasons. While these transfers net to zero when looking at revenues, they appear double counted if only looking at expenditures. As a result, the more accurate illustration of the cost to provide services removes these internal transfer amounts.

## Department Budget Details

| Expenditures by Character              | FY 2023-24<br>Adopted<br>Budget | FY 2024-25<br>Recommended<br>Budget | Change from<br>FY 2023-24<br>Adopted | % Change from<br>FY 2023-24<br>Adopted |
|--|---------------------------------|-------------------------------------|--------------------------------------|--|
| Services and Supplies                  | \$3,070,000                     | \$3,340,337                         | \$270,337                            | 8.8                                    |
| Other Expenses*                        | \$8,496,903                     | \$8,502,903                         | \$6,000                              | 0.1                                    |
| Transfers within the County**          | \$1,057,663                     | \$1,043,344                         | (\$14,319)                           | (1.4)                                  |
| <b>Total Expenditures by Character</b> | <b>\$12,624,566</b>             | <b>\$12,886,584</b>                 | <b>\$262,018</b>                     | <b>2.1</b>                             |

\*Other Expenses is for the County's Maintenance of Effort (MOE) payment as required by the Lockyer-Isenberg Trial Court Funding Act of 1997 and the Court Facility Payment, pursuant to agreements with the Judicial Council for the joint use of the Hall of Justice.

\*\*Transfers within the County reflect all funds that are transferred both within this department as well as between departments.

| Revenues/Reimbursements/<br>Use of Fund Balance (Sources) | FY 2023-24<br>Adopted<br>Budget | FY 2024-25<br>Recommended<br>Budget | Change from<br>FY 2023-24<br>Adopted | % Change from<br>FY 2023-24<br>Adopted |
|---|---------------------------------|-------------------------------------|--------------------------------------|--|
| General Fund Contribution                                 | \$9,403,987                     | \$9,516,438                         | \$112,451                            | 1.2                                    |
| Fees and Charges for Services                             | \$494,086                       | \$506,975                           | \$12,889                             | 2.6                                    |
| Other Departmental Revenue*                               | \$2,334,374                     | \$2,543,000                         | \$208,626                            | 8.9                                    |
| Internal County Reimbursements and Transfers              | \$0                             | \$3,240                             | \$3,240                              | 100.0                                  |
| Use of Fund Balance                                       | \$392,119                       | \$316,931                           | (\$75,188)                           | (19.2)                                 |
| <b>Total Revenues/Use of Fund Balance</b>                 | <b>\$12,624,566</b>             | <b>\$12,886,584</b>                 | <b>\$262,018</b>                     | <b>2.1</b>                             |

\*In this budget, "Other Departmental Revenue" refers to revenues generated from court fines and penalties.

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## DEPARTMENT HIGHLIGHTS

### Major Variances

- **Alternate Defense Counsel:** Costs are increasing based on the contract for outside counsel services. These costs are based on a 3% escalator in contracted counsel costs. In addition, there is an increase in the cases that are referred to external counsel and budgeted expenditures in this section are reflective of that increase.

### Key Issues

- In addition to the mandated contribution of County General Fund, Court Support is supported by court fines and fees over which the County has no control and for which it is difficult to develop accurate projections. These revenue streams have been declining for several years and legislation recently introduced will continue to have a negative impact. At the same time, however, the District Attorney and Public Defender have both noted a recent uptick in law enforcement activity and subsequent case filings, so it is possible that the revenue collected from increased case volume will counteract the negative impacts of legislation. The County will continue to monitor these revenue streams to understand how or whether they change.
- In addition, the County is obligated to provide funding for Alternate Defense Counsel contract costs and has little ability to control the number of cases referred. To the extent that the state continues to mandate that counties provide services but takes policy actions that reduce revenue provided to support those services, they effectively create an unfunded mandate for local governments and thus year-over-year General Fund contribution will continue grow.

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## OPPORTUNITIES AND CHALLENGES

### Opportunities

- There is an opportunity in FY 2024-25 to update the agreement and select a new lead for contract services with the Indigent Defense Administration of Sonoma County LLC as a result of Kristine Burk's accession to the Sonoma Superior Court bench.



# JUSTICE SERVICES

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Probation

District Attorney

Public Defender

Sheriff's Office



# PROBATION

**Vanessa Fuchs**  
**Chief Probation Officer**

**Sonoma County Probation is committed to reducing recidivism, fostering accountability, promoting positive behavior change, and safeguarding the community.**

| BUDGET AT A GLANCE                  |  | FY 2024-25   |
|-------------------------------------|--|--------------|
| <b><u>Expenditures</u></b>          |  |              |
| Departmental Operating Expenditures |  | \$86,186,328 |
| Internal Transfers                  |  | \$29,143,791 |
| <b><u>Funding Sources</u></b>       |  |              |
| Total Revenues/Use of Fund Balance  |  | \$76,173,761 |
| Total General Fund Contribution     |  | \$39,156,358 |
| % Funded by General Fund            |  | 34.0%        |
| Total Staff                         |  | 270.00       |

## DEPARTMENT OVERVIEW

Probation is a unique and vital part of the court, public safety, and local government continuum that connects the critical intersection of comprehensive services, opportunity, and accountability. As the alternative and/or follow up to incarceration, probation plays the pivotal role of reducing recidivism, promoting successful reentry, supporting rehabilitation, and enhancing community safety. Grounded in evidence-based practices, a commitment to equity and diversity, and informed and responsive service delivery in collaboration with a broad range of organizations and agencies, probation is integral in fostering positive change within our community and for those the Department serves. Probation’s multi-dimensional approach to community safety includes:

- Holding clients accountable through community supervision.
- Preventing crime by changing criminal thinking.
- Objectively assessing the law and facts for individuals coming before the Court.
- Restoring victims and preventing future victimization.
- Rehabilitating clients with evidence-based strategies that change their behavior.

For more information, call (707) 565-2149, or visit <http://sonomacounty.ca.gov/Probation/>.

### Service Area Description

**Adult Probation Services** provides court services, community supervision, and referrals to appropriate therapeutic services for adult clients. Adult Probation Services includes specialty units for specific populations, such as AB 109 realigned clients, gang involved clients, people convicted of sex offenses or domestic violence, those with a high risk to reoffend, and clients with a diagnosed mental illness. The Day Reporting Center serves high risk clients, many of whom are released from prison/jail to community supervision, and offers a variety of cognitive behavioral interventions, delivered primarily by Department employees, substance use treatment, job readiness/search assistance through Job Link, benefit eligibility determinations, and continuing education options.

**Pretrial Services** uses validated assessments to determine the risk of a person committing a new crime and/or not returning to court if released to the community pre-adjudication. In the community, Pretrial staff promote public safety by monitoring client behavior and providing referrals to supportive services such as housing or mental health and substance use treatment, while awaiting subsequent court appearances.

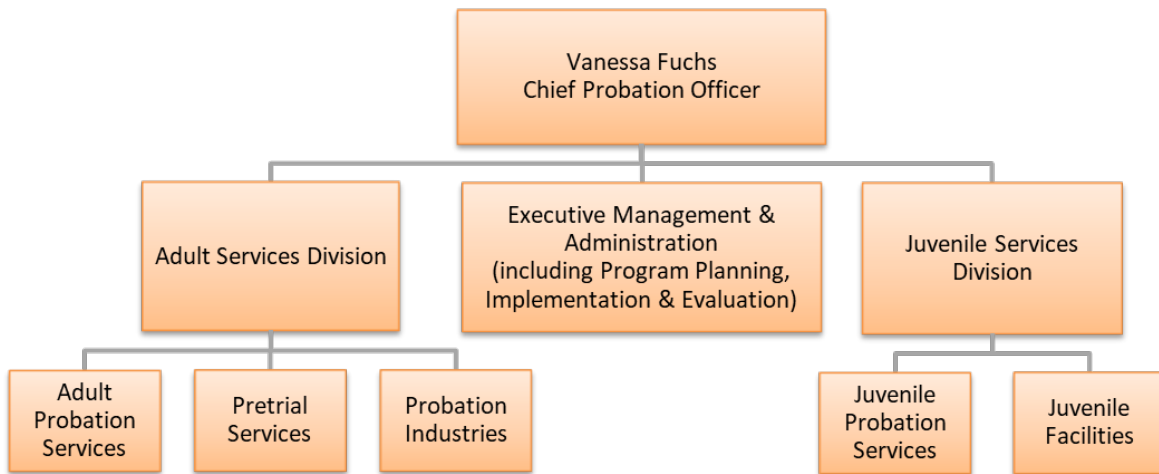
**Probation Industries** is an alternative to incarceration work program primarily for adults assigned to work crews to complete meaningful projects throughout the county and to fabricate outdoor products for sale. There are separate works crews for juveniles. The program is based on a restorative justice model where clients give back to the community.

**Juvenile Facilities** provide safe and secure detention for youth in need of structured supervision and rehabilitation in a controlled environment. All youth have the opportunity to benefit from individualized and targeted programs.

**Juvenile Probation Services** consists of intake and court services, diversion and community-based prevention and early intervention services, as well as community supervision, including specialty services for delinquent foster youth in out-of-home placements, juveniles who have committed sexual offenses, youth with diagnosed mental illness, and gang-impacted youth and their families.

**Executive Management and Administration** provides fiscal, human resources, training, grant management, information technology and workplace health and safety support for operations. This area includes the Program Planning Implementation and Evaluation team, which provides vital research, planning, implementation, and evaluation of evidence-based programs throughout all program areas.

## DEPARTMENT ORGANIZATIONAL CHART



### Permanent Positions by Service Area

| Service Area                                   | FY 2023-24<br>Adopted<br>Budget | FY 2024-25<br>Recommended<br>Budget | Change from<br>FY 2023-24<br>Adopted | % Change from<br>FY 2023-24<br>Adopted |
|--|---------------------------------|-------------------------------------|--------------------------------------|--|
| Adult Services                                 | 95.00                           | 95.00                               | 0.00                                 | 0.0                                    |
| Probation Industries                           | 11.00                           | 11.00                               | 0.00                                 | 0.0                                    |
| Juvenile Facilities                            | 88.00                           | 88.00                               | 0.00                                 | 0.0                                    |
| Juvenile Services                              | 36.00                           | 36.00                               | 0.00                                 | 0.0                                    |
| Pretrial Services                              | 13.00                           | 13.00                               | 0.00                                 | 0.0                                    |
| Executive Leadership & Administrative Overhead | 27.00                           | 27.00                               | 0.00                                 | 0.0                                    |
| <b>Total Permanent Positions</b>               | <b>270.00</b>                   | <b>270.00</b>                       | <b>0.00</b>                          | <b>0.0</b>                             |

# FINANCIAL SUMMARIES

## Expenditures by Service Area

| Service Area                                   | FY 2023-24<br>Adopted<br>Budget | FY 2024-25<br>Recommended<br>Budget | Change from<br>FY 2023-24<br>Adopted | % Change from<br>FY 2023-24<br>Adopted |
|--|---------------------------------|-------------------------------------|--------------------------------------|--|
| Juvenile Facilities                            | \$20,342,475                    | \$23,489,850                        | \$3,147,375                          | 15.5                                   |
| Juvenile Probation Services                    | \$11,602,617                    | \$13,434,538                        | \$1,831,921                          | 15.8                                   |
| <i>Juvenile Special Revenue Funds</i>          | \$11,174,096                    | \$15,084,483                        | \$3,910,387                          | 35.0                                   |
| Adult Probation Services                       | \$20,664,065                    | \$22,783,326                        | \$2,119,261                          | 10.3                                   |
| Probation Industries                           | \$6,038,827                     | \$6,474,300                         | \$435,473                            | 7.2                                    |
| Pretrial Services                              | \$4,229,981                     | \$4,486,718                         | \$256,737                            | 6.1                                    |
| <i>Adult Special Revenue Funds</i>             | \$21,051,541                    | \$22,887,612                        | \$1,836,071                          | 8.7                                    |
| Executive Leadership & Administrative Overhead | \$6,120,269                     | \$6,689,293                         | \$569,024                            | 9.3                                    |
| <b>Gross Departmental Expenditures</b>         | <b>\$101,223,871</b>            | <b>\$115,330,119</b>                | <b>\$14,106,248</b>                  | <b>13.9</b>                            |
| <i>Internal Departmental Transfers</i>         | <i>\$23,916,950</i>             | <i>\$29,143,791</i>                 | <i>\$5,226,841</i>                   | <i>21.9</i>                            |
| <b>Departmental Operating Expenditures*</b>    | <b>\$77,306,921</b>             | <b>\$86,186,328</b>                 | <b>\$8,879,407</b>                   | <b>11.5</b>                            |

\*Departments often need to transfer funds from one operating unit to another for a variety of reasons. While these transfers net to zero when looking at revenues, they appear double counted if only looking at expenditures. As a result, the more accurate illustration of the cost to provide services removes these internal transfer amounts.

## Department Budget Details

| Expenditures by Character              | FY 2023-24<br>Adopted<br>Budget | FY 2024-25<br>Recommended<br>Budget | Change from<br>FY 2023-24<br>Adopted | % Change from<br>FY 2023-24<br>Adopted |
|--|---------------------------------|-------------------------------------|--------------------------------------|--|
| Salaries and Benefits                  | \$47,872,719                    | \$54,566,224                        | \$6,693,505                          | 14.0                                   |
| Services and Supplies                  | \$46,475,209                    | \$49,035,399                        | \$2,560,190                          | 5.5                                    |
| Capital Expenditures                   | \$1,981,966                     | \$1,153,966                         | (\$828,000)                          | (41.8)                                 |
| Other Expenses*                        | \$4,758,500                     | \$10,188,912                        | \$5,430,412                          | 114.1                                  |
| Transfers within the County**          | \$135,477                       | \$385,618                           | \$250,141                            | 184.6                                  |
| <b>Total Expenditures by Character</b> | <b>\$101,223,871</b>            | <b>\$115,330,119</b>                | <b>\$14,106,248</b>                  | <b>13.9</b>                            |

\*Other Expenses: This line item is used to characterize expenditures the Department incurs to directly support clients, such as medical and dental expenses, clothing and meals. In FY 2024-25, many expenditures moved from the Services and Supplies line item to this line item to more clearly illustrate direct client support expenditures.

\*\*Reflects all funds that are transferred both within this department as well as between departments.

| Revenues/Reimbursements/<br>Use of Fund Balance (Sources) | FY 2023-24<br>Adopted<br>Budget | FY 2024-25<br>Recommended<br>Budget | Change from<br>FY 2023-24<br>Adopted | % Change from<br>FY 2023-24<br>Adopted |
|---|---------------------------------|-------------------------------------|--------------------------------------|--|
| General Fund Contribution                                 | \$36,531,514                    | \$39,156,358                        | \$2,624,844                          | 7.2                                    |
| Fees and Charges for Services                             | \$2,592,389                     | \$2,875,597                         | \$283,208                            | 10.9                                   |
| State, Federal, & Other Govt. Revenue                     | \$27,197,988                    | \$28,856,260                        | \$1,658,272                          | 6.1                                    |
| Other Departmental Revenue*                               | \$3,226,321                     | \$5,304,087                         | \$2,077,766                          | 64.4                                   |
| Use of Fund Balance                                       | \$5,414,561                     | \$7,146,144                         | \$1,731,583                          | 32.0                                   |
| Transfers & Reimbursements within the County**            | \$26,261,098                    | \$31,991,673                        | \$5,730,575                          | 21.8                                   |
| <b>Total Revenues/Use of Fund Balance</b>                 | <b>\$101,223,871</b>            | <b>\$115,330,119</b>                | <b>\$14,106,248</b>                  | <b>13.9</b>                            |

\*Other Departmental Revenue includes interest earnings and prior-year growth in state revenue streams. The increase results primarily from the department under-estimating volatile prior-year growth in the FY 2023-24 budget, which was not yet known when the budget was adopted. Improved information related to growth in FY 2023-24 is now available; this growth will be recognized in FY 2024-25, and combined with increases in interest earnings, explains the increase in this line item.

\*\*Includes internal transfers from the Department’s Special Revenue Funds to its operating sections. Also includes transfers from the Graton Tribal Mitigation Fund for Adult Investigations staff and from the Human Services Department for youth programming.

## DEPARTMENT HIGHLIGHTS

### Major Variances

- Juvenile Facilities** expenditures are increasing by \$3.1 million or 15.5%, \$2.9 million of which is associated with a 20% increase in salary and benefit costs in Juvenile Hall. Approximately half of the salary and benefit increases (\$1.4 million) are associated with the negotiated labor agreements approved late in FY 2022-23. The remaining \$1.5 million in increases are associated with the Department making significant strides towards full staffing by filling over 17 vacancies in Juvenile Correctional Counselor positions at the juvenile hall, resulting in a decrease in salary savings in this Service Area. Further, the Juvenile Hall population has increased by 93% as a result of the June 30, 2023 closure of the state-run Division of Juvenile Justice, pursuant to SB823, also known as Juvenile Realignment. As a result of this population increase, overtime has increased considerably over the FY 2023-24 adopted budget. Many of these increased costs will be covered by funding provided by the state specifically for the realigned population. The state funding is received in the **Juvenile Special Revenue Funds** area, from which Juvenile Facilities is reimbursed, partially explaining the 21.9% increase in internal transfers and reimbursements.
- Juvenile Probation Services** are increasing by approximately \$1.8 million or 15.8%. About \$1 million of this increase is associated with increases in salaries and benefits associated with negotiated labor agreements, combined with a decrease in salary savings due to an expectation that this area will be nearly fully staffed. Other cost increases are associated with youth programming performed under contracts with community partners. Many of these increased costs will be covered by increases in reimbursements from specific juvenile justice funding streams from the state, which are received in **Juvenile Special Revenue** funds and in turn reimburse costs in Juvenile Probation Services, partially also explaining the increase in internal transfers and reimbursement.
- Juvenile Special Revenue Funds** are increasing by about \$3.9 million or 35%. \$2.2 million of this increase is associated with the funding described in the **Juvenile Facilities** section related to Juvenile Realignment. This funding stream and the realigned population the Department is now responsible for is described in greater detail in the “Opportunities and Challenges” section below. In addition to the Realignment Block Grant revenue, reimbursements from other state-funded revenue streams specifically for youth detention and programming services have increased to keep pace with cost increases both in **Juvenile Facilities** and **Juvenile Probation Services**.

- **Adult Probation Services** are increasing by 10.3% or approximately \$2.1 million. \$1.6 million of this increase is due to salaries and benefits associated with negotiated labor agreements, combined with a decrease in salary savings as the division is anticipated to be nearly fully staffed. These increases are offset with a decrease of \$435,000 resulting from reallocating two Probation Assistants to the **Probation Industries** service area to better align with the work performed. Many of the expenses in this area are reimbursed from the **Adult Special Revenue Funds**, which is increasing by \$1.8 million, or 8.7%. As a result, increases in **Adult Probation Services** have a direct correlation to increased expenditures in **Adult Special Revenue Funds** and to increases in Transfers and Reimbursements.
- **Probation Industries** is increasing by approximately \$435,000 or 7.2%. This is associated with the movement of two Probation Assistants from **Adult Probation Services** into this service area to better align with the work performed.
- Increases in **Pretrial Services** and **Executive Leadership and Administrative Overhead** are primarily due to increases in salaries and benefits associated with negotiated labor agreements.

## Opportunities and Challenges

- **Juvenile Facilities and Juvenile Probation Services** continues to adjust to the impact of SB 823, which lead to the state closing all Division of Juvenile Justice secure detention centers effective June 30, 2023. This closure of all state-run juvenile detention centers has led to a 93% increase in the Juvenile Hall population. These additional youth are often older and serving longer commitments than the County's historical population, which requires shifts to operating practices. Additionally, though state funding has been allocated toward the realignment of services, the state has not set a final allocation methodology and it remains unclear how much funding Sonoma County will receive and whether this will be sufficient to meet increased costs. Probation has an opportunity to better support re-entry of this population due to successfully securing a \$1,400,000 grant in February 2023 to help transition youth back to the community with individualized programs that meet their unique needs. Most of this work will take place during FY 2024-25 and 2025-26.
- **Pretrial Services** continues to be a vital program for reducing the jail populations and relies primarily on an annual allocation from AB 109 Realignment which may not be sustainable over the long term, given caseload growth and the volatility of the funding source.
- The Department has made positive strides in the past fiscal year with recruiting a qualified workforce across all service areas. However, filling vacancies and retaining staff in the **Juvenile Facilities** remains a challenge. The level of mandatory overtime in the Juvenile Hall remained high for much of FY 2023-24, yet as it begins to decrease, attention now shifts towards training the large number of staff that onboarded in a short period of time. In addition, the Department recognizes the demands of the job have increased and there is a need to support staff through wellness training with the intention of retaining a quality workforce.
- The Department continues to face challenges related to funding received from the state, even as the state has reduced Probation's ability to generate over \$1 million in revenue by ending the collection of fines and fees for Probationers through legislation passed in 2020. In addition, in FY 2024-25, one of the state funding streams for **Adult Probation Services** was reduced by \$350,000. This fund is utilized to support the mandated work of Probation Officers. Barring legislative changes, the fund balance will be depleted in FY 2025-26, necessitating reductions to mandated services. In FY 2025-26, funding to backfill revenue that was lost when the state abolished many Probation fees is scheduled to sunset; this source currently provides \$774,000 in revenue.
- **Adult and Juvenile Probation Services** has the opportunity to develop processes that support reentry transitional services upon release from custody as a result of the CalAIM initiative, which is a new statewide Medi-Cal benefit that will require the Department to become newly involved in offering Medi-Cal benefits.
- **Adult Probation Services** Due to AB 732, the Department is tasked with developing processes for relinquishment of firearms from individuals listed in the Armed Prohibited Persons System.

- The County has initiated an effort to replace the Integrated Justice System (IJS). This system includes two critical elements: it facilitates the near real-time exchange of data between the Courts, criminal justice partners, and other local law enforcement agencies, and it provides case management systems for Probation and other departments. The effort to scope, design, and implement the new systems will require significant staff time and resources.

Sonoma County justice system data systems have been lacking in their ability to accurately collect data on the race and gender identities of the people served. During Fiscal Year 2023-24, the justice departments and community partners reached agreement to improve the way these data are collected. A project to improve data collection has been chartered, and efforts are under way to incorporate the work on improved demographic data collection begun by Upstream Investments and the Office of Equity. Probation will leverage this work in establishing data collection practices and systems in conjunction with the move to a new case management system. Work in the coming year will include development of the requirements for data structure and training needs on respectfully gathering the information from Probation clients.



# DISTRICT ATTORNEY

**Carla Rodriguez**  
District Attorney

The Sonoma County District Attorney’s Office is dedicated to serving the members of our community through responsible and equitable prosecution. We promote public safety by holding criminal offenders accountable and in turn, helping crime victims move forward with dignity and strength. We seek truth and justice in a professional and ethical manner, considering racial equity and fundamental fairness in every decision.

| BUDGET AT A GLANCE                  | FY 2024-25   |
|-------------------------------------|--------------|
| <b><u>Expenditures</u></b>          |              |
| Departmental Operating Expenditures | \$37,214,494 |
| Internal Transfers                  | \$4,053,290  |
| <b><u>Funding Sources</u></b>       |              |
| Total Revenues/Use of Fund Balance  | \$19,479,654 |
| Total General Fund Contribution     | \$21,788,130 |
| % Funded by General Fund            | 52.8%        |
| Total Staff                         | 135.50       |

## DEPARTMENT OVERVIEW

### Service Area Description

The **Criminal Division** consists of three units. **The Prosecution Unit** represents the People’s interests in prosecuting criminal cases and seeking justice for victims of crime. The unit partners with local, state and federal law enforcement agencies to help address, reduce and prevent crime in our community. Within the prosecution unit, there are several specialized vertical prosecution teams designed to fully support crime victims and/or address complex legal issues, including but not limited to: the Domestic Violence Unit, the Sexual Assault Unit, the Elder Protection Unit, the Writs and Appeals Unit, the Narcotics Unit, the Vertical Driving Under the Influence Unit, and the Juvenile Justice team. **The Environmental and Consumer Fraud Division** handles both criminal and civil actions involving a wide variety of unlawful activity. The unit addresses crimes that threaten our community’s natural resources, crimes that negatively affect consumers such as fraud or unlawful business practices, and civil actions against businesses whose practices harm our community. **The Investigations Bureau** investigates all types of crime under the District Attorney’s jurisdiction including elections fraud, Brown Act violations, wage theft, price gouging, and witness intimidation. The Bureau also assists prosecutors in preparing and organizing cases for court, which includes locating witnesses, organizing evidence for presentation at trial, and conducting pre-trial investigations.

The **Victim Services Division** provides crisis intervention; emergency assistance; referral assistance; orientation to the Criminal Justice System; court escort/court support; case status and case disposition information; and victim-of-crime claims assistance. Advocates seek to make the justice system more understandable, accessible, and responsive to concerns of victims. They work to ensure that crime victims and their family members are treated fairly, that their voices are heard, and that they are provided the services and information necessary to be an integral part of the criminal case process.

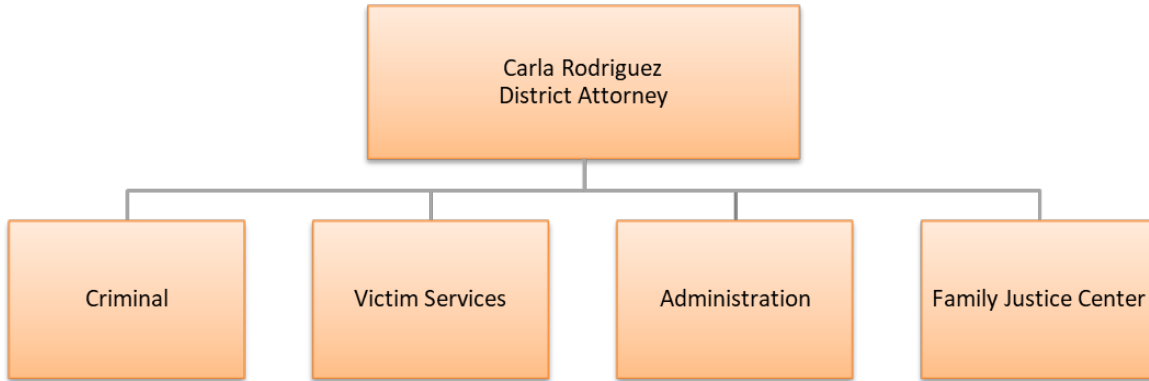
The **Administration Division** provides Information Technology (IT) support, and administrative and fiscal oversight.

The **Family Justice Center of Sonoma County** (<https://ficsc.org/>) supports adult and child victims of family violence by providing wrap-around services through a single access point. Co-located in the Family Justice Center of Sonoma County are the following partners: District Attorney’s Sexual Assault Unit and Elder Protection Unit, the Sonoma County Sheriff’s (Domestic Violence and Sexual Assault (DVSA) Team, and Santa Rosa Police Department’s domestic violence and sexual assault detectives. The Redwood Children’s Center and several community-based direct service providers (Verity, Council on Aging, Legal Aid, and YWCA to name a few), are also co-located at the Family Justice Center site. These providers offer an array of bilingual services to victims of domestic violence, sexual abuse, child abuse, and elder abuse who need varying wraparound services. Through these providers,

victims can receive mental health services, legal assistance such as obtaining restraining orders and/or temporary legal status documentation, housing assistance, and other amenities.

For more information, call (707) 565-2311, or visit <https://da.sonomacounty.ca.gov/>.

## DEPARTMENT ORGANIZATIONAL CHART



### Permanent Positions by Service Area

| Service Area                            | FY 2023-24<br>Adopted<br>Budget | FY 2024-25<br>Recommended<br>Budget | Change from<br>FY 2023-24<br>Adopted | % Change from<br>FY 2023-24<br>Adopted |
|---|---------------------------------|-------------------------------------|--------------------------------------|--|
| Criminal                                | 101.00                          | 106.00                              | 5.00                                 | 5.0                                    |
| Victim Services                         | 16.00                           | 15.00                               | -1.00                                | (6.3)                                  |
| Executive Management and Administration | 10.00                           | 10.00                               | 0.00                                 | 0.0                                    |
| Family Justice Center                   | 4.00                            | 4.50                                | 0.50                                 | 12.5                                   |
| <b>Total Permanent Positions</b>        | <b>131.00</b>                   | <b>135.50</b>                       | <b>4.50</b>                          | <b>3.4</b>                             |

# FINANCIAL SUMMARIES

## Expenditures by Service Area

| Service Area                                | FY 2023-24<br>Adopted<br>Budget | FY 2024-25<br>Recommended<br>Budget | Change from<br>FY 2023-24<br>Adopted | % Change from<br>FY 2023-24<br>Adopted |
|---|---------------------------------|-------------------------------------|--------------------------------------|--|
| Criminal                                    | \$30,938,335                    | \$34,877,738                        | \$3,939,403                          | 12.7                                   |
| Victim Services                             | \$2,734,304                     | \$2,921,308                         | \$187,004                            | 6.8                                    |
| Executive Management and Administration     | \$2,181,870                     | \$2,428,902                         | \$247,032                            | 11.3                                   |
| Family Justice Center                       | \$918,048                       | \$1,039,836                         | \$121,788                            | 13.3                                   |
| <b>Gross Departmental Expenditures</b>      | <b>\$36,772,557</b>             | <b>\$41,267,784</b>                 | <b>\$4,495,227</b>                   | <b>12.2</b>                            |
| <i>Internal Departmental Transfers</i>      | <i>\$3,003,689</i>              | <i>\$4,053,290</i>                  | <i>\$1,049,601</i>                   | <i>34.9</i>                            |
| <b>Departmental Operating Expenditures*</b> | <b>\$33,768,868</b>             | <b>\$37,214,494</b>                 | <b>\$3,445,626</b>                   | <b>10.2</b>                            |

\*Departments often need to transfer funds from one operating unit to another for a variety of reasons. While these transfers net to zero when looking at revenues, they appear double counted if only looking at expenditures. As a result, the more accurate illustration of the cost to provide services removes these internal transfer amounts.

## Department Budget Details

| Expenditures by Character              | FY 2023-24<br>Adopted<br>Budget | FY 2024-25<br>Recommended<br>Budget | Change from<br>FY 2023-24<br>Adopted | % Change from<br>FY 2023-24<br>Adopted |
|--|---------------------------------|-------------------------------------|--------------------------------------|--|
| Salaries and Benefits                  | \$29,564,140                    | \$33,190,377                        | \$3,626,237                          | 12.3                                   |
| Services and Supplies                  | \$7,126,249                     | \$8,012,289                         | \$886,040                            | 12.4                                   |
| Transfers within the County*           | \$82,168                        | \$65,118                            | (\$17,050)                           | (20.8)                                 |
| <b>Total Expenditures by Character</b> | <b>\$36,772,557</b>             | <b>\$41,267,784</b>                 | <b>\$4,495,227</b>                   | <b>12.2</b>                            |

\*Reflects all funds that are transferred both within this department as well as between departments.

| Revenues/Reimbursements/<br>Use of Fund Balance (Sources) | FY 2023-24<br>Adopted<br>Budget | FY 2024-25<br>Recommended<br>Budget | Change from<br>FY 2023-24<br>Adopted | % Change from<br>FY 2023-24<br>Adopted |
|---|---------------------------------|-------------------------------------|--------------------------------------|--|
| General Fund Contribution                                 | \$19,929,244                    | \$21,788,130                        | \$1,858,886                          | 9.3                                    |
| Fees and Charges for Services                             | \$20,000                        | \$20,000                            | \$0                                  | 0.0                                    |
| State, Federal, & Other Govt. Revenue                     | \$9,047,553                     | \$9,519,104                         | \$471,551                            | 5.2                                    |
| Other Departmental Revenue*                               | \$3,181,612                     | \$3,185,346                         | \$3,734                              | 0.1                                    |
| Use of Fund Balance                                       | (\$456,150)                     | \$498,566                           | \$954,716                            | 209.3                                  |
| Transfers & Reimbursements within the County**            | \$5,050,298                     | \$6,256,638                         | \$1,206,340                          | 23.9                                   |
| <b>Total Revenues/Use of Fund Balance</b>                 | <b>\$36,772,557</b>             | <b>\$41,267,784</b>                 | <b>\$4,495,227</b>                   | <b>12.2</b>                            |

\*Other Departmental Revenue includes fines, penalties, and fees collected in the District Attorney's Consumer Protection Fund from Environmental/Consumer Law and Fraud Cases, as well as support from the Family Justice Center (FJC) Foundation.

\*\*Includes \$4,053,290 from the Department's Special Revenue Funds to its operating sections; \$205,286 General Fund contribution to the Family Justice Center, \$602,660 transfer from the Graton Tribal Mitigation Fund for an Attorney and FJC Director, \$1,395,402 from other departments' funds to cover staffing costs and device replacement, including Sheriff's Auto Theft Task Force Fund and Probation's 2011 Realignment Fund managed and allocated by the Community Corrections Partnership.

# DEPARTMENT HIGHLIGHTS

## Major Variances

### Expenditures by Service Area

- **Criminal:** The increase in expenditures of \$3,939,403 is primarily attributable to increases in salaries and benefits including: two grant-funded positions for the Organized Retail Theft Vertical Prosecution Unit (expiring on 12/31/2026), with a corresponding increase in State, Federal & Other Governmental revenue of approximately \$471,551; the addition of three positions in the Environmental and Consumer Law Division; and costs associated with negotiated labor agreements offset by decreases in services and supplies due to the completion of grants that had significant community outreach costs, and the completion of Phases 1 & 2 of the Racial Justice Act.
- **Executive Management and Administration:** The increase in expenditures of \$247,032 is primarily attributable to increases in salaries and benefits including negotiated labor agreements and increases in services and supplies, including internal service charges.
- **Victim Services:** The increase in expenditures of \$187,004 is primarily attributable to increases in salaries and benefits due to negotiated labor agreements.
- **Family Justice Center:** The increase in expenditures of \$121,788 is primarily attributable to increases in salaries and benefits including the addition of 0.5 FTE grant-funded Navigator(Extra-Help) and an Administrative Aide (Time-Limited), offset by decreases in services and supplies primarily in other professional services.
- **Use of Fund Balance:** The increase in use of fund balance of \$954,716 is primarily attributable to the Environmental Consumer Law (ECLD) Division including the addition of three positions. The ECLD Division program increase is offset by reduced use of fund balance for the Family Justice Center and accumulated Public Safety Realignment funds for Racial Justice Act (RJA) compliance, as a result of completing Phases 1 and 2 of a data audit including backfilling conviction data and preparing the data for the next phase including a data dashboard.

## Opportunities and Challenges

- **Impacted local safety net:** The District Attorney's Office partners with County departments as well as community-based organizations to help crime victims and witnesses move forward in the wake of crime. Some of our partner community-based organizations are experiencing hiring challenges and financial difficulties, leading to gaps in essential services. For example, a local organization serving foster children and homeless youth recently closed, thus lessening resources for two extremely high-risk populations. Historically, the YWCA staffed both navigator positions at the Family Justice Center. Due to their inability to fill these roles, the FJC has had to staff these positions using funding from both grants and the Family Justice Center Foundation. In addition, while the County is working to increase substance abuse and mental health treatment services for its population, victims and witnesses who suffer from such disorders, like most other communities across the state, have limited access to help. The lack of treatment services for criminal offenders also directly impacts their loved ones, many of whom are crime victims, as there are limited rehabilitation and treatment alternatives to incarceration.
- **Increase in post-conviction litigation:** Legislative changes have increased the post-conviction relief workload in all types of cases, but especially in homicide and sex assault cases involving life terms in prison. Attorneys, victim advocates, and support staff are all impacted by the increased workload. In 2020, the legislature enacted a presumption in favor of judge-initiated resentencing and expanded retroactivity of the Racial Justice

Act, which allows individuals charged or convicted of a crime to raise issues of bias or discrimination based on race, ethnicity, or national origin. The new laws, including Penal Code 1172.75 (Senate Bill 483), have the potential to allow for undoing past convictions and necessitate analysis of all available resentencing options since the date of conviction. The Legislature enacted AB 600 effective this year, which essentially gives judges unfettered discretion to recall and resentence a defendant based on any change in the law, including any unforeseen future laws. The District Attorney previously had one attorney handling post-conviction work; there are now currently two attorneys assigned to handle these cases on top of traditional complex pre-conviction litigation.

- **Juvenile violence:** Juvenile delinquency petitions (case filings) are up 100 percent. The District Attorney-Juvenile Division filed 631 juvenile cases in 2023, versus 336 in 2022, 295 in 2021, and 460 in 2020. These numbers indicate a gradual return to pre-COVID numbers, with 783 filings in 2018 and 814 in 2019. The increase in filings is almost entirely due to a rise in violent offenses, as juvenile cases are only filed when diversion is not an option. The juvenile court recently opened a second courtroom for the first time in years. The office handles all incoming truancy petitions in the county and created a truancy mediation program to encourage school attendance without filing a case. The District Attorney's Office plans to send a senior attorney to assist with this increased workload, and will continue collaborating with schools and violence prevention groups to assist efforts to reduce juvenile violence.
- Expand the Wage Theft Unit with the goal to deter future wage theft for vulnerable populations including farmworkers, domestic workers, and care providers; the Department will be dedicating both prosecutorial and investigative resources, as well as increased outreach and public awareness, such as the Wage Theft and Labor Justice Symposium scheduled for June 21, 2024, and increased collaboration with existing community-based organizations.
- Support local retail businesses and business owners through implementation of the Organized Retail Theft Unit recently created through state funding. An experienced attorney and investigator have been hired and are ready to begin identifying repeat offenders, working with law enforcement and business owners to identify theft trends and patterns, and utilize legal expertise to hold offenders accountable and deter future crime in Sonoma County.
- Two Criminal Division attorneys were recently certified as Special Assistant United States Attorneys. The attorneys will leverage federal investigative resources and federal laws with their more stringent sentencing guidelines to reduce illegal firearm manufacturing including ghost guns, drug manufacturing, and trafficking including opioids with a primary focus on fentanyl.



# PUBLIC DEFENDER

**Brian Morris**  
Public Defender

The Sonoma County Public Defender’s Office protects the liberty and constitutional rights of our clients and works towards an unbiased justice system.

| BUDGET AT A GLANCE                  |  | FY 2024-25   |
|-------------------------------------|--|--------------|
| <b><u>Expenditures</u></b>          |  |              |
| Departmental Operating Expenditures |  | \$16,986,788 |
| Internal Transfers                  |  | \$1,602,406  |
| <b><u>Funding Sources</u></b>       |  |              |
| Total Revenues/Use of Fund Balance  |  | \$3,306,874  |
| Total General Fund Contribution     |  | \$15,282,320 |
| % Funded by General Fund            |  | 82.2%        |
| Total Staff                         |  | 61.00        |

## DEPARTMENT OVERVIEW

The Public Defender has the mandated responsibility of defending any person, where no conflict exists, who is not financially able to employ counsel and who is charged with the commission of any contempt or offense triable in the Superior Court.

Government Code Section 27706 sets forth the types of cases which can be handled by a County Public Defender which includes: criminal cases, contempt cases, appeals, cases involving mental health guardianship and conservatorships, juvenile cases, persons required to have counsel pursuant to Penal Code Section 686.1 (defendant in a capital case), and Probate Code Section 1471 appointment in probate guardianships under specific conditions.

All attorneys and clients of the Sonoma County Public Defender’s Office have access to the services of the Immigration Consequences Specialist to ensure that all clients understand the potential immigration impacts related to the criminal proceedings.

The Department collaborates with other county and criminal justice partners with a holistic approach to representation, while protecting the constitutionally guaranteed rights of the accused.

For more information, call (707) 565-2791, or visit <https://sonomacounty.ca.gov/justice-services/public-defender>

### Service Area Description

The Public Defender’s Office consists of five program areas:

**Adult Representation** focuses on the defense and representation of indigent adults in misdemeanor, felony, and some mental health cases. Misdemeanor and felony clients account for most of the clients represented by our office, including specialty courts designed to help clients experiencing mental health issues, veterans, and clients who have drug and/or alcohol issues.

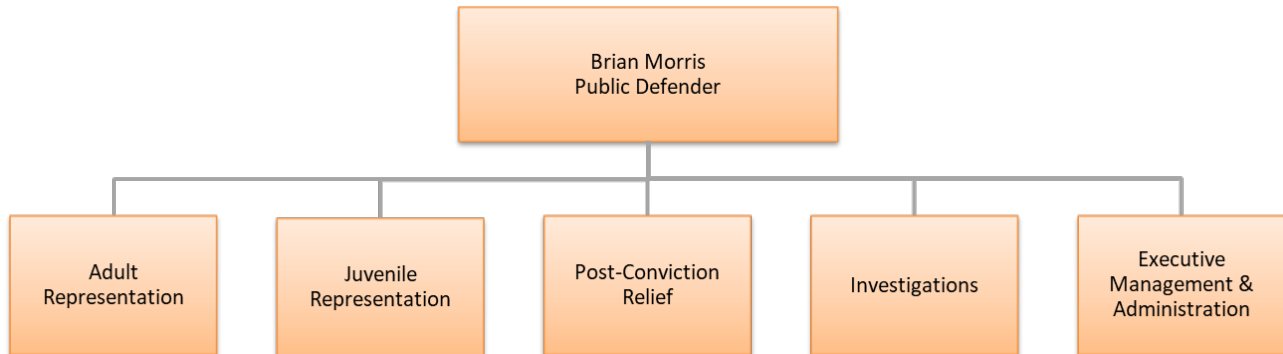
**Juvenile Representation** provides legal services to juvenile indigent clients and works with our justice partners to improve our clients’ lives.

**Post-Conviction Relief** focuses on clearing our clients’ records to help them obtain jobs. This unit also seeks relief for statutorily eligible clients currently serving prison sentences and clients convicted of certain crimes.

**Investigations** supports attorneys by providing investigative services for adult and juvenile clients. These investigative services ensure that our attorneys have access to all relevant information necessary to vigorously defend our clients.

**Executive Management and Administration** provides administrative and legal processing support to the legal and investigations staff. These services also include fiscal, human resources, training, information technology and workplace safety support for operations.

## DEPARTMENT ORGANIZATIONAL CHART



### Permanent Positions by Service Area

| Service Area                          | FY 2023-24<br>Adopted<br>Budget | FY 2024-25<br>Recommended<br>Budget | Change from<br>FY 2023-24<br>Adopted | % Change from<br>FY 2023-24<br>Adopted |
|---------------------------------------|---------------------------------|-------------------------------------|--------------------------------------|--|
| Executive Leadership & Administration | 6.00                            | 6.00                                | 0.00                                 | 0.0                                    |
| Adult Representation                  | 38.00                           | 42.00                               | 4.00                                 | 10.5                                   |
| Juvenile Representation               | 2.00                            | 3.00                                | 1.00                                 | 50.0                                   |
| Post Conviction Relief                | 3.00                            | 2.00                                | (1.00)                               | (33.3)                                 |
| Investigations                        | 10.00                           | 8.00                                | (2.00)                               | (20.0)                                 |
| <b>Total Permanent Positions</b>      | <b>59.00</b>                    | <b>61.00</b>                        | <b>2.00</b>                          | <b>3.4</b>                             |



# FINANCIAL SUMMARIES

## Expenditures by Service Area

| Service Area                               | FY 2023-24<br>Adopted<br>Budget | FY 2024-25<br>Recommended<br>Budget | Change from<br>FY 2023-24<br>Adopted | % Change from<br>FY 2023-24<br>Adopted |
|--|---------------------------------|-------------------------------------|--------------------------------------|--|
| Executive Leadership & Administration      | \$2,807,821                     | \$2,894,220                         | \$86,399                             | 3.1                                    |
| Adult Representation                       | \$10,641,594                    | \$12,232,097                        | \$1,590,503                          | 14.9                                   |
| Juvenile Representation                    | \$471,152                       | \$837,904                           | \$366,752                            | 77.8                                   |
| Post Conviction Relief                     | \$1,338,179                     | \$692,538                           | (\$645,641)                          | (48.2)                                 |
| Investigations                             | \$2,007,391                     | \$1,932,435                         | (\$74,956)                           | (3.7)                                  |
| <b>Gross Departmental Expenditures</b>     | <b>\$17,266,137</b>             | <b>\$18,589,194</b>                 | <b>\$1,323,057</b>                   | <b>7.7</b>                             |
| <i>Internal Departmental Transfers*</i>    | <i>\$1,150,854</i>              | <i>\$1,602,406</i>                  | <i>\$451,552</i>                     | <i>39.2</i>                            |
| <b>Departmental Operating Expenditures</b> | <b>\$16,115,283</b>             | <b>\$16,986,788</b>                 | <b>\$1,323,057</b>                   | <b>5.4</b>                             |

\*Departments often need to transfer funds from one operating unit to another for a variety of reasons. While these transfers net to zero when looking at revenues, they appear double counted if only looking at expenditures. As a result, the more accurate illustration of the cost to provide services removes these internal transfer amounts.

## Department Budget Details

| Expenditures by Character              | FY 2023-24<br>Adopted<br>Budget | FY 2024-25<br>Recommended<br>Budget | Change from<br>FY 2023-24<br>Adopted | % Change from<br>FY 2023-24<br>Adopted |
|--|---------------------------------|-------------------------------------|--------------------------------------|--|
| Salaries and Benefits                  | \$14,755,554                    | \$16,441,408                        | \$1,685,854                          | 11.4                                   |
| Services and Supplies                  | \$2,462,795                     | \$2,096,865                         | (\$365,930)                          | (14.9)                                 |
| Transfers within the County*           | \$47,788                        | \$50,921                            | \$3,133                              | 6.6                                    |
| <b>Total Expenditures by Character</b> | <b>\$17,266,137</b>             | <b>\$18,589,194</b>                 | <b>\$1,323,057</b>                   | <b>7.7</b>                             |

\*Departments often need to transfer funds from one operating unit to another for a variety of reasons.

| Revenues/Reimbursements/<br>Use of Fund Balance (Sources) | FY 2023-24<br>Adopted<br>Budget | FY 2024-25<br>Recommended<br>Budget | Change from<br>FY 2023-24<br>Adopted | % Change from<br>FY 2023-24<br>Adopted |
|---|---------------------------------|-------------------------------------|--------------------------------------|--|
| General Fund Contribution                                 | \$14,224,625                    | \$15,282,320                        | \$1,057,695                          | 7.4                                    |
| State, Federal, & Other Govt. Revenue                     | \$1,141,935                     | \$1,037,208                         | (\$104,727)                          | (9.2)                                  |
| Other Departmental Revenue*                               | \$5,469                         | \$5,752                             | \$283                                | 5.2                                    |
| Use of Fund Balance                                       | \$124,056                       | \$365,914                           | \$241,858                            | 195.0                                  |
| Transfers & Reimbursements within the County**            | \$1,770,052                     | \$1,898,000                         | \$127,948                            | 7.2                                    |
| <b>Total Revenues/Use of Fund Balance</b>                 | <b>\$17,266,137</b>             | <b>\$18,589,194</b>                 | <b>\$1,323,057</b>                   | <b>7.7</b>                             |

\*Other Departmental Revenue includes interest earned on accumulated special revenue fund balances.

\*\*Reflects all funds that are transferred both within this department as well as between departments.

# DEPARTMENT HIGHLIGHTS

## Major Variances

### Adult Representation

- The Department was awarded a new Justice Assistance Grant (JAG) in the amount of \$502,185. Grant funds will be used to fund an additional 1.0 FTE Attorney to work on mental health cases such as clients accepted into Mental Health Diversion Court; and 1.0 FTE Administrative Aide who will serve as department liaison to the State Department of Motor Vehicles. Additional cost increases in this area are due to negotiated labor contracts.

### Juvenile Representation

- In response to increasing caseloads, the Department has re-assigned 1.0 FTE Attorney from Adult Representation unit to Juvenile Representation unit which results in increased costs in this program area.

### Post Conviction Relief

- The Department's Post Conviction Relief unit is funded through the Public Defense Pilot Program (PDPP) Grant. The state budget for FY 2024-25 cuts the third year of funding for this grant, which accounts for the large reduction from FY 2023-24. The Department will utilize existing PDPP fund balance to maintain the program until funds are depleted, which is anticipated in March 2025. The Department has requested one-time funds to continue the program from March 2025 until the end of FY 2024-25. At that point, the Department will reevaluate the need for the program's services and decide whether to request ongoing funds for these services in FY 2025-26.

## Opportunities and Challenges

### Adult Representation

- Due to large caseloads, deputy public defenders have limited time to spend with each client to ensure excellent service. The Department's attorneys have been working very hard for several years and a July 2023 National Public Defense Workload Study ([https://www.rand.org/pubs/research\\_reports/RAA2559-1.html](https://www.rand.org/pubs/research_reports/RAA2559-1.html)) suggests that more public defender positions may be required, not only in California but in many other states as well.
- Aided by grant funding from June 1, 2023 through December 31, 2026, the Department recently created a Holistic Defense Unit which contains all of the Department's holistic services (social work, DMV liaison, mental health attorneys, immigration consequences advice, and post-conviction relief) under one supervisor. This coordinated holistic representation will lead to better and more creative solutions and improved service delivery for our clients. The DMV liaison is a new grant-funded position which will help our clients obtain and/or retain their privilege to drive. The Holistic Defense Unit will also improve the Department's approach to addressing racial and ethnic disparities by providing culturally competent services to the Department's mono-lingual Spanish-speaking clients.
- Governor Newsom's Community Assistance, Recovery and Empowerment (CARE) Court is a new civil mental health court designed to provide individuals with severe mental illness the services they need. This program, which begins in Sonoma County on December 1, 2024, has placed more work on the Superior Court and may require the Public Defender and potentially other County departments to shift resources and positions to service the added calendar. The Department has engaged regularly with other County departments and the Sonoma County Superior Court to ensure that Sonoma County's CARE Court plan will be successful. The state has also indicated that it intends to reimburse the Department, at least partially, for work it performs for CARE Court clients.

### **Post-Conviction**

- The Racial Justice Act (“RJA”, California Penal Code section 745) allows challenges to convictions or sentences that were obtained on the basis of race, ethnicity, or national origin. This law is designed to address systemic racism in the criminal legal system. Recent changes in the RJA expanded available relief to thousands more incarcerated people. The Department approximates that it will be appointed to represent 100 new clients who seek relief under the RJA in the next year.

### **Adult, Juvenile, Post-Conviction, and Investigation**

- The Department is implementing a comprehensive training program designed to improve its indigent legal representation. At a minimum, this training program will ensure that all deputy public defenders provide effective assistance to clients (as required by the Sixth Amendment to the United States Constitution). With successful training and implementation, the Department hopes that it will provide the same level of legal representation as provided by private criminal defense attorneys. Further, this training program supports the Board’s goal of achieving racial equity as Public Defender clients are disproportionately Latinx and Black people.



# SHERIFF'S OFFICE

**Eddie Engram**  
**Sheriff-Coroner**

**In partnership with our communities, we commit to provide professional, firm, fair, and compassionate public safety services, with integrity and respect.**

## BUDGET AT A GLANCE

FY 2024-25

### Expenditures

|                                     |               |
|-------------------------------------|---------------|
| Departmental Operating Expenditures | \$227,066,321 |
| Internal Transfers                  | \$12,892,966  |

### Funding Sources

|                                    |               |
|------------------------------------|---------------|
| Total Revenues/Use of Fund Balance | \$124,398,555 |
| Total General Fund Contribution    | \$115,560,732 |
| % Funded by General Fund           | 48.2%         |
| Total Staff                        | 634.50        |

## DEPARTMENT OVERVIEW

The Sheriff-Coroner, under State law, is responsible for the delivery of law enforcement services to the unincorporated areas of Sonoma County and County-wide adult detention services. The Sheriff's Office is organized into two service delivery divisions, **Law Enforcement** and **Detention**. Two additional sections support the delivery of services to the community, **Sheriff's Executive Management and Administration** and the **Telecommunications Bureau**, which provides County-wide radio communication infrastructure and support services.

For more information, call (707) 565-2511, or visit <http://sonomasheriff.org>.

### Service Area Description

**Executive Management and Administration** encompasses various Sheriff's Office support functions, which are organized into units including: Payroll, Accounting, Purchasing, Personnel, Community Engagement, Professional Standards, Information Technology (IT), and the Fiscal Bureau, which manages all financial matters of the Sheriff's Office. These units are necessary for the overall operation of the Office and provide support to law enforcement and detention personnel. Eighty percent of Sheriff's Administration positions are held by non-sworn, professional and support personnel. Sheriff's Administration is led by the Sheriff-Coroner, Chief of Financial & Administrative Services, and the Administrative Captain.

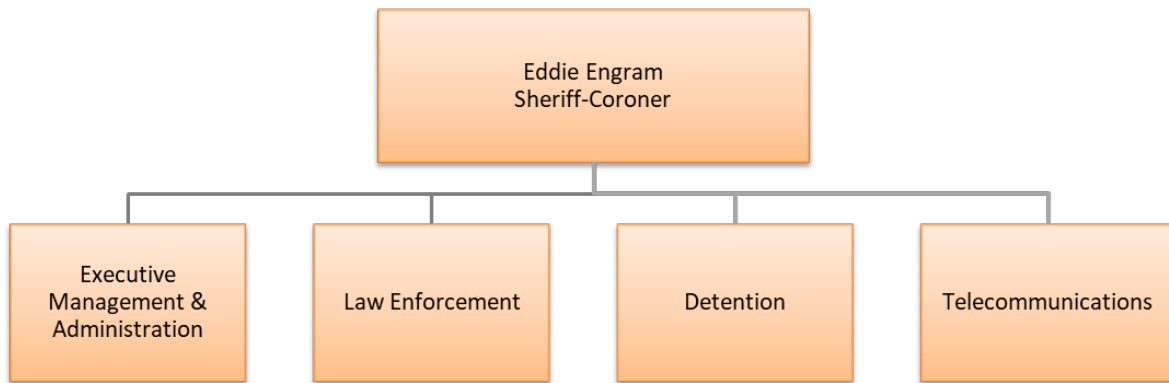
**Law Enforcement** contains several sections, bureaus, and units that provide direct law enforcement and emergency services to the citizens of Sonoma County. Field Services includes Patrol, which is directly responsible for responding to emergency calls for services, Dispatch Bureau, Helicopter Unit, Marine Unit, Search & Rescue, as well as the provision of contract law enforcement services to the Town of Windsor and City of Sonoma. Special Services includes Investigations Bureau and Crime Analysis, Coroner Bureau, Court Security Services, and Inmate Transportation Unit. Also included in the Law Enforcement Division are the Civil Bureau and the repository of all criminal warrants within the Central Information Bureau. Sheriff's Executive Management and Administration is part of the Law Enforcement Division and is discussed separately in the previous paragraph.

**Detention** is comprised of Operations and Special Services. Operations is responsible for all aspects of running the County's two adult detention facilities designed for the incarceration of criminal offenders and persons charged with criminal offenses. While incarcerated, the County must provide for all basic living needs of an incarcerated person, including food, clothing, medical, dental, and mental health care. The Sheriff's Office maximum security Main Adult Detention Facility (MADF) serves as the intake location and houses both pre-trial and sentenced individuals, most of whom are medium to high-risk offenders, in addition to housing inmates requiring special medical and/or mental health services. When open, the North County Detention Facility (NCDF) houses both pre-trial and sentenced incarcerated persons, most of whom are low to medium risk offenders. NCDF is currently closed due to lower incarcerated person

population, and all incarcerated persons are housed at the MADF. Should the adult detention population increase, the NCDF could be reopened. Detention Special Services includes Planning & Research, Training & Compliance, Institutional Services, Detention Records, and Inmate Programs, which includes, but is not limited to, alcohol and drug treatment services, cognitive therapy, parenting, anger management, job skills training, a charter high school and college courses provided by Santa Rosa Junior College.

**Telecommunications** (TCOMM) Bureau operates and maintains the County’s communication network and sites. The primary purpose of the countywide communications network is to provide wireless voice and data systems for mission critical public safety dispatch and operations communications. The network is used by 911 dispatch (law enforcement, medical, and fire), County field personnel such as Regional Parks and SoCo Public Infrastructure, local law enforcement agencies, county-wide emergency response, and all of the county’s individual fire districts. TCOMM also acts as a single point of contact for all radio communication requirements, services portable and mobile radios, and coordinates equipment replacements.

## DEPARTMENT ORGANIZATIONAL CHART



### Permanent Position by Service Area

| Service Area                            | FY 2023-24<br>Adopted<br>Budget | FY 2024-25<br>Recommended<br>Budget | Change from<br>FY 2023-24<br>Adopted | % Change from<br>FY 2023-24<br>Adopted |
|---|---------------------------------|-------------------------------------|--------------------------------------|--|
| Executive Management and Administration | 49.50                           | 50.50                               | 1.00                                 | 2.0                                    |
| Law Enforcement                         | 298.00                          | 298.00                              | 0.00                                 | 0.0                                    |
| Detention                               | 281.00                          | 281.00                              | 0.00                                 | 0.0                                    |
| Telecommunications                      | 5.00                            | 5.00                                | 0.00                                 | 0.0                                    |
| <b>Total Permanent Positions</b>        | <b>633.50</b>                   | <b>634.50</b>                       | <b>1.00</b>                          | <b>0.2</b>                             |

# FINANCIAL SUMMARIES

## Expenditures by Service Area

| Service Area                                | FY 2023-24<br>Adopted<br>Budget | FY 2024-25<br>Recommended<br>Budget | Change from<br>FY 2023-24<br>Adopted | % Change from<br>FY 2023-24<br>Adopted |
|---|---------------------------------|-------------------------------------|--------------------------------------|--|
| Executive Management and Administration     | \$14,796,375                    | \$15,524,304                        | \$727,929                            | 4.9                                    |
| Law Enforcement                             | \$124,187,323                   | \$132,903,777                       | \$8,716,454                          | 7.0                                    |
| Detention                                   | \$87,109,603                    | \$89,478,053                        | \$2,368,450                          | 2.7                                    |
| Telecommunications                          | \$2,863,549                     | \$2,053,153                         | (\$810,396)                          | (28.3)                                 |
| <b>Gross Departmental Expenditures</b>      | <b>\$228,956,850</b>            | <b>\$239,959,287</b>                | <b>\$11,002,437</b>                  | <b>4.8</b>                             |
| <i>Internal Departmental Transfers</i>      | <i>\$15,173,446</i>             | <i>\$12,892,966</i>                 | <i>(\$2,280,480)</i>                 | <i>(15.0)</i>                          |
| <b>Departmental Operating Expenditures*</b> | <b>\$213,783,404</b>            | <b>\$227,066,321</b>                | <b>\$13,282,917</b>                  | <b>6.2</b>                             |

\*Departments often need to transfer funds from one operating unit to another for a variety of reasons. While these transfers net to zero when looking at revenues, they appear double counted if only looking at expenditures. As a result, the more accurate illustration of the cost to provide services removes these internal transfer amounts.

## Department Budget Details

| Expenditures by Character              | FY 2023-24<br>Adopted<br>Budget | FY 2024-25<br>Recommended<br>Budget | Change from<br>FY 2023-24<br>Adopted | % Change from<br>FY 2023-24<br>Adopted |
|--|---------------------------------|-------------------------------------|--------------------------------------|--|
| Salaries and Benefits                  | \$156,203,232                   | \$164,900,511                       | \$8,697,279                          | 5.6                                    |
| Services and Supplies                  | \$58,679,524                    | \$62,044,435                        | \$3,364,911                          | 5.7                                    |
| Capital Expenditures                   | \$1,853,676                     | \$435,800                           | (\$1,417,876)                        | (76.5)                                 |
| Other Expenses*                        | \$9,359,606                     | \$9,574,047                         | \$214,441                            | 2.3                                    |
| Transfers within the County**          | \$2,860,812                     | \$3,004,494                         | \$143,682                            | 5.0                                    |
| <b>Total Expenditures by Character</b> | <b>\$228,956,850</b>            | <b>\$239,959,287</b>                | <b>\$11,002,437</b>                  | <b>4.8</b>                             |

\*Other Expenses include expenses specific to the support and care of incarcerated persons including medical, dental, and lab services.

\*\*Reflects all funds that are transferred both within this department as well as between departments.

| Revenues/Reimbursements/<br>Use of Fund Balance (Sources) | FY 2023-24<br>Adopted<br>Budget | FY 2024-25<br>Recommended<br>Budget | Change from<br>FY 2023-24<br>Adopted | % Change from<br>FY 2023-24<br>Adopted |
|---|---------------------------------|-------------------------------------|--------------------------------------|--|
| General Fund Contribution                                 | \$109,051,189                   | \$115,560,732                       | \$6,509,543                          | 6.0                                    |
| Fees and Charges for Services                             | \$1,250,535                     | \$1,346,751                         | \$96,216                             | 7.7                                    |
| State, Federal, & Other Govt. Revenue                     | \$81,289,607                    | \$82,209,224                        | \$919,617                            | 1.1                                    |
| Other Departmental Revenue*                               | \$943,518                       | \$1,049,830                         | \$106,312                            | 11.3                                   |
| Use of Fund Balance                                       | \$7,120,529                     | \$7,382,239                         | \$261,710                            | 3.7                                    |
| Transfers & Reimbursements within the County**            | \$29,301,472                    | \$32,410,511                        | \$3,109,039                          | 10.6                                   |
| <b>Total Revenues/Use of Fund Balance</b>                 | <b>\$228,956,850</b>            | <b>\$239,959,287</b>                | <b>\$11,002,437</b>                  | <b>4.8</b>                             |

\*Other Department Revenue includes fines and penalty fees paid, interest earnings in Special Revenue Funds, donations, and inmate welfare commissary revenue.

\*\*Reflects all funds that are transferred both within this department as well as between departments. The largest transfers include Tribal Funds, funding for the Helicopter, funds reserved for the Hiring Incentive program and approximately \$20 million of Public Safety Realignment funds for Trial Court Security and funds used to offset some costs in Detention.

# DEPARTMENT HIGHLIGHTS

## Major Variances

- **Executive Management and Administration** – The expenditure variance in this Service Area is attributable to special revenue fund adjustments and salary and benefit increases. State Mental Health grant funds of \$160,000 and \$500,000 of accumulated unclaimed property funds are being programed and will potentially be used to test and evaluate new systems and equipment for operations. Salary and benefit increases of \$432,418 are due to new negotiated labor agreements.
- **Law Enforcement** – The significant variables contributing to the year-over-year increase in expenditures are related to liability insurance increases and salary and benefit changes. The new labor contracts resulted in permanent position costs increasing approximately 6% or \$5,524,040 over the prior year’s budget. The new labor contracts also increased non-permanent position costs, such as overtime and specialty pay, by 13% for the deputy sheriff job class, the largest job class in the Division. The recommended budget includes increased expenses in the amount of \$400,000 for private security contracts to provide hospital security services. If these contracts are not used, deputies must cover hospital security shifts on an overtime basis, which would increase costs for this body of work.
- **Detention** – Expenditures are increasing by \$2,368,449 in the Detention Division compared to the prior year. Salary and Benefit assumptions include use of the out-of-county inmate housing contract, an 11% vacancy rate (the FY 2023-24 budget assumed 42.5 vacancies of 24%, in the correctional deputy job class), and reduced new hire training needs compared to the prior year. Average salary and benefit costs increased 12% for permanent positions and 21% for the hourly rate of non-permanent position costs, such as overtime and specialty pay, due to the new labor agreements.
- **Telecommunications** – The FY 2023-24 Adopted Budget included a re-budget of funds for the Moducom / 911 Dispatch project that was completed in FY 2023-24 and therefore, not included in the FY 2024-25 budget, creating a year-over-year reduction.

## Opportunities and Challenges

- For the past four years, the Sheriff’s Office has been navigating unprecedented staffing shortages in both the **Law Enforcement** and **Detention Divisions**. Thanks to the Sheriff staff and enduring support from the Board of Supervisors and County Administrator, FY 2023-24 has been a pivotal year in making headway in the four-year staffing crisis. The FY 2024-25 budget has been developed with this optimistic staffing assumption. In Quarter 4 of FY 2023-24, 20 additional new hires are anticipated to join the Office, lowering deputy sheriff and correctional deputy vacancies from over 65, or 17%, in early FY 2023-24 to potentially 10, or 3%, by the end of FY 2023-24. These new hires will complete their training program in FY 2024-25. Stabilized staffing will allow for improved working conditions which in turn should increase retention. If trends continue in the current direction, the FY 2024-25 budget should be able to transition from directing resources towards hiring and recruiting efforts to retention and staff development.
- In the **Detention Division**, stabilized staffing will allow for improvements in client care once we can fully transition off emergency schedules and sustain low, mandatory overtime requirements. Field training officers have trained over 35 new correctional deputies from July 2023 through February 2024, and over 20 new hires are scheduled to enter the training program in the last quarter of FY 2023-24. Improved sustainable working conditions for Detention staff include reducing the mandatory overtime average from approximately 80 hours per month per correctional deputy. The field service operations provided under the **Law Enforcement Division** are also anticipated to be able to end the emergency schedules because of reduced vacancies and reduced unavailable staff. Standard schedules increase services provided to the community by increasing opportunities for community-oriented policing and community outreach and should increase retention and support sustainable working conditions.



- The **Detention Division** is challenged with changes in laws and regulations that place increased demands on existing resources. Recent changes to Title 15 regulations include increased out of cell activity for incarcerated persons and increased programming requirements. Both changes require more staff and ideally the use of the currently closed North County Detention Facility. Since current staffing levels have not yet allowed for the full implementation of an ideal operational schedule, managers have not yet determined how much additional staffing may potentially be needed to adapt to the new regulations.
- California Advancing and Innovating Medi-Cal, or CalAIM, involves coordination between the Sheriff's Office, state and county agencies, medical and behavioral health service providers, information technology professionals, and community-based organizations, to establish a re-entry process that provides incarcerated adults with the physical and mental health services they need before release, connect them to appropriate service providers for care upon re-entry to the community, and ensure that the proper infrastructure is built to allow Medi-Cal billing for services provided. The CalAIM Justice Involved Initiative is an exciting opportunity for detention facilities and incarcerated persons. However, a program of this capacity requires numerous personnel, facility, and technology resources. The Sheriff has applied for grant funds to assist with implementation costs. **Detention** operations will expand to include required duties of screening every incarcerated person for Medi-Cal eligibility, submitting referrals for enrollment, tracking data, and supporting new processes as required by the mandate. The planning and implementation details will be developed during FY 2024-25 with the goal to fully implement the program in early 2026. The CalAIM technology demands are discussed below.
- Like Detention, the **Law Enforcement Division** is challenged with changes in law and regulations that place increased demands on existing resources. The two most impactful State Legislative bills were SB 2 and AB 732. SB 2 stemmed from the Supreme Court case, N.Y. State Rifle & Pistol Association v. Bruen, which removed the requirement for good cause for the issuance of a Concealed Carry permit. SB 2 requires the Sheriff's Office to issue or renew a Concealed Carry Permit if the applicant is not a disqualified person for the license and the applicant is at least 21 years of age. SB 2 added additional requirements for permit processing, which we anticipate will require additional personnel. AB 732 requires each local agency to designate a person to access or receive the information and would require the agency to report to the Department of Justice the steps taken to verify an individual prohibited for owning a firearm is no longer in possession of the registered firearm, including recovery of the firearm if it is still in their possession. Staff are evaluating options and resources needed to optimally implement this requirement.
- Increased workload demands for **Executive Management and Administration** from Independent Office of Law Enforcement and Outreach (IOLERO) referrals have been extremely challenging to maintain. Staff were able to process an increased caseload of 138% with the addition of one sergeant. Sustained allegations for finalized cases totaled 1 and 3 in years 2022 and 2023, respectively. If case referrals continue to increase throughout FY 2024-25, the Office will need to request additional staffing to address this body of work.
- The Office's technology requirements are rapidly escalating, creating opportunities and resource challenges for all areas of the Office. Advances in technology provide a range of opportunities in service provision, officer safety, investigative techniques, statistical reporting, transparency, and training; however, technology is becoming more expensive and requiring more technical personnel to support systems and equipment. Beyond new systems and software, even stand-alone equipment is transitioning to an ongoing, software-based model, such as the new Taser contract presented to the Board on December 5, 2023. Another example includes the purchase of cell phones for all deputies in the **Law Enforcement Division** to comply with State mandated data reporting requirements. The ongoing costs are now part of the baseline budget, competing with other resources. The County's **Telecommunication's Division** continues to implement newer technologies to meet emergency communication industry standards and improve resiliency and performance but requires increased funding and staff to provide the ongoing support the system requires.

In FY 2024-25, two substantial technology enhancements facing the Sheriff's Office are the Jail Management System (JMS) for the **Detention Division** and the County's Integrated Justice System (IJS) Modernization project. The JMS project has been identified as a critical need for several years; however, staffing shortages

and the pandemic have stalled the project's progress. Now, with the CalAIM initiative, a new JMS is required. Grant funding has provided a time-limited Information Systems Coordinator that, once hired, will evaluate the financial needs for systems and personnel to support a JMS. The County's IJS Modernization project, a project to replace a 40-year-old system designed and supported by the County's Information Systems Department (ISD), will shift a significant amount of workload from County ISD to the Sheriff's Office, requiring more technical personnel for the Sheriff's Office. The Sheriff will work with all County partners to evaluate workload impacts, identify resources, and develop solutions to the related staffing challenges.

# HEALTH & HUMAN SERVICES

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Department of Health Services

Human Services Department

In-Home Supportive Services (IHSS)

Department of Child Support Services



# DEPARTMENT OF HEALTH SERVICES

**Tina Rivera**  
**Director**

**Promoting and protecting the health and well-being of every member of the community.**

| BUDGET AT A GLANCE                  |  | FY 2024-25    |
|-------------------------------------|--|---------------|
| <b><u>Expenditures</u></b>          |  |               |
| Departmental Operating Expenditures |  | \$348,152,550 |
| Internal Transfers                  |  | \$160,438,925 |
| <b><u>Funding Sources</u></b>       |  |               |
| Total Revenues/Use of Fund Balance  |  | \$497,616,139 |
| Total General Fund Contribution     |  | \$10,975,336  |
| % Funded by General Fund            |  | 2.2%          |
| Total Staff                         |  | 719.83        |

## DEPARTMENT OVERVIEW

The Department of Health Service’s divisions - Executive Management & Administration, Behavioral Health, Homelessness Services, and Public Health – in partnership with the local health system, engage the community through a combination of direct services and a network of community-based contracts with provider agencies. The mission of the department of health services is to promote, protect and ensure access to services to support the health, recovery and well-being of all in Sonoma County. Our vision is healthy people in healthy communities. We strive to achieve our goals through three core values: equity, collaboration, and excellence.

For more information, call 707-565-4700, or visit <http://sonomacounty.ca.gov/Health-Services/>.

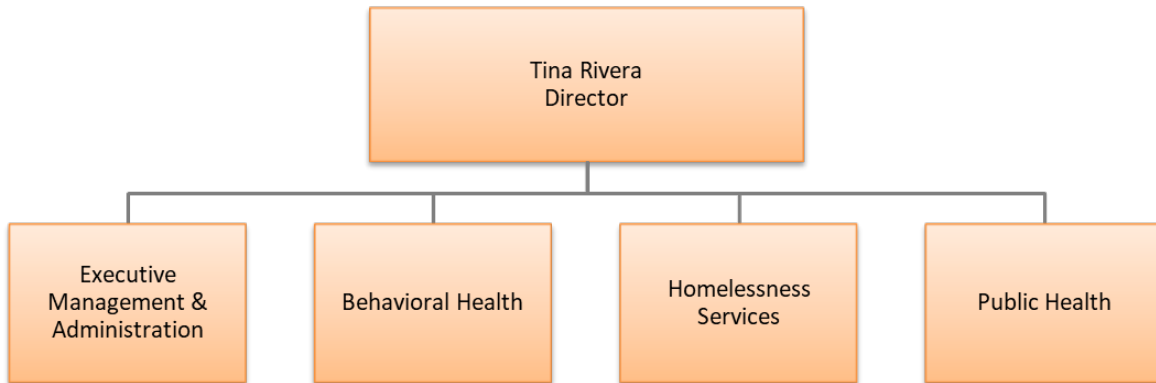
**Executive Management & Administration** provides leadership and administrative support for the entire department. Areas of service include Administrative Program Support Services, Compliance, Contracts and Board Item Development, Executive team, Finance, Facilities, the Health Policy Planning & Equity unit including the Legislative Policy & External Affairs team, Health Data & Epidemiology, Human Resources, Information Technology, and Privacy & Security.

**Behavioral Health** provides mental health and substance use disorder services across the service spectrum from prevention, early intervention and treatment to aftercare and recovery. Mental Health Services and Substance Use Disorder services are provided to children, youth, adults, and older adults and are available to residents with Medi-Cal as well as the uninsured. The division provides these services directly and also in partnerships with community-based organizations.

**Homelessness Services** provides policy and funding guidance as well as staff support to the Sonoma County Homeless Coalition Board, formerly the known as Sonoma County’s Homeless Coalition Board, serving as the lead agency. This division also provides support, policy, funding, as well as funding guidance and staff support, to its service providers and other local government partners, and provides care and outreach services to sheltered and unsheltered homeless in unincorporated areas and in interim housing locations across the Sonoma County region.

**Public Health** works to protect and promote the health of Sonoma County residents where they live, learn, work and play through direct services for families and individuals, and through advancing policies, systems and environmental changes that make healthier and safer choices easier for all people. Programs include: Environmental Health and Safety; Family Health; Health Care Coordination and Medical Therapy; Women, Infants, and Children; Disease Control and Surveillance including Vital Statistics; Healthy Communities; Public Health Preparedness; Animal Services; the Regional Public Health Laboratory; the Coastal Valleys Emergency Medical Services Agency; Special Clinical Services; and support for a variety of commissions and committees.

# DEPARTMENT ORGANIZATIONAL CHART



## Permanent Positions by Service Area

| Service Area                          | FY 2023-24 Adopted Budget | FY 2024-25 Recommended Budget | Change from FY 2023-24 Adopted | % Change from FY 2023-24 Adopted |
|---------------------------------------|---------------------------|-------------------------------|--------------------------------|----------------------------------|
| Behavioral Health                     | 266.06                    | 288.31                        | 22.25                          | 8.4                              |
| Executive Management & Administration | 164.75                    | 179.00                        | 14.25                          | 8.6                              |
| Homelessness                          | 26.00                     | 29.00                         | 3.00                           | 11.5                             |
| Public Health                         | 220.92                    | 223.52                        | 2.60                           | 1.2                              |
| <b>Total Permanent Positions</b>      | <b>677.73</b>             | <b>719.83</b>                 | <b>42.10*</b>                  | <b>6.2</b>                       |

\*Represents changes approved by the Board after budget adoption and discuss within the following Major Variances section.

# FINANCIAL SUMMARIES

## Expenditures by Service Area

| Service Area                                | FY 2023-24<br>Adopted<br>Budget | FY 2024-25<br>Recommended<br>Budget | Change from<br>FY 2023-24<br>Adopted | % Change from<br>FY 2023-24<br>Adopted |
|---|---------------------------------|-------------------------------------|--------------------------------------|--|
| Executive Management & Administration       | \$121,480,522                   | \$137,576,700                       | \$16,096,178                         | 13.3                                   |
| Behavioral Health                           | \$197,994,869                   | \$275,958,737                       | \$77,963,868                         | 39.4                                   |
| Homelessness                                | \$17,756,156                    | \$26,091,266                        | \$8,335,110                          | 46.9                                   |
| Public Health                               | \$60,002,666                    | \$68,964,772                        | \$8,962,106                          | 14.9                                   |
| <b>Gross Departmental Expenditures</b>      | <b>\$397,234,213</b>            | <b>\$508,591,475</b>                | <b>\$111,357,262</b>                 | <b>28.0</b>                            |
| <i>Internal Departmental Transfers</i>      | <i>\$156,650,043</i>            | <i>\$160,438,925</i>                | <i>\$3,788,882</i>                   | <i>2.4</i>                             |
| <b>Departmental Operating Expenditures*</b> | <b>\$240,584,170</b>            | <b>\$348,152,550</b>                | <b>\$107,568,380</b>                 | <b>44.7</b>                            |

\*Departments often need to transfer funds from one operating unit to another for a variety of reasons. While these transfers net to zero when looking at revenues, they appear double counted if only looking at expenditures. As a result, the more accurate illustration of the cost to provide services removes these internal transfer amounts.

## Department Budget Details

| Expenditures by Character              | FY 2023-24<br>Adopted<br>Budget | FY 2024-25<br>Recommended<br>Budget | Change from<br>FY 2023-24<br>Adopted | % Change from<br>FY 2023-24<br>Adopted |
|--|---------------------------------|-------------------------------------|--------------------------------------|--|
| Salaries and Benefits                  | \$120,939,311                   | \$136,813,255                       | \$15,873,944                         | 13.1                                   |
| Services and Supplies                  | \$64,232,451                    | \$100,448,038                       | \$36,215,587                         | 56.4                                   |
| Capital Expenditures                   | \$236,646                       | \$33,610                            | (\$203,036)                          | (85.8)                                 |
| Other Expenses*                        | \$204,269,932                   | \$241,994,048                       | \$37,724,116                         | 18.5                                   |
| Transfers within the County**          | \$7,555,873                     | \$29,302,524                        | \$21,746,651                         | 287.8                                  |
| <b>Total Expenditures by Character</b> | <b>\$397,234,213</b>            | <b>\$508,591,475</b>                | <b>\$111,357,262</b>                 | <b>28.0</b>                            |

\*Includes contractual obligations for the Support & Care of Persons, which includes the provision of treatment services to patients mainly associated with Behavioral Health setting and/or service delivery

\*\*Reflects all funds that are transferred both within this department as well as between departments.

| Revenues/Reimbursements/<br>Use of Fund Balance (Sources) | FY 2023-24<br>Adopted<br>Budget | FY 2024-25<br>Recommended<br>Budget | Change from<br>FY 2023-24<br>Adopted | % Change from<br>FY 2023-24<br>Adopted |
|---|---------------------------------|-------------------------------------|--------------------------------------|--|
| General Fund Contribution                                 | \$8,983,872                     | \$10,975,336                        | \$1,991,464                          | 22.2                                   |
| Fees and Charges for Services                             | \$11,602,372                    | \$12,561,698                        | \$959,326                            | 8.3                                    |
| State, Federal, & Other Govt. Revenue                     | \$151,263,634                   | \$181,590,109                       | \$30,326,475                         | 20.0                                   |
| Other Departmental Revenue*                               | \$32,118,577                    | \$32,761,504                        | \$642,927                            | 2.0                                    |
| Use of Fund Balance                                       | \$19,447,135                    | \$45,361,574                        | \$25,914,439                         | 133.3                                  |
| Transfers & Reimbursements within the County**            | \$173,818,623                   | \$225,341,254                       | \$51,522,631                         | 29.6                                   |
| <b>Total Revenues/Use of Fund Balance</b>                 | <b>\$397,234,213</b>            | <b>\$508,591,475</b>                | <b>\$111,357,262</b>                 | <b>28.0</b>                            |

\*Other Departmental Revenue is comprised of the \$32 million in proceeds from Measure-O tax receipts with the remaining \$600K in Drug Court fees paid by Substance Use Disorder (SUD) clients.

\*\*Reflects all funds that are transferred both within this department as well as between departments. The majority associated with transfers of Measure O, 1991 and 2011 Realignment funds, and Mental Health Services Fund between divisions and interdepartmental service fees.

# DEPARTMENT HIGHLIGHTS

## Major Variances

The FY 2024-2025 total \$348 million includes approximately \$9.6 million in General Fund support for primarily the Homelessness Services division of \$4.4 million, Animal Services of \$2.1 million, and state match (i.e., Maintenance of Effort, or MOE) of \$1.7 million. The remaining budget plan is financed with \$30 million of state and federal funds/grants, almost \$26 million in use of accumulated special revenue fund balances, and \$225 million in transfers and/or reimbursements mainly associated with Measure O, 1991 and 2011 Realignment funds, and Mental Health Services Fund between divisions and interdepartmental service fees. The recommended budget is increasing by \$111.4 million or 28% mostly due to increased Behavioral Health and Homeless Services sites' operations.

### ***Executive Management & Administration, 13.3% Increase***

- DHS will redirect \$2.9 million (-63%) in County General Fund support away from the Administration division to address a gap in Homelessness Services division costs. Increased 1991 Realignment is being used to cover the gap in Administration since Realignment funds cannot be spent on Homelessness expenses.
- The Information Systems Department (ISD) will upgrade DHS computer equipment in FY 2024-25 at a cost of \$900,000 since minimal modernization has taken place since the pandemic, while annual baseline ISD services have also increased by \$1.3 million.
- 14.25 FTE were approved by the Board throughout the fiscal year to this service area resulting in an increase of about \$3 million financed primarily with Realignment funds and the "Future of Public Health" (FoPH) state allocation from the California Department of Public Health (CDPH). These positions have been added to support the Health Policy Planning & Equity section (5.0 FTE Community Health Workers) as DHS increases community engagement, the Information Technology section (2.0 FTE) to provide technical oversight of the burgeoning Electronic Health Record (E.H.R.) systems within the Department, the Administrative Program Support Services (APSS) sections for both Behavioral Health and Public Health (2.0 FTE Program Planning & Evaluation Analysts), the Contracts & Board Item Development section (1.0 FTE Department Analyst) to manage increasingly high profile Requests for Proposals (RFP's), and 4.0 FTE positions to assist with the various functions within human resources, finance, facilities, and program administration.
- An increase of almost \$11 million in non-cash transfers are included in this service area because of the Revenue Funds that reside here such as the Realignment funds and General Fund contribution. Of that \$11 million, there is an increase of over \$5 million in 2011 Realignment and another \$5 million plus in 1991 Mental Health Realignment to pay for programmatic contracts in the Behavioral Health division.

### ***Behavioral Health, 39.9% Increase***

- The Department has received grants totaling \$29.5 million<sup>1</sup> for Behavioral Health Bridge Housing (BHBH) to address the immediate housing and treatment needs of people experiencing unsheltered homelessness with serious behavioral health conditions, and Behavioral Health Continuum Infrastructure Program (BHCIP) to support the development of a Sonoma County Youth Behavioral Health Treatment facility on the County's Los Guillicos campus. DHS already received \$2.1 million from DHCS as an advance on the BHBH grant. This Division plans to use 1991 Realignment Fund balance of \$10 million to support projected increased contractual costs to cover higher utilization rates for services: DHS is serving clients with higher acuity (i.e., patients with more severe disorders and thus more expensive treatments) as well as greater volume (more clients). Additionally, \$10 million in Mental Health Services Act fund balance is being allocated to Homelessness Services where they intersect with the behavioral health population--i.e., those homeless clients experiencing behavioral health

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<sup>1</sup> DHS received funds from BHBH Round 1 and BHCIP Round 5, which remain firmly committed by DHCS at this time. The cuts in the May Revision of the Governor's proposed FY 24-25 budget are for BHBH Round 3 and BHCIP Round 6.



issues. Finally, \$4.8 million in Measure-O funds will be distributed to community-based organizations through an RFP released in the summer of 2024 to address gaps in behavioral health service coverage.

- Costs for medical services increased by \$4.3 million as a result of the County moving to a model of accessing staffing services through a medical staffing agency versus contracting directly with psychiatrists. The County's lower rates in relation to the private sector discourages psychiatrists from working directly for the County. County Human Resources is assisting the Department with an updated job classification and compensation study for staff psychiatrists.
- Behavioral Health's salary and benefit costs increased by \$10 million primarily due to negotiated labor agreements and the addition via December 12, 2023, Board action of 19.5 FTE positions focused primarily on supporting the Mobile Support Team (MST) that was established in December 2023 to meet state mandates for 24/7 operation and county-wide response.
- Services and supplies increased by approximately \$6.1 million primarily due to increased administrative, consulting fees, and professional services expenses, in addition to the psychiatric service contracting impacts mentioned previously. The increase includes the ramp-up of emergency psychiatric [crisis] services due to the 24/7 operation of the Mobile Support Team (MST) and greater use of Mental Health Services Act funds for homeless care coordination.

### ***Homelessness Services, 46.9% Increase***

- DHS will redirect County General Fund support away from the Administration division to address a gap in Homelessness Services division costs, increasing total General Fund for Homelessness from \$1,078,246 to \$5,113,293, or by 474%, including funding for the Project Homekey and Solving Obstacles for Unsheltered Lives programs.
- Contractual obligations are projected to increase by \$9 million to pay for the operations at County-managed shelter sites, with the new Eliza's Village (at the County's Los Guilicos campus) coming online for FY 2024-25. Mixed funding sources from Measure-O, Encampment Resolution Funding (ERF), and Mental Health Services Act (MHSA) will cover this increase. The transition of residents from the Emergency Shelter Site (ESS) located by Permit Sonoma and the remaining residents at Los Guilicos Village (i.e., LG Village) to Eliza's Village, which is a more permanent structure, will increase operational costs.

### ***Public Health, 14.9 Increase***

- The variance in funding from last fiscal year is mostly driven by costs and revenue increases dictated by salary and benefit increases due to negotiated labor agreements. Much of the increase has been covered by the use of 1991 Health Realignment.
- A \$3 million increase in Public Health Preparedness activities for FY 2024-25 will be paid for primarily by the Epidemiology & Laboratory Capacity (ELC) expansion grant to assist public health agencies with controlling the emergence of infectious diseases.
- A one-time expense of \$1.5 million is budgeted to move division offices from downtown Santa Rosa to a new location near the airport, which in the spring of FY 2024-2025.
- For FY 2024-2025, the Board approved a fee revenue increase for the Environmental Health section by \$1,424,915, or 22%, to better offset the actual costs of services.
- Reimbursements to Public Health from 1991 Health Realignment fund balance increased by \$6,127,394, or 24%, to cover higher administrative costs, such as charges by Information Systems Department and insurance, and to fund reporting on the sunseting Resilient Communities grant program and move the associated 4.0 FTEs into vacant positions in other funded programs throughout the Department by August 30, 2024.

## Opportunities and Challenges

### **Administration**

- Implement the Health Information Exchange with SacValley MedShare to create patient and provider access connection. Since this is a mandated requirement of the California Department of Health Care Services due by FY 2025-2026, the Information Technology unit within the Department is currently working with both the Behavioral Health and Public Health Divisions to develop both policy and technical infrastructure to enable this functionality.
- Possible impacts of the State’s proposed budget reductions and delayed reimbursement schedule are being monitored as updates from the Governor’s office and legislature become available. Currently, the Department does have budgeted alternative funding sources to stabilize program support and will utilize fund balance to maintain cash flow during the state’s planned delays in reimbursements. Fund balances that will assist with cash flow include 1991 Health Realignment, 1991 Mental Health Realignment, 2011 Behavioral Health Realignment, Intergovernmental Transfers (IGT), and Mental Health Services Act (MHSA), all totaling approximately \$64 million in non-restricted fund balance after FY 24-25 budgeted expenditures, assuming a 3% growth for Realignment funds in the coming year.

### **Behavioral Health**

- Drug Medi-Cal Organized Delivery System (DMC-ODS) Implementation in the Substance Use Disorder Services section of Behavioral Health: DMC-ODS is the comprehensive delivery of substance use disorder treatment services to Medi-Cal-eligible individuals. California’s DMC-ODS was established in 2015, and the Substance Use Disorder Services section has submitted a plan to implement the system, expanding substance abuse disorder treatment opportunities to county residents on Medi-Cal, which is anticipated to be approved by the state in the first half of FY 2024-25.
- Community, Assistance, Recovery, and Empowerment (CARE) Court implementation: Through a new civil court process, the CARE Act provides community-based behavioral health services and supports to Californians living with untreated schizophrenia spectrum or other psychotic disorders. The CARE Act allows specific people (known as “petitioners”) to request that an individual enter the CARE process. The CARE process involves assessments and hearings to determine whether the individual (known as a “respondent”) is eligible. If the respondent is eligible, a voluntary CARE agreement or court-ordered CARE plan may be created for up to 12 months, with the possibility to extend for an additional 12 months. This agreement or plan includes services the individual can receive, such as behavioral health services, substance use disorder treatment, housing, and community supports. The County will implement the CARE Court by December 31, 2024, in a partnership between the Department of Health Services, the Public Defender’s Office, the Court, and other County justice departments.
- Roll out of Behavioral Health Bridge Housing (BHBH) Recovery Program: The BHBH program provides bridge housing to support the target population of individuals with serious behavioral health conditions, including serious mental health illness and/or substance use disorder, who are also experiencing homelessness. The bridge housing sites will transition individuals out of homelessness into stable living environments in advance of further placement into permanent housing. BHBH will work in conjunction with CARE Court (above) to prioritize bridge housing for CARE Court participants.
- Behavioral Health workforce capacity: Like the rest of California and the country, Sonoma County is experiencing a shortage in the behavioral health workforce. This is having an impact on the Department’s capacity to deliver behavioral health services directly and through community-based organizations. To address this issue, the Department will work in partnership with Human Resources to conduct a review of the hiring incentive pilot-program.

### **Homelessness Services**

- Leverage California Advancing and Innovating Medi-Cal (CalAIM) for Homelessness as revenue-generating division for fiscal sustainability: CalAIM offers an unprecedented opportunity to move to a more integrated and people-centered approach to care for people with the most complex health and social needs, including those with behavioral health conditions, people experiencing homelessness, and older adults with low

incomes, among others. CalAIM’s goal for people experiencing homelessness, or at risk of experiencing homelessness, is to provide a whole-person approach to care and to better address the social factors that impact their health. Enhanced Care Managers will coordinate people’s care, including connecting them to treatment for any physical or mental health conditions and substance use disorder. They will also connect enrollees to other needed services, including a new set of services not traditionally covered by Medi-Cal known as Community Supports, including housing transition and navigation services, housing deposit assistance, and housing tenancy and sustaining services.

- Sustainable funding for homeless operations, including Housing, Assistance and Prevention for homeless operations. Medi-Cal claiming procedures will be implemented for eligible activities such as outreach and enrollment into Medi-Cal. Thus, DHS would be able to draw down Federal Financial Participation, or FFP, to help offset operational costs in the Homelessness Services division once such claiming procedures are in place. Homelessness Services staff will be trained in case management techniques that allow for reimbursement via Medi-Cal Administrative Activities.

### **Public Health**

- Tiered Response and a new Emergency Medical Services (EMS) provider in Santa Rosa and the surrounding area: Tiered Response is a framework by which emergency medical dispatchers assess the criticality of a 911 call and determine whether to allocate an Advanced Life Support unit or a Basic Life Support unit. It is considered a more effective and efficient use of EMS resources and is increasingly being adopted throughout the country. A Tiered Response workgroup has convened for the last 18 months to design, implement, and assess a pilot phase, and to design a full implementation model based on their findings. The pilot phase began on January 15, 2024, in Santa Rosa. The implementation model will continue to develop throughout the pilot to assure patient safety, positive outcomes, and effective use of 911 resources.
- Capital improvements to the Animal Services facilities to enhance Animal Welfare: A primary challenge faced by Sonoma County Animal Services (SCAS) is the crowding of animals at the shelter. This issue not only impacts the well-being of the animals but also poses operational challenges for the organization. Ensuring the welfare of animals under the care of SCAS is paramount. The Department is working with Sonoma Public Infrastructure to identify and plan for needed improvements and will return to the Board in June 2024 with options.
- Outreach and increase engagement with the community on assessment and planning for interventions that meet the most significant needs. The Public Health division’s [Community Health Assessment and Community Health Improvement Plan](#) programs will enter the 2<sup>nd</sup> phase where groups who have experienced the most health disparities are engaged in the development of plans to improve health outcomes. DHS will present results to the Board in FY 2024-2025.



# HUMAN SERVICES DEPARTMENT

**Angela Struckmann**  
Director

**Vision: People in our community live freely chosen lives up to their full potential throughout their lifespan.**

**Mission: Building upon strengths, we bridge people to opportunity through responsive safety net services.**

| BUDGET AT A GLANCE                  |  | FY 2024-25    |
|-------------------------------------|--|---------------|
| <b><u>Expenditures</u></b>          |  |               |
| Departmental Operating Expenditures |  | \$320,491,262 |
| Internal Transfers                  |  | \$119,753,108 |
| <b><u>Funding Sources</u></b>       |  |               |
| Total Revenues/Use of Fund Balance  |  | \$410,745,584 |
| Total General Fund Contribution     |  | \$29,498,786  |
| % Funded by General Fund            |  | 6.7%          |
| Total Staff                         |  | 1,004.55      |

## DEPARTMENT OVERVIEW

The Human Services Department (HSD) provides safety net services to the community to support the health, safety and well-being of over 100,000 individuals and families. Direct services are delivered through four program divisions, with support from administrative services.

### Service Area Descriptions

**Adult & Aging:** helps to ensure the safety, independence and well-being of older adults, people with disabilities, caregivers, veterans, and their families. Staff provides protective and supportive social services as well as community education and service coordination. Programs include Adult Protective Services (APS), In-Home Supportive Services (IHSS), Care Management Services (Multipurpose Senior Services Program, Home and Community Alternatives, Information and Assistance/565-INFO and Linkages), Veterans' Services, Public Administrator/Public Guardian/Public Conservator, and Area Agency on Aging.

- **In-Home Supportive Services (IHSS) Care Providers:** Over 6,000 IHSS care providers support more than 7,000 recipients of supportive services. The in-home care provided by IHSS providers supports older adults and people with disabilities to live safely and independently in their own homes. The IHSS Public Authority manages the state required orientation for new IHSS providers and is the employer of record for collective bargaining purposes. Although part of the HSD system of care, IHSS care providers are employed by the IHSS recipients they work for and are not County employees.

**Economic Assistance:** helps low-income individuals and families access medical and dental insurance benefits, and provides money for food, shelter, and other necessities to meet basic needs. Staff determines initial and ongoing eligibility for public benefits for individuals and families, people with disabilities, unemployed individuals, and children in foster care. Programs include Medi-Cal, CalFresh, and County Medical Services Program.

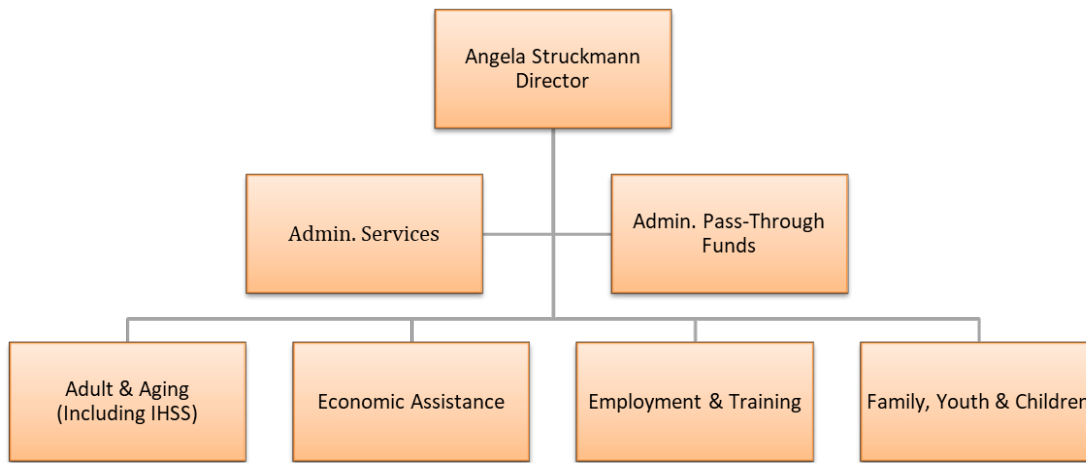
**Employment & Training:** supports individuals and families with financial assistance, job search, employment and training services, and housing. The division also assists employers to find qualified workers and supports workforce development through community partnerships and the in-house job center, Job Link. Staff provides intensive supports for youth and adults to achieve income and social mobility. Programs include California Work Opportunity and Responsibility to Kids (CalWORKs), Workforce Innovation and Opportunity Act (Job Link), various housing programs, Sonoma County Youth Ecology Corps, General Assistance, and the Workforce Investment Board.

**Family, Youth and Children:** helps to ensure the safety and well-being of children, teens and transitional age youth who experience abuse, neglect, or abandonment. Staff provides protective and supportive social services to promote the ideals that children and families deserve stable nurturing homes, a supportive environment, and a sense of personal empowerment and hope. Programs include Valley of the Moon Children’s Home, child abuse prevention, child protective services, foster care eligibility and placements, and adoptions.

**Executive Management and Administration:** provides support for the program divisions and the community in the areas of finance, human resources, information technology, program planning and evaluation, contracting, facilities, and special investigations.

For more information call (707) 565-5800 or visit <https://sonomacounty.ca.gov/Human-Services-Department/>

## DEPARTMENT ORGANIZATIONAL CHART



### Permanent Positions by Service Area

| Service Area                             | FY 2023-24<br>Adopted<br>Budget | FY 2024-25<br>Recommended<br>Budget | Change from<br>FY 2023-24<br>Adopted | % Change from<br>FY 2023-24<br>Adopted |
|--|---------------------------------|-------------------------------------|--------------------------------------|--|
| Adult and Aging                          | 180.00                          | 177.00                              | -3.00                                | (1.7)                                  |
| Employment and Training                  | 141.50                          | 139.50                              | -2.00                                | (1.4)                                  |
| Economic Assistance                      | 281.00                          | 278.00                              | -3.00                                | (1.1)                                  |
| Family Youth & Children*                 | 230.50                          | 253.50                              | 23.00                                | 10.0                                   |
| Executive Management and Administration  | 156.55                          | 156.55                              | 0.00                                 | 0.0                                    |
| In-Home Support Services Care Provider** | 0.00                            | 0.00                                | 0.00                                 | 0.0                                    |
| <b>Total Permanent Positions</b>         | <b>989.55</b>                   | <b>1,004.55</b>                     | <b>15.00</b>                         | <b>1.5</b>                             |

\*Change reflects Board-approved addition of 26.0 FTEs for the new Short Term Residential Therapeutic Program (STRPT) opening July 1, 2024, offset by time-limit position reductions.

\*\*While the Human Services Department manages the day-to-day operations of the In-Home Support Services (IHSS) Public Authority, positions are reflected in the IHSS department section of this book.

# FINANCIAL SUMMARIES

## Expenditures by Service Area

| Service Area                                | FY 2023-24<br>Adopted<br>Budget | FY 2024-25<br>Recommended<br>Budget | Change from<br>FY 2023-24<br>Adopted | % Change from<br>FY 2023-24<br>Adopted |
|---|---------------------------------|-------------------------------------|--------------------------------------|--|
| Adult and Aging                             | \$44,860,423                    | \$44,958,270                        | \$97,847                             | 0.2                                    |
| Employment and Training                     | \$41,514,044                    | \$50,173,991                        | \$8,659,947                          | 20.9                                   |
| Economic Assistance                         | \$38,850,250                    | \$39,350,790                        | \$500,540                            | 1.3                                    |
| Family Youth & Children                     | \$94,128,608                    | \$106,669,889                       | \$12,541,281                         | 13.3                                   |
| Executive Management and Administration     | \$149,623,784                   | \$159,416,901                       | \$9,793,117                          | 6.5                                    |
| In-Home Support Services Care Provider      | \$37,941,516                    | \$39,674,529                        | \$1,733,013                          | 4.6                                    |
| <b>Gross Departmental Expenditures</b>      | <b>\$406,918,625</b>            | <b>\$440,244,370</b>                | <b>\$33,325,746</b>                  | <b>8.2</b>                             |
| <i>Internal Departmental Transfers</i>      | <i>\$108,346,476</i>            | <i>\$119,753,108</i>                | <i>\$11,406,632</i>                  | <i>10.5</i>                            |
| <b>Departmental Operating Expenditures*</b> | <b>\$298,572,149</b>            | <b>\$320,491,262</b>                | <b>\$21,919,114</b>                  | <b>7.3</b>                             |

\*Departments often need to transfer funds from one operating unit to another for a variety of reasons. While these transfers net to zero when looking at revenues, they appear double counted if only looking at expenditures. As a result, the more accurate illustration of the cost to provide services removes these internal transfer amounts.

## Department Budget Details

| Expenditures by Character              | FY 2023-24<br>Adopted<br>Budget | FY 2024-25<br>Recommended<br>Budget | Change from<br>FY 2023-24<br>Adopted | % Change from<br>FY 2023-24<br>Adopted |
|--|---------------------------------|-------------------------------------|--------------------------------------|--|
| Salaries and Employee Benefits         | \$148,435,589                   | \$157,321,240                       | \$8,885,651                          | 6.0                                    |
| Services and Supplies                  | \$117,393,294                   | \$124,198,317                       | \$6,805,023                          | 5.8                                    |
| Capital Expenditures                   | \$712,050                       | \$486,558                           | (\$225,492)                          | (31.7)                                 |
| Other Expenses*                        | \$111,132,004                   | \$126,455,602                       | \$15,323,598                         | 13.8                                   |
| Transfers within the County**          | \$29,245,688                    | \$31,782,653                        | \$2,536,965                          | 8.7                                    |
| <b>Total Expenditures by Character</b> | <b>\$406,918,625</b>            | <b>\$440,244,370</b>                | <b>\$33,325,745</b>                  | <b>8.2</b>                             |

\*Other Expenses include In-Home Supportive Service provider wages, Temporary Assistance for Needy Families (TANF) payments to recipients, foster care payments to providers, and employment and training program benefits for clients.

\*\*Reflects all funds that are transferred both within this department as well as between departments.

| Revenues/Reimbursements/<br>Use of Fund Balance (Sources) | FY 2023-24<br>Adopted<br>Budget | FY 2024-25<br>Recommended<br>Budget | Change from<br>FY 2023-24<br>Adopted | % Change from<br>FY 2023-24<br>Adopted |
|---|---------------------------------|-------------------------------------|--------------------------------------|--|
| General Fund Contribution                                 | \$28,273,513                    | \$29,498,786                        | \$1,225,273                          | 4.3                                    |
| Use of Fund Balance                                       | \$0                             | \$5,455,282                         | \$5,455,282                          | 100.0                                  |
| Fees and Charges for Service                              | \$1,531,571                     | \$1,705,105                         | \$173,534                            | 11.3                                   |
| State, Federal, and other Govt. Revenue                   | \$260,467,244                   | \$278,018,616                       | \$17,551,372                         | 6.7                                    |
| Other Departmental Revenue*                               | \$3,423,388                     | \$2,292,441                         | (\$1,130,947)                        | (33.0)                                 |
| Internal County Reimbursements and Transfers**            | \$113,222,909                   | \$123,274,140                       | \$10,051,231                         | 8.9                                    |
| <b>Total Revenues/Use of Fund Balance</b>                 | <b>\$406,918,625</b>            | <b>\$440,244,370</b>                | <b>\$33,325,745</b>                  | <b>8.2</b>                             |

\*Other Departmental Revenue includes prior year state revenue, interest earnings, donations/contributions received from the community, and grant funding received from non-governmental entities.

\*\*Reflects all funds that are transferred both within this department as well as between departments.

# DEPARTMENT HIGHLIGHTS

## Major Variances

- **Employment and Training** – CalWORKs assistance payments for clients experienced an \$8.7 million year-over-year projected increase. This is due to a 19% increase in caseloads over the last fiscal year, an increase in caseload for Refugee Cash Assistance due to broadened eligibility requirements, and a 3.6% increase in cash aid grant amounts.

Employment and Training is also experiencing a \$3 million revenue reduction. The Governor’s budget proposed a 12.8% reduction (approximately \$2 million) to CalWORKs administrative single allocation compared to the revised FY 2023-24 administrative single allocation funding, along with the proposed elimination of the Expanded Subsidized Employment and Family Stabilization Programs totaling an additional \$1 million.

- **Family, Youth and Children** – The 13.3% increase is primarily related to three programs. The largest share, \$6.9 million, is related to the new Short-Term Residential Therapeutic Program (STRTP) for foster youth with significant mental health needs, which is anticipated to open in July 2024 at the Valley of the Moon Children’s Center campus. The budget accounts for increased staffing, required clinical staff, and the provision of other supportive services required by the state to maintain STRTP licensure. Revenue will be generated by drawing down state and federal foster care assistance funding for Sonoma County foster youth as well as federal financial participation through the Department of Health Services.

Additionally, adoption assistance payments to adoptive parents are expected to increase by approximately 15% next fiscal year from \$15 million to \$18 million, which is due to a steady increase in the number of new adoptive families and a nearly 7% state-mandated cost of living adjustment. Lastly, child welfare case services will increase by \$1.7 million next fiscal year, primarily due to one-time pilot projects which are 100% funded through special, time limited state allocations. Some of these projects include child care respite and transportation services to caregivers, expanded youth housing services, and intensive support to youth with complex needs.

- **Salary & Benefits** – HSD’s salary and benefits reflect an \$8.8 million year-over-year increase. \$4.5 million of the increase is due to the increased staffing at the new STRTP, and the remaining amount is due to negotiated labor agreements.
- **State, Federal, and Other Governmental Revenues** – Revenues are projected to increase by \$17.5 million, or 6.7%. As described above, CalWORKs assistance is projected to increase by \$8 million. The new STRTP will draw down approximately \$2 million in federal funding and an additional \$1 million from mental health realignment and Measure O funding. Adoption assistance increased by \$1.5 million in federal funding and child care services grant allocations increased by \$1.7 million. The updated HSD revenue realignment forecast resulted in a \$7 million year-over-year projected increase, largely impacting the **Executive Management and Administration** division. Revenue forecasts are aligned with state projections based on the latest available resources. The updated revenue forecast will allow HSD to absorb the department’s increases in salary and benefits, as well as the increased IHSS care provider Maintenance of Effort (MOE) costs. Projected revenues are also affected by the \$3 million reduction to CalWORKs administration, the \$1.3 million reduction to the APS Home Safe program, and the elimination of the Family Urgent Response System program, which is discussed further below.
- **In-Home Supportive Services** – Care providers’ wages and benefits have a cost increase of \$1.7 million due to a 4% increase to the MOE. Additional increases are expected once a labor agreement is reached through current negotiations with SEIU 2015. The prior contract expired September 30, 2023, and negotiations on a new contract are ongoing as of the time of publication.



- **Use of Fund Balance** – HSD plans to use fund balance in the amount of \$5.4 million. \$1.6 million will be used as a temporary measure as the State Budget gets developed, with plans to adjust the CalWORKs single allocation funding in the coming year to match the state funding. \$2.3 million is fund balance from the Title IV-E Waiver certainty grant funding that must be spent by September 30, 2026, and was intended to continue child abuse prevention services established during the Title IV-E Waiver. \$675,000 is fund balance from the wraparound reinvestment fund and it will fund STRTP startup costs. Wraparound reinvestment funds are restricted to child welfare services - no additional revenues are expected. \$250,000 is funding for the No Wrong Door project in alignment with the County Strategic Plan.

## Opportunities and Challenges

- **Medi-Cal** – The State Department of Health Care Services (DHCS) has instituted several automated waivers that exponentially increased auto-renewal rates for Medi-Cal annual renewals. When these waivers expire on December 31, 2024, it will result in thousands more paper renewal packets sent to clients and returned for processing each month. DHCS has allowed additional waivers that expedite processing time for renewals, and once those waivers expire at the end of 2024, the County will have to request and follow up on additional verification requirements. Effective January 1, 2025 (contingent upon state budget and federal approvals), an increase in the maintenance need to 138% of the federal poverty level will make many more individuals eligible for zero share of cost Medi-Cal programs. This will allow many more individuals to access medical care more reasonably and participate in programs funded by Medi-Cal (e.g. IHSS services, HCBS waiver services), which will likely increase the application rate.
- **Adult Protective Services (APS) Home Safe** – State funding for the Home Safe Program that addressed and prevented homelessness for APS clients has been eliminated. APS previously received \$1.3 million in state general funds which paid for 6 positions to support Home Safe efforts - these limited-term positions are being eliminated and the incumbents moved to other positions. However, the requirement to investigate homelessness within Adult Protective Services is not going away. We are being asked to do more with fewer resources, this is reducing our staffing and therefore increasing caseloads.
- **Public Conservator** – There are two pieces of legislation starting in Sonoma County that will likely result in significant increases to the number of people conserved. The first is Community Assistance, Recovery, and Empowerment (CARE Court) that goes into effect in December 2024. The second is Senate Bill 43 which has been deferred in Sonoma County to January 2026.
  - CARE Court is a court-ordered treatment and supportive services program for people with severe mental illness, specifically schizophrenia or another psychotic disorder. If participants fail the ordered treatment, the court can order them to the public conservator. Because the list of people who can refer individuals to CARE court is much larger than those who can currently refer to the public conservator, if people fail their ordered treatment plan, this could result in greater numbers of conserved people.
  - Senate Bill 43 broadens the definition of “gravely disabled” to include severe substance use disorder, such as chronic alcoholism, and no longer requires a co-occurring mental health disorder. If these conditions exist and it impacts the provision for their basic personal needs for food, clothing, or shelter, they would be eligible for public conservatorship. To illustrate the potential impact of this Bill, of the 2,266 homeless point-in-time count in 2023, 41% self-report as having alcohol or substance abuse problems that affect their housing. When this law goes into effect, there will be an additional 929 people eligible for public conservatorship on top of the existing 200 in the program.
- **Family Urgent Response System (FURS)** – Governor’s proposed budget includes the elimination of the state allocation for the FURS program. This allocation has been utilized to fund a contract to provide crisis intervention services for current and former foster youth. Statewide, this service has been chronically underutilized for the duration of the program. The County Welfare Directors Association is advocating for a reinstatement of part or all of the allocation as part of the May revise. Family Youth and Children anticipates that families in crisis will continue to have 24-hour support, either through the Wraparound program or through existing crisis supports developed through Behavioral Health Services. There will be no impact on County staff if allocation is eliminated.

- **Cash assistance, job training and job placement** – Caseloads in Employment & Training continue to experience increases across all programs due primarily to changes in the updated eligibility of refugee individuals to access programs, increased level of cash aid making programs more appealing, and increased outreach to high-barrier job seeking populations such as unhoused individuals. CalWORKs caseloads increased by 19%, General Assistance by 28%, and Job Link by 7%.
- **Adult & Aging Information & Assistance** – Calls to the Information & Assistance line have increased in FY 2023-24 by more than 65% over the previous fiscal year. This is due to the demographic shifts happening in Sonoma County toward an increasingly older adult population and focused outreach being undertaken by the Department to connect eligible adults and persons with disabilities to services.

# IN-HOME SUPPORTIVE SERVICES PUBLIC AUTHORITY

**Angela Struckmann**  
Director

The mission of the Sonoma County In-Home Supportive Services (IHSS) Public Authority is to enrich the lives of IHSS clients and caregivers by providing services and supports to enhance quality caregiving.

## BUDGET AT A GLANCE

FY 2024-25

### Expenditures

|                                     |             |
|-------------------------------------|-------------|
| Departmental Operating Expenditures | \$1,466,937 |
| Internal Transfers                  | \$0         |

### Funding Sources

|                                    |             |
|------------------------------------|-------------|
| Total Revenues/Use of Fund Balance | \$1,466,937 |
| Total General Fund Contribution    | \$0         |
| % Funded by General Fund           | 0.0%        |

|             |      |
|-------------|------|
| Total Staff | 1.00 |
|-------------|------|

## DEPARTMENT OVERVIEW

The Board of Supervisors established the Sonoma County In-Home Supportive Services (IHSS) Public Authority (PA) as an independent entity in 2001, with the Board of Supervisors serving as the Public Authority's Board of Directors. The Board of Directors designated the Human Services Department (HSD) to manage the day-to-day operations of the PA.

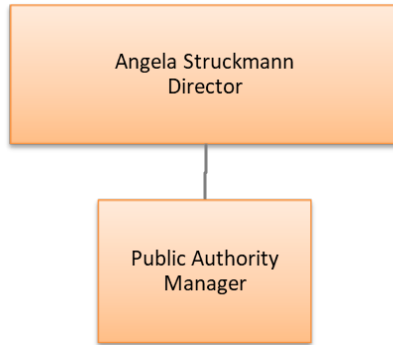
### IHSS Public Authority

The IHSS program assists low-income older adults and people with disabilities to maintain independence by supporting them to live safely in their own homes. IHSS caregivers provide direct support, including shopping, cooking, housekeeping, and personal care for IHSS recipients. Over 6,700 IHSS care providers support more than 7,600 recipients of IHSS.

The PA Manager works to ensure that IHSS recipients have access to state-mandated IHSS services through caregiver recruitment and maintenance of the provider registry. The IHSS PA manages the state required orientation and background checks for new IHSS providers and is the employer of record for collective bargaining purposes. Although part of the HSD system of care, IHSS care providers are employed by the IHSS recipients they work for and are not County employees.

For more information, call (707) 565-5700 or visit <https://sonomacounty.ca.gov/health-and-human-services/human-services/older-adults-people-with-disabilities/in-home-care>

# DEPARTMENT ORGANIZATIONAL CHART



## Permanent Positions by Service Area

| Service Area                     | FY 2023-24<br>Adopted<br>Budget | FY 2024-25<br>Recommended<br>Budget | Change from<br>FY 2023-24<br>Adopted | % Change from<br>FY 2023-24<br>Adopted |
|----------------------------------|---------------------------------|-------------------------------------|--------------------------------------|--|
| IHSS Public Authority            | 1.00                            | 1.00                                | 0.00                                 | 0.0                                    |
| <b>Total Permanent Positions</b> | <b>1.00</b>                     | <b>1.00</b>                         | <b>0.00</b>                          | <b>0.0</b>                             |

# FINANCIAL SUMMARIES

## Expenditures by Service Area

| Service Area                                | FY 2023-24<br>Adopted<br>Budget | FY 2024-25<br>Recommended<br>Budget | Change from<br>FY 2023-24<br>Adopted | % Change from<br>FY 2023-24<br>Adopted |
|---|---------------------------------|-------------------------------------|--------------------------------------|--|
| IHSS Public Authority                       | \$1,227,976                     | \$1,466,937                         | \$238,961                            | 19.5                                   |
| <b>Gross Departmental Expenditures</b>      | <b>\$1,227,976</b>              | <b>\$1,466,937</b>                  | <b>\$238,961</b>                     | <b>19.5</b>                            |
| <i>Internal Departmental Transfers</i>      | <i>\$0</i>                      | <i>\$0</i>                          | <i>\$0</i>                           | <i>0.0</i>                             |
| <b>Departmental Operating Expenditures*</b> | <b>\$1,227,976</b>              | <b>\$1,466,937</b>                  | <b>\$238,961</b>                     | <b>19.5</b>                            |

\*Departments often need to transfer funds from one operating unit to another for a variety of reasons. While these transfers net to zero when looking at revenues, they appear double counted if only looking at expenditures. As a result, the more accurate illustration of the cost to provide services removes these internal transfer amounts.

## Department Budget Details

| Expenditures by Character              | FY 2023-24<br>Adopted<br>Budget | FY 2024-25<br>Recommended<br>Budget | Change from<br>FY 2023-24<br>Adopted | % Change from<br>FY 2023-24<br>Adopted |
|--|---------------------------------|-------------------------------------|--------------------------------------|--|
| Salaries and Benefits                  | \$260,696                       | \$280,212                           | \$19,516                             | 7.5                                    |
| Services and Supplies                  | \$967,280                       | \$1,186,725                         | \$219,445                            | 22.7                                   |
| <b>Total Expenditures by Character</b> | <b>\$1,227,976</b>              | <b>\$1,466,937</b>                  | <b>\$238,961</b>                     | <b>19.5</b>                            |

| Revenues/Reimbursements/<br>Use of Fund Balance (Sources) | FY 2023-24<br>Adopted<br>Budget | FY 2024-25<br>Recommended<br>Budget | Change from<br>FY 2023-24<br>Adopted | % Change from<br>FY 2023-24<br>Adopted |
|---|---------------------------------|-------------------------------------|--------------------------------------|--|
| State, Federal, & Other Govt. Revenue                     | \$1,225,476                     | \$1,184,226                         | (\$41,250)                           | (3.4)                                  |
| Other Departmental Revenue*                               | \$2,500                         | \$2,500                             | \$0                                  | 0.0                                    |
| Transfers & Reimbursements within the County**            | \$0                             | \$280,211                           | \$280,211                            | 100.0                                  |
| <b>Total Revenues/Use of Fund Balance</b>                 | <b>\$1,227,976</b>              | <b>\$1,466,937</b>                  | <b>\$238,961</b>                     | <b>19.5</b>                            |

\*Other Departmental Revenue includes interest earned on accumulated fund balance.

\*\*Reflects all funds that are transferred both within this department as well as between departments.

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## DEPARTMENT HIGHLIGHTS

### Major Variances

- IHSS PA services and supplies are increasing by \$219,000 primarily due to increased administrative services costs, which are used to reimburse Human Services Department staff who handle administrative work for the IHSS PA. This is due to an increase in the number of enrolled IHSS providers and the increased labor costs due to negotiated labor agreements.
- The IHSS PA Manager is 100% funded through the General Fund, which appears in the budget as a transfer from Human Services General Fund section. In FY 2023-34, due to delayed available information from the California Department of Social Services, the General Fund contribution for the IHSS Maintenance of Effort (MOE) was allocated based on the prior year MOE with expected inflators, and did not match total costs. As a result, General Fund was redirected from the IHSS PA to fund IHSS provider wages as part of the MOE and state funds were used to cover the shortfall.

### Opportunities and Challenges

- IHSS PA is now offering the state mandated in-person new provider orientation in Guerneville and Sonoma, in addition to Santa Rosa and Petaluma.
- IHSS PA is currently in negotiations with SEIU 2015 for provider wages and benefits. The prior contract expired September 30, 2023.

# DEPARTMENT OF CHILD SUPPORT SERVICES

**Janeene de Martinez**  
Director

The mission of the Sonoma County Department of Child Support Services is to promote the well-being of children and the self-sufficiency of families by assisting both parents to meet the financial, medical, and emotional needs of their children through the delivery of quality child support services.

| BUDGET AT A GLANCE                  |  | FY 2024-25   |
|-------------------------------------|--|--------------|
| <u>Expenditures</u>                 |  |              |
| Departmental Operating Expenditures |  | \$12,006,541 |
| Internal Transfers                  |  | \$0          |
| <u>Funding Sources</u>              |  |              |
| Total Revenues/Use of Fund Balance  |  | \$12,006,541 |
| Total General Fund Contribution     |  | \$0          |
| % Funded by General Fund            |  | 0.0%         |
| Total Staff                         |  | 62.00        |

## DEPARTMENT OVERVIEW

The Department of Child Support Services (DCSS) is responsible for administering the Title IV-D Program of the Federal Social Security Act, in and for the County of Sonoma. Federal and state laws govern the Department, with oversight by the California Department of Child Support Services. A wide array of services are performed including establishing parentage which may include genetic testing; locating parents and their income and assets; obtaining court-ordered child support and health insurance coverage; enforcing monthly and past due child support utilizing appropriate enforcement tools; modifying existing child support orders; working with the State Disbursement Unit to collect and distribute child support payments; and conducting complaint resolution and formal hearings. The Department also coordinates with other states, countries, and local tribal governments regarding child support issues. All parents and guardians, regardless of income or immigration status, are eligible for services.

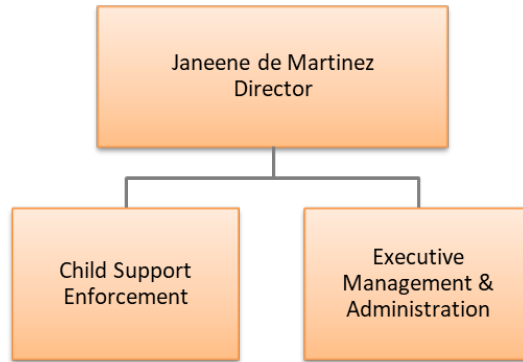
For more information, call Sonoma County Department of Child Support Services at (866) 901-3212 or visit <http://sonomacounty.ca.gov/Child-Support-Services/>.

### Service Area Description

The **Child Support Enforcement program** is responsible for the core operational functions of the Department, including customer service, case management, legal processing, court proceedings, child support collections and distribution, complaint resolution, compliance, service planning, technology, performance monitoring, public relations, and outreach.

The **Executive Leadership and Administration section** provides support to the Department and is responsible for budgeting and fiscal administration, payroll, personnel management, labor relations, legislative advocacy, contracting, purchasing, risk management, safety, and building and equipment maintenance.

# DEPARTMENT ORGANIZATIONAL CHART



## Permanent Positions by Service Area

| Service Area                          | FY 2023-24<br>Adopted<br>Budget | FY 2024-25<br>Recommended<br>Budget | Change from<br>FY 2023-24<br>Adopted | % Change from<br>FY 2023-24<br>Adopted |
|---------------------------------------|---------------------------------|-------------------------------------|--------------------------------------|--|
| Child Support Enforcement             | 60.00                           | 57.00                               | (3.00)                               | (5.0)                                  |
| Executive Leadership & Administrative | 5.00                            | 5.00                                | 0.00                                 | 0.0                                    |
| <b>Total Permanent Positions</b>      | <b>65.00</b>                    | <b>62.00</b>                        | <b>(3.00)</b>                        | <b>(4.6)</b>                           |



# FINANCIAL SUMMARIES

## Expenditures by Service Area

| Service Area                                | FY 2023-24<br>Adopted<br>Budget | FY 2024-25<br>Recommended<br>Budget | Change from<br>FY 2023-24<br>Adopted | % Change from<br>FY 2023-24<br>Adopted |
|---|---------------------------------|-------------------------------------|--------------------------------------|--|
| Child Support Enforcement                   | \$10,571,639                    | \$10,714,666                        | \$143,027                            | 1.4                                    |
| Executive Leadership & Administrative       | \$1,163,367                     | \$1,291,875                         | \$128,508                            | 11.0                                   |
| <b>Gross Departmental Expenditures</b>      | <b>\$11,735,006</b>             | <b>\$12,006,541</b>                 | <b>\$271,535</b>                     | <b>2.3</b>                             |
| <i>Internal Departmental Transfers</i>      | \$0                             | \$0                                 | \$0                                  | 0.0                                    |
| <b>Departmental Operating Expenditures*</b> | <b>\$11,735,006</b>             | <b>\$12,006,541</b>                 | <b>\$271,535</b>                     | <b>2.3</b>                             |

\*Departments often need to transfer funds from one operating unit to another for a variety of reasons. While these transfers net to zero when looking at revenues, they appear double counted if only looking at expenditures. As a result, the more accurate illustration of the cost to provide services removes these internal transfer amounts.

## Department Budget Details

| Expenditures by Character              | FY 2023-24<br>Adopted<br>Budget | FY 2024-25<br>Recommended<br>Budget | Change from<br>FY 2023-24<br>Adopted | % Change from<br>FY 2023-24<br>Adopted |
|--|---------------------------------|-------------------------------------|--------------------------------------|--|
| Salaries and Benefits                  | \$9,839,005                     | \$10,277,904                        | \$438,899                            | 4.5                                    |
| Services and Supplies                  | \$1,896,001                     | \$1,728,637                         | (\$167,364)                          | (8.8)                                  |
| <b>Total Expenditures by Character</b> | <b>\$11,735,006</b>             | <b>\$12,006,541</b>                 | <b>\$271,535</b>                     | <b>2.3</b>                             |

| Revenues/Reimbursements/<br>Use of Fund Balance (Sources) | FY 2023-24<br>Adopted<br>Budget | FY 2024-25<br>Recommended<br>Budget | Change from<br>FY 2023-24<br>Adopted | % Change<br>from FY 2023-<br>24 Adopted |
|---|---------------------------------|-------------------------------------|--------------------------------------|---|
| State, Federal, & Other Govt. Revenue                     | \$11,725,956                    | \$11,997,566                        | \$271,610                            | 2.3                                     |
| Other Departmental Revenue*                               | \$2,400                         | \$2,400                             | \$0                                  | 0.0                                     |
| Transfers & Reimbursements within the County**            | \$6,650                         | \$6,575                             | (\$75)                               | (1.1)                                   |
| <b>Total Revenues/Use of Fund Balance</b>                 | <b>\$11,735,006</b>             | <b>\$12,006,541</b>                 | <b>\$271,535</b>                     | <b>2.3</b>                              |

\*Interest on pooled cash.

\*\*Board of Supervisor's funded Child Support Outreach Activities for FY 2023-24 and FY 2024-25.

# DEPARTMENT HIGHLIGHTS

## Major Variances

- The most significant changes to the overall budget for FY 2024-25 are in salary and benefit costs. Although the Department reduced 1.0 FTE with the adoption of the FY 2023-24 Budget in order to offset increasing costs last year, increasing salaries and benefits costs continue to outpace Department revenue and account for a 4.5% (\$438,899) increase in FY 2024-25 in the **Child Support Enforcement** and **Administration** Service Areas. The increase is being offset by a decrease of \$183,911 in County Cost Plan charges.
- With historically low fund balances each year, the Department has carefully balanced managing resources, and optimizing operational efficiencies to address annual cost increases and additional regulatory requirements of Child Support Services.
- To align with state funding allocations, the Department plans to delete three vacant clerical positions for a savings of \$380,296. The expected staff vacancies and salary savings, along with reductions in County overhead costs in FY 2024-25, will offset significant increases in salaries and benefit costs.

## Opportunities and Challenges

- California's child support program has witnessed numerous changes in the last 20 years, including changes to family structures, introduction of debt reduction programs, prioritizing families for collection, regulatory changes, and an overall shift from enforcement to engagement. Recent federal rules and program modifications have improved equity by removing obstacles that low-income parents and people of color have while trying to pay child support and keep their connections with their children intact. These changes include provisions in the Flexibility, Efficiency, and Modernization in Child Support Enforcement Programs Final Rule (FEM Final Rule), which allow for the reduction or elimination of unpaid and uncollectible child support arrears; and requires states to factor specific socio-economic indicators when setting child support orders. In 2024, California also will begin sending past due child support collections received directly to former CalWORKs families instead of to various government agencies for internal cost recovery.

The complexity and challenges of providing services will increase when these regulation changes go into effect throughout 2024 and 2025. The workload for child support professionals is also expected to rise as a result, with no corresponding increase in funding to augment staffing. To counteract the added pressure of heavier workloads, DCSS will introduce automated tools to assist caseworkers in giving priority to high-impact work.

- Families receiving public assistance are referred to DCSS automatically and can access its services. However, there is lack of awareness about DCSS and the advantages child support services can offer among potential customers who do not receive state or federal assistance. The Department will continue to conduct tailored outreach to economically disadvantaged families in Sonoma County who are eligible for, but who are not currently receiving support services from the Department. Working in tandem with other County departments, DCSS will proactively engage in County-sponsored initiatives, such as No Wrong Door, Access Sonoma, and by launching a mobile office (van) that will provide safety net services to areas where customers can more easily access our services as well as remote areas of the County.

# DEVELOPMENT SERVICES

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Permit Sonoma

Community Development Commission

Public Infrastructure

Economic Development Department



# PERMIT SONOMA

**Tennis Wick**  
Director

The mission of Permit Sonoma (Permit and Resource Management Department) is to balance environmental protection with sustainable development with a focus on customer service.

| BUDGET AT A GLANCE                  |  | FY 2024-25   |
|-------------------------------------|--|--------------|
| <b><u>Expenditures</u></b>          |  |              |
| Departmental Operating Expenditures |  | \$46,593,030 |
| Internal Transfers                  |  | \$13,357,555 |
| <b><u>Funding Sources</u></b>       |  |              |
| Total Revenues/Use of Fund Balance  |  | \$54,037,008 |
| Total General Fund Contribution     |  | \$5,913,577  |
| % Funded by General Fund            |  | 9.9%         |
| Total Staff                         |  | 175.00       |

## DEPARTMENT OVERVIEW

Permit Sonoma balances environmental protection with sustainable development. The Department includes six divisions: Engineering and Construction, Code Enforcement, Planning, Natural Resources, Fire Prevention & Hazardous Materials, and Administration. Supporting these divisions are two managers: the **Ombudsperson** representing confidentially customers navigating the permitting process, identifying process improvements, and liaising with District Directors; and the **Outreach Program Manager** who leads community engagement and policy development.

For more information, call (707) 565-1900, or visit <https://sonomacounty.ca.gov/Permit-Sonoma/>.

### Service Area Description

**Engineering and Construction Division** includes four sections: Building and Safety (performs plan check and building inspections); Engineering (conducts grading, drainage, sanitation, flood plain management, right-of-way encroachment, and transportation permits); Well and Septic (performs inspection, permitting, and monitoring of wells and septic systems; and Survey (Office of County Surveyor, land development review, and Local Agency Formation Commission (LAFCO) support).

**Code Enforcement Division** enforces all violations of codes under the Department’s jurisdiction, abates public nuisances, and undertakes special projects such as enforcement of Public Health Orders.

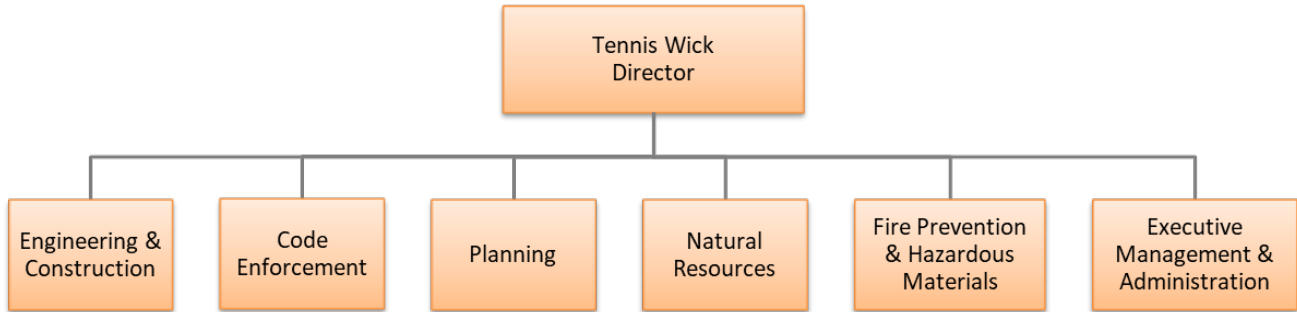
**Planning Division** comprises two sections: Comprehensive Planning creates, maintains, and implements the General Plan, Local Coastal Program, specific plans, and other policy initiatives; and Project Review analyzes permit applications and conducts environmental review.

**Natural Resources Division** regulates mines, storm and ground water, conducts environmental review on public and private projects, and manages resilience and climate action programs, including the Federal Emergency Management Agency (FEMA) Hazard Mitigation and Building Resilient Infrastructure Communities grant programs.

**Fire Prevention & Hazardous Materials Division** has three sections: Fire Prevention performs fire code inspections, plan check, fire investigations and chipper services; Certified Unified Program Agency (CUPA) prepares hazard materials business plans and performs audits; and Hazardous Materials which works with local fire districts to protect life-safety, property and the environment staffing one of only two Type II Hazmat response teams in the County.

**Executive Management & Administration Division** provides budget, accounting, customer service, permit intake, human resource, and information services in support of the other operational divisions.

# DEPARTMENT ORGANIZATIONAL CHART



## Permanent Positions by Service Area\*

| Service Area                            | FY 2023-24 Adopted Budget | FY 2024-25 Recommended Budget | Change from FY 2023-24 Adopted | % Change from FY 2023-24 Adopted |
|---|---------------------------|-------------------------------|--------------------------------|----------------------------------|
| Engineering and Construction            | 58.5                      | 56.00                         | (2.50)                         | (4.3)                            |
| Code Enforcement                        | 13.0                      | 15.00                         | 2.00                           | 15.4                             |
| Planning                                | 35.0                      | 29.00                         | (6.00)                         | (17.1)                           |
| Natural Resources                       | 14.0                      | 14.00                         | 0.00                           | 0.0                              |
| Fire Prevention & Hazardous materials   | 19.0                      | 19.00                         | 0.00                           | 0.0                              |
| Executive Management and Administration | 42.0                      | 42.00                         | 0.00                           | 0.0                              |
| <b>Total Permanent Positions</b>        | <b>181.50</b>             | <b>175.00</b>                 | <b>(6.50)</b>                  | <b>(3.6)</b>                     |

\*The FY 2024-25 Recommended Budget column reflects department's allocation totals effective as of February 28, 2024, including 1.0 FTE time-limited Code Enforcement Inspector II and 1.0 FTE time-limited Senior Office Assistant approved by the Board of Supervisors on July 11, 2023 to address effects of unpermitted cannabis cultivation operations on the permitted market, and the deletion of 8.5 vacant FTE time-limited positions with terms ending June 30, 2024 associated with staffing support of the Resiliency Permit Center and the Comprehensive Cannabis Program Update and cannabis permit processing efforts.

# FINANCIAL SUMMARIES

## Expenditures by Service Area

| Service Area                                | FY 2023-24<br>Adopted<br>Budget | FY 2024-25<br>Recommended<br>Budget | Change from<br>FY 2023-24<br>Adopted | % Change from<br>FY 2023-24<br>Adopted |
|---|---------------------------------|-------------------------------------|--------------------------------------|--|
| Engineering and Construction                | \$19,304,264                    | \$17,751,227                        | (\$1,553,037)                        | (8.0)                                  |
| Code Enforcement                            | \$4,825,743                     | \$4,085,707                         | (\$740,036)                          | (15.3)                                 |
| Planning                                    | \$12,516,007                    | \$12,681,418                        | \$165,411                            | 1.3                                    |
| Natural Resources                           | \$5,026,306                     | \$4,347,938                         | (\$678,368)                          | (13.5)                                 |
| Fire Prevention and Hazardous Materials     | \$7,084,789                     | \$7,648,834                         | \$564,045                            | 8.0                                    |
| Executive Management and Administration     | \$13,952,943                    | \$13,435,461                        | (\$517,482)                          | (3.7)                                  |
| <b>Gross Departmental Expenditures</b>      | <b>\$62,710,052</b>             | <b>\$59,950,585</b>                 | <b>(\$2,759,467)</b>                 | <b>(4.4)</b>                           |
| <i>Internal Departmental Transfers</i>      | <i>\$13,203,055</i>             | <i>\$13,357,555</i>                 | <i>\$154,500</i>                     | <i>1.2</i>                             |
| <b>Departmental Operating Expenditures*</b> | <b>\$49,506,997</b>             | <b>\$46,593,030</b>                 | <b>(\$2,913,967)</b>                 | <b>(5.9)</b>                           |

\*Departments often need to transfer funds from one operating unit to another for a variety of reasons. While these transfers net to zero when looking at revenues, they appear double counted if only looking at expenditures. As a result, the more accurate illustration of the cost to provide services removes these internal transfer amounts.

## Department Budget Details

| Expenditures by Character              | FY 2023-24<br>Adopted<br>Budget | FY 2024-25<br>Recommended<br>Budget | Change from<br>FY 2023-24<br>Adopted | % Change from<br>FY 2023-24<br>Adopted |
|--|---------------------------------|-------------------------------------|--------------------------------------|--|
| Salaries and Benefits                  | \$33,258,318                    | \$32,805,100                        | (\$453,218)                          | (1.4)                                  |
| Services and Supplies                  | \$28,409,837                    | \$25,983,251                        | (\$2,426,586)                        | (8.5)                                  |
| Capital Expenditures                   | \$250,000                       | \$193,580                           | (\$56,420)                           | (22.6)                                 |
| Transfers within the County*           | \$791,896                       | \$968,654                           | \$176,758                            | 22.3                                   |
| <b>Total Expenditures by Character</b> | <b>\$62,710,051</b>             | <b>\$59,950,585</b>                 | <b>(\$2,759,466)</b>                 | <b>(4.4)</b>                           |

\*Reflects all funds that are transferred both within this department as well as between departments.

| Revenues/Reimbursements/<br>Use of Fund Balance (Sources) | FY 2023-24<br>Adopted<br>Budget | FY 2024-25<br>Recommended<br>Budget | Change from<br>FY 2023-24<br>Adopted | % Change from<br>FY 2023-24<br>Adopted |
|---|---------------------------------|-------------------------------------|--------------------------------------|--|
| General Fund Contribution                                 | \$5,709,400                     | \$5,913,577                         | \$204,177                            | 3.6                                    |
| Fees and Charges for Services                             | \$26,523,609                    | \$23,111,922                        | (\$3,411,687)                        | (12.9)                                 |
| State, Federal, & Other Govt. Revenue                     | \$3,775,228                     | \$4,262,036                         | \$486,808                            | 12.9                                   |
| Other Departmental Revenue*                               | \$4,809,000                     | \$4,663,323                         | (\$145,677)                          | (3.0)                                  |
| Use of Fund Balance                                       | \$881,960                       | \$2,557,580                         | \$1,675,620                          | 190.0                                  |
| Transfers & Reimbursements within the County**            | \$21,010,854                    | \$19,442,147                        | (\$1,568,707)                        | (7.5)                                  |
| <b>Total Revenues/Use of Fund Balance</b>                 | <b>\$62,710,051</b>             | <b>\$59,950,585</b>                 | <b>(\$2,759,466)</b>                 | <b>(4.4)</b>                           |

\*Other Departmental Revenue includes fines, forfeitures and penalties, Code Enforcement penalties, Sea Ranch Tax Roll payments, Interest on Pooled Cash, and miscellaneous revenues.

\*\*Transfers within the County reflect all funds that are transferred both within this department as well as between departments. Includes internal administrative and support services cost allocation, plus other discretionary funding support, including Transient Occupation Tax for vegetation management, comprehensive planning, and vacation rental enforcement, Cannabis Business Tax for code enforcement and project review staffing, as well as local match and gap funding for non-eligible project delivery costs associated with FEMA grants.

# DEPARTMENT HIGHLIGHTS

## Major Variances

The FY 2024-25 Recommended Budget includes expenditures totaling \$59.9 million, financed with \$51.5 million in revenues, \$2.5 million in fund balance, and \$5.9 million in General Fund. Appropriations are decreasing by \$2.76 million, or 4.4%, from the FY 2023-24 Adopted Budget, primarily due to expenditure and revenue adjustments made to the majority of the Service Area budgets to align the Recommended Budget more closely to actual trends while balancing anticipated programming needs. These adjustments are offset by negotiated salaries and benefits increases of 8.5% when compared to the prior year's budget counterbalanced by salary savings programmed to reflect natural staff turnover, and modest revenue increases resulting from fee increases approved by the Board on March 26, 2024. These adjustments will not result in programmatic or service delivery reductions, but rather aim to provide a better representation of projected Service Area operational budgets.

- **Engineering and Construction:** Expenditures are decreasing by \$1,553,037 (-8.0%) primarily due to the reduction of 2.5 vacant time-limited positions with terms ending June 30, 2024 that supported the fire disaster rebuilding efforts through the Resiliency Permit Center. In FY 2022-23 the Board of Supervisors approved the addition of 4.5 time-limited positions to allow Permit Sonoma to shift the Resiliency Permit Center operations from contract support to County employees. On February 27, 2024, the Board approved extending the terms for 2.0 of the 4.5 time-limited positions to support the completion of about 500 permits underway, however, due to the decline in rebuild activity 2.5 (vacant) positions were not requested for extension. Other decreases are a result of adjustments to bring the budget into alignment with actual expenditure trends primarily seen in contract appropriations, and a decrease in allocation of administrative overhead and support costs, as well as salary savings programmed to account for natural staff turnover that were not reflected in the prior year budgets. There is a commensurate decrease in Fees and Charges for Services by \$1.86 million in this Service Area to reflect the decline in Resiliency Permit Center activity as well as adjustments to projected revenues that more closely reflect prior year actual trends.
- **Code Enforcement:** The \$740,036 (-15.3%) decrease is primarily due to a change to the budgeting of County Counsel legal services costs. In the FY 2024-25 budget, legal expenses are programmed in the Code Enforcement Fund in the Non-Departmental Budget and funded by a share of recovered penalties. Additionally, administrative overhead and support costs are decreasing. These decreases are offset by increases to salaries and benefits expenses associated with the addition of 2.0 time-limited positions approved by the Board on July 11, 2023 to address effects of unpermitted cannabis cultivation operations on the permitted market and funded by a California Board of State and Community Corrections Proposition 64 Public Health and Safety Grant. Other Departmental Revenue is decreasing by \$1.5 million principally due to an adjustment to Code Enforcement penalties that more precisely represent penalties recovered in the past two fiscal years and projections for FY 2024-25, offset by an increase of \$402,680 in Intergovernmental Revenues from the Proposition 64 Public Health and Safety Grant.
- **Planning:** In FY 2024-25, the Planning Service Area budget is increasing by \$165,411 (1.3%) from the prior year primarily due to increases in contract costs associated with beach and bluff hazards debris clean-up activities related to the Gleason Beach Realignment of Highway 1 Mitigation project. As a result, Use of Fund Balance is increasing by \$994,410 to conduct the required debris removal work sourced from funding previously provided by Caltrans for this project. Additionally, there is an increase in consulting costs for the update to the Sonoma County General Plan resulting in a corresponding increase in Use of Fund Balance of \$600,000 sourced by discretionary funding allocated by the Board in FY 2022-23 for the General Plan update. These increases are offset by decreases in salaries and benefits due to the reduction of 6.0 vacant time-limited positions with terms ending June 30, 2024 that supported the Comprehensive Cannabis Program Update, and the Cannabis permit processing efforts associated with the Local Jurisdiction Assistance Grant received from the Department of Cannabis Control. Other expenditure decreases are a result of salary savings programmed to reflect natural staff turnover trends and decreased allocation of administrative overhead and support costs.



There is a commensurate decrease in Fees and Charges for Services by \$824,710 to more accurately represent budgeted revenues to recent historical trends.

- **Natural Resources:** This Service Area budget is decreasing by \$678,368 (-13.5%) as a result of adjustments to contract expenses that more closely represent utilization of third-party environmental review contracts, and salary savings programmed for normal staff turnover not reflected in the prior year budgets. Consequently, Fees and Charges for Services are decreasing by \$442,714 primarily due to corresponding adjustments to environmental review contract reimbursements.
- **Fire Prevention and Hazardous Materials:** Expenditures are projected to increase in FY 2024-25 by \$564,045 (8.0%) primarily due to contract costs associated with Phase 1 of the FEMA Building Resilient Infrastructure and Communities (BRIC) Wildfire Resilient Sonoma County project. Contracted services will include public engagement and outreach, strategic planning facilitation, assessment software, and may include defensible space and structural hardening assessments.
- **Executive Management and Administration:** In FY 2024-25, this Service Area budget is decreasing by \$517,482 (-3.7%) primarily as a result of the completion of the office reconfiguration project completed in the prior year to move Fire Prevention Division staff into the Permit Sonoma building, one-time expenses associated with positions added in FY 2023-24 to support the implementation of the Department's Management Review initiatives, and salary savings programmed to reflect average staff turnover not reflected in the prior year budgets. Transfers and Reimbursements are decreasing by \$1.2 million primarily due to a change in allocation of administrative overhead and support costs, to better reflect the actual cost of providing internal services.

## Opportunities and Challenges

- In January 2023, a formal management review of Permit Sonoma's organizational structure, service delivery, and permit processes was completed. With direction from the Board of Supervisors, the Department prepared a plan to implement 15 initiatives recommended in the report with a focus on efficient permitting, organizational excellence, and maintaining existing operations during implementation. In FY 2024-25, the department will continue to leverage staffing and funding resources allocated by the Board as part of the prior year adopted budget to advance improvements to streamline the permitting process, in **all Service Areas**, consistent with the approved implementation schedule. This effort is both a challenge and an opportunity in that it is a significant workload, as recognized by the Board's allocation of resources, but will result in an increasingly efficient and transparent agency over the course of the fiscal year as the project moves towards completion in December 2024. After the implementation period, the Department will assess whether any cost efficiencies achieved may warrant potential reductions in permit fees and resources to align with the updated processes.
- On August 22, 2023, the Board of Supervisors adopted an updated Housing Element. The adopted Housing Element includes 32 implementation programs and policies, several of which have been certified by the California Department of Housing & Community Development (HCD). Implementation poses a challenge for the **Planning Division** in FY 2024-25 due to the aggressive timeline, large number of programs, and significant consequences for noncompliance. Programs to be completed in FY 2024-25 include the creation of a Housing Equity Action Plan, developing Objective Design Standards for residential development, code updates relating to accessory dwelling units and agricultural employee housing, and devoting resources to increasing the availability of information to the public as it pertains to housing. Implementing these programs as prescribed by the schedule certified by HCD is critical as state funding programs for transportation, infrastructure, and housing consider a local jurisdiction's compliance with Housing Element Law. Additionally, jurisdictions that do not comply with their certified Housing Element may lose the ability to regulate land use at the local level. Furthermore, in July 2023 Sonoma County received a Prohousing Designation from the HCD which provides those jurisdictions with an adopted Housing Element the opportunity to apply for state grant funding to assist in the implementation of specific types of Housing Element programs. In FY 2024-25, the **Planning Division** will continue to explore funding opportunities that align with the existing work plan.

- **Fire Prevention and Natural Resources** will be completing planning activities for Federal Emergency Management Agency (FEMA) grant programs as follows:
  - Wildfire Adapted Sonoma County Part 1 project and Wildfire Adapted Sonoma County Part 2 project will complete the assessments of home hardening and wildfire risk defensible space, the design of the rebate incentive program for future funding to private property owners, the fire prevention outreach and education, and the California Environmental Quality Act (CEQA) and National Environmental Policy Act (NEPA) environmental review;
  - Sonoma County Hazardous Fuels Reduction project will complete vegetation management site selection and treatment design as well as CEQA and NEPA environmental review for the project, to reduce wildfire fuel loads, calm wildfire behavior, and improve evacuation and emergency response safety;
  - These Service Areas will also be continuing the same activities for the Wildfire Resilient Sonoma County project (WRSC project) under the FEMA Building Resilient Infrastructure and Communities (BRIC) grant.

In FY 2024-25, the Department will request FEMA to release implementation funds for the Wildfire Adapted Sonoma County Part 1 and Part 2 grants, as well as the Sonoma County Hazardous Fuels Reduction grant. FEMA has approved the eligibility of implementation activities and has set aside the funding to be obligated upon the successful completion of the project deliverables described above.

- Continue the development and eventual implementation of the Habitat Conservation Plan/Natural Communities Conservation (HCP/NCCP) Plan. This plan ensures compliance with state and federal endangered species laws and enables the County to assume local mitigation authority necessary to achieve habitat conservation goals while streamlining environmental permitting. **Natural Resources** will be challenged with developing a Planning Agreement with the California Department of Fish and Wildlife required as part of the development of the Natural Community Conservation Plan. In addition, the Department has been in discussions with other cities and special districts who may decide to join the County as “co-permittees” in the permits issued by the state and federal endangered species agencies which would ultimately authorize the HCP/NCCP. A Memorandum of Understanding with other potential co-permittees may also need to be developed, outlining respective responsibilities and staff and financial commitments among the co-permittees. This will require considerable facilitation and collaborative efforts with the resource agencies and the co-permittee group to successfully advance the project into its next phases and ultimately result in a more robust and comprehensive planning effort, which will enable more efficient permitting.

# PUBLIC INFRASTRUCTURE

**Johannes J. Hovertsz**  
**Director and Road Commissioner**

The mission of Sonoma County Public Infrastructure Department is to efficiently plan, build, maintain, and manage a resilient transportation infrastructure network, and County owned facilities, vehicles, and equipment. In addition, Public

Infrastructure supports the goals and objectives of Sonoma County departments and agencies through the procurement and maintenance of quality, cost effective facilities, vehicles, equipment, goods and services.

| BUDGET AT A GLANCE                  |  | FY 2024-25    |
|-------------------------------------|--|---------------|
| <b><u>Expenditures</u></b>          |  |               |
| Departmental Operating Expenditures |  | \$247,087,690 |
| Internal Transfers                  |  | \$30,754,196  |
| <b><u>Funding Sources</u></b>       |  |               |
| Total Revenues/Use of Fund Balance  |  | \$255,207,945 |
| Total General Fund Contribution     |  | \$22,633,941  |
| % Funded by General Fund            |  | 8.1%          |
| Total Staff                         |  | 271.50        |

## DEPARTMENT OVERVIEW

Sonoma County's Public Infrastructure Department (SPI) plans, builds, operates, and maintains critical transportation infrastructure, including over 1,300 miles of roads, bridges, and traffic signals, the Charles M. Schultz - Sonoma County Airport, countywide bus and paratransit services, eight solid waste disposal sites, and numerous, community-owned street lighting, permanent roads, and community water districts. In addition, the Department provides a variety of internal service functions supporting all County departments through three divisions, including Fleet Operations, Purchasing, and Facilities Development and Management. The Department also manages the Veterans Memorial Buildings.

For more information, call (707) 565-2550, or visit <https://sonomacounty.ca.gov/spi>

### Service Area Description

**Executive Management & Administration** provides administrative, fiscal, and human resources support for the Department.

**Airport Division** operates and maintains the Charles M. Schulz - Sonoma County Airport, a full service, commercial airport with facilities for airline passenger service and other operations including air cargo, private and corporate flights, military, search and rescue, firefighting, law enforcement, and pilot training.

**Facilities Development and Management** manages and performs capital improvements, maintenance, janitorial services, parking enforcement, and security services at County owned facilities and Veteran's Memorial Buildings. In addition to facilities management, this Division also oversees acquisition and sale of real property, County lease agreements, and architectural and project management services associated with County capital projects.

**Fleet Operations** is responsible for the acquisition, management, and maintenance of the County's light and heavy-duty vehicle fleets.

**Integrated Solid Waste Management Division** provides systematic services for the Central Landfill in Petaluma as well as post-closure monitoring and maintenance of seven closed landfill sites. The Division also provides emergency solid waste debris removal oversight and management during and after major disasters.

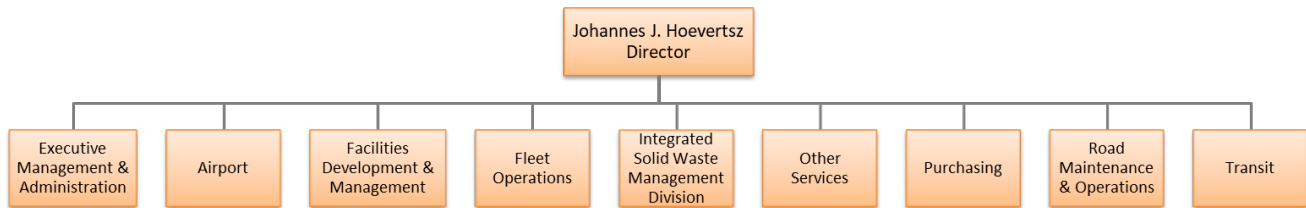
**Other Services** includes administration of several small districts including street lighting, permanent roads, water, and assessment districts. This section also includes a Special Projects Division, which includes district formation, Public Educational, and Governmental Access funds, Cal American Water Company, and maintenance for small water systems.

**Purchasing** is responsible for the procurement of goods and services required for County operations. The Division also executes contracts for professional services and assists departments in contract review.

**Road Maintenance & Operations** plans and designs road maintenance projects, bridges, and capital improvement projects. The Roads Division is responsible for the repair and preservation of County roads and bridges, and other maintenance projects such as seasonal crossings, vegetation management in the road right of way, and maintenance of culverts.

**Transit Division** provides public transit services throughout Sonoma County, including Cloverdale, Healdsburg, Windsor, Rohnert Park, Sebastopol, and Cotati. Services are also available to Sonoma State University, Santa Rosa Junior College, and connections to Sonoma Marin Area Rail Transit (SMART).

## DEPARTMENT ORGANIZATIONAL CHART



### Permanent Positions by Service Area

| Service Area                          | FY 2023-24<br>Adopted<br>Budget | FY 2024-25<br>Recommended<br>Budget | Change from<br>FY 2023-24<br>Adopted | % Change from<br>FY 2023-24<br>Adopted |
|---------------------------------------|---------------------------------|-------------------------------------|--------------------------------------|--|
| Executive Management & Administration | 25.00                           | 23.00                               | (2.00)                               | (8.0)                                  |
| Airport                               | 21.00                           | 21.00                               | 0.00                                 | 0.0                                    |
| Facilities Development and Management | 55.00                           | 54.50                               | (0.50)                               | (0.9)                                  |
| Fleet Operations                      | 23.00                           | 23.00                               | 0.00                                 | 0.0                                    |
| Integrated Waste                      | 13.00                           | 14.00                               | 1.00                                 | 7.7                                    |
| Other Services                        | 0.00                            | 0.00                                | 0.00                                 | 0.0                                    |
| Purchasing                            | 8.00                            | 8.00                                | 0.00                                 | 0.0                                    |
| Road Maintenance & Operations         | 122.00                          | 122.00                              | 0.00                                 | 0.0                                    |
| Transit                               | 6.00                            | 6.00                                | 0.00                                 | 0.0                                    |
| <b>Total Permanent Positions</b>      | <b>273.00</b>                   | <b>271.50</b>                       | <b>(1.50)</b>                        | <b>(0.5)</b>                           |

# FINANCIAL SUMMARIES

## Expenditures by Service Area

| Service Area                                | FY 2023-24<br>Adopted<br>Budget | FY 2024-25<br>Recommended<br>Budget | Change from<br>FY 2023-24<br>Adopted | % Change from<br>FY 2023-24<br>Adopted |
|---|---------------------------------|-------------------------------------|--------------------------------------|--|
| Executive Management & Administration       | \$3,787,154                     | \$4,338,293                         | \$551,139                            | 14.6                                   |
| Airport                                     | \$24,358,476                    | \$25,386,655                        | \$1,028,179                          | 4.2                                    |
| Facilities Development and Management       | \$26,540,413                    | \$31,710,260                        | \$5,169,847                          | 19.5                                   |
| Fleet Operations                            | \$12,240,342                    | \$13,287,200                        | \$1,046,858                          | 8.6                                    |
| Integrated Waste                            | \$21,566,736                    | \$26,389,609                        | \$4,822,873                          | 22.4                                   |
| Other Services                              | \$9,160,800                     | \$11,791,610                        | \$2,630,810                          | 28.7                                   |
| Purchasing                                  | \$1,610,379                     | \$1,692,284                         | \$81,905                             | 5.1                                    |
| Road Maintenance & Operations               | \$117,722,755                   | \$125,096,794                       | \$7,374,039                          | 6.3                                    |
| Transit                                     | \$34,072,701                    | \$38,149,181                        | \$4,076,480                          | 12.0                                   |
| <b>Gross Departmental Expenditures</b>      | <b>\$251,059,756</b>            | <b>\$277,841,886</b>                | <b>\$26,782,130</b>                  | <b>10.7</b>                            |
| <i>Internal Departmental Transfers</i>      | <i>\$28,480,683</i>             | <i>\$30,754,196</i>                 | <i>\$2,273,513</i>                   | <i>8.0</i>                             |
| <b>Departmental Operating Expenditures*</b> | <b>\$222,579,073</b>            | <b>\$247,087,690</b>                | <b>\$24,508,617</b>                  | <b>11.0</b>                            |

\*Departments often need to transfer funds from one operating unit to another for a variety of reasons. While these transfers net to zero when looking at revenues, they appear double counted if only looking at expenditures. As a result, the more accurate illustration of the cost to provide services removes these internal transfer amounts.

## Department Budget Details

| Expenditures by Character              | FY 2023-24<br>Adopted<br>Budget | FY 2024-25<br>Recommended<br>Budget | Change from<br>FY 2023-24<br>Adopted | % Change from<br>FY 2023-24<br>Adopted |
|--|---------------------------------|-------------------------------------|--------------------------------------|--|
| Salaries and Benefits                  | \$43,820,179                    | \$47,883,541                        | \$4,063,362                          | 9.3                                    |
| Services and Supplies                  | \$95,385,681                    | \$99,963,046                        | \$4,577,365                          | 4.8                                    |
| Capital Expenditures                   | \$88,633,346                    | \$106,404,286                       | \$17,770,940                         | 20.0                                   |
| Other Expenses*                        | \$15,029,644                    | \$15,838,743                        | \$809,099                            | 5.4                                    |
| Transfers within the County**          | \$8,190,906                     | \$7,752,270                         | (\$438,636)                          | (5.4)                                  |
| <b>Total Expenditures by Character</b> | <b>\$251,059,756</b>            | <b>\$277,841,886</b>                | <b>\$26,782,130</b>                  | <b>10.7</b>                            |

\*Other Expenses include long term debt installment payments, and penalties and fees.

\*\*Reflects all funds that are transferred both within this department as well as between departments.

| Revenues/Reimbursements/<br>Use of Fund Balance (Sources) | FY 2023-24<br>Adopted<br>Budget | FY 2024-25<br>Recommended<br>Budget | Change from<br>FY 2023-24<br>Adopted | % Change from<br>FY 2023-24<br>Adopted |
|---|---------------------------------|-------------------------------------|--------------------------------------|--|
| General Fund Contribution                                 | \$21,025,771                    | \$22,633,941                        | \$1,608,170                          | 7.6                                    |
| Fees and Charges for Services                             | \$12,289,159                    | \$12,321,411                        | \$32,252                             | 0.3                                    |
| State, Federal, & Other Govt. Revenue                     | \$90,794,005                    | \$120,286,514                       | \$29,492,509                         | 32.5                                   |
| Other Departmental Revenue*                               | \$41,472,389                    | \$46,327,485                        | \$4,855,096                          | 11.7                                   |
| Use of Fund Balance                                       | \$13,898,165                    | \$7,721,688                         | (\$6,176,477)                        | (44.4)                                 |
| Transfers & Reimbursements within the County**            | \$71,580,267                    | \$68,550,847                        | (\$3,029,420)                        | (4.2)                                  |
| <b>Total Revenues/Use of Fund Balance</b>                 | <b>\$251,059,756</b>            | <b>\$277,841,886</b>                | <b>\$26,782,130</b>                  | <b>10.7</b>                            |

\*Other Departmental Revenue includes interest earned on pooled cash (\$1.9 million), rent and concessions (\$17.1 million), special district taxes (\$13.5 million), federal capital grants (\$8.8 million), and miscellaneous revenues (\$2 million).

\*\*Reflects all funds that are transferred both within this department as well as between departments.

# DEPARTMENT HIGHLIGHTS

## Major Variances

- **Executive Management & Administration** – In FY 2023-24, the administration sections of Transportation and Public Works and General Services were consolidated by moving 10.5 employees into a single unit after the merging of the departments in August 2022. This service area consists of 23 FTE positions and captures expenses for Public Infrastructure’s executive management and administrative support functions. The service area is increasing by \$551,139, or 14.6%, due to salary and benefit increases by \$366,388 due to negotiated labor agreements. For FY 2024-25, all applicable service and supply expenses are fully recognized in the Executive Management and Administration service area, resulting in an increase of \$184,751.
- **Airport Division** – The Airport is projecting a modest increase in overall expenditures of 4.2% or \$1,028,179. While cash expenditures will remain relatively flat, the Airport will recognize a substantial increase in non-cash depreciation charges of \$819,246 attributable to placing the new \$41 million passenger terminal in service in FY 2023-24. Depreciation charges are budgeted as expenditures to recognize the declining value of capital assets over time but they are non-cash transactions. As such, the charges impact the Airport’s balance sheet but not the cash on hand balance. On the revenue side, the Airport is no longer scheduled to receive grant money associated with the COVID-19 pandemic and as a result, is reducing projected CARES Act revenue by \$2 million. The reduction in grant funding will be offset, in part, by an anticipated increase in Passenger Facility Charge Fund of \$1.5 million due to increased passengers. The Airport Division has \$15 million in Other Department Revenue that includes fees, leases, and rentals of \$7.5 million and Federal Capital Grants of \$8.8 million.
- **Facilities Development and Management** – Facilities Development and Management (FDM) expenditures are budgeted to increase by \$5.17 million (19.48%). The largest share of the increase is attributable to acquisition, moving, and rent expenditures for the 400 Aviation Boulevard office complex (\$1.93 million) and the Lomita Service Center in District 1 (\$216,969). In addition to increases in Real Estate related expenses, SPI staff is anticipating an escalation in countywide utility charges of \$1.07 million. The main driver is an increase in natural gas costs of \$985,769 due to the expiration of a long-term contract that allowed the County to purchase at below market rates for the last several years. As with other service areas, salary and benefits are increasing as a result of negotiated labor agreement, in an amount of \$1.4 million. Lastly, SPI is anticipating filling several vacant positions in the Capital Projects, Facilities Operations, and Veteran’s Building divisions, resulting in reduced salary savings.
- **Fleet Operations** – Expenditures for this service area are projected to increase by \$1.05 million (8.6%), attributable to a 13% increase in salary and benefits due to negotiated labor agreements and an expectation of reduced vacancies, and a 12.1% increase in Capital Expenditures. The increase in the Capital Expenditures is due to a \$901,663 increase associated with the continuing installation of electric vehicle (EV) charging stations across County facilities including Light Fleet, Information Systems Department, Los Guilicos Probation lot, and at various Regional Parks. The primary funding source for new charging stations is Strategic Plan funding as well as revenue from installed chargers. This increase is partially offset by lower capital expenditures budgeted in the Light and Heavy Fleet Divisions, which fluctuates based on annual need, project timing/delivering, etc..
- **Integrated Waste** – Integrated Waste operating expenses are budgeted to increase by \$4.82 million, or 22.4%, due to costs associated with expansion of the central landfill capacity, and development of a countywide composting facility. In addition, installation of six new leachate tanks at the Roblar, Sonoma, and Guerneville closed landfills are forecast to increase Capital Project expenses by \$5.1 million with an offsetting decrease due to various landfill maintenance projects completed in FY 2023-24.
- **Other Services** – There are several projects scheduled within this service area which will result in an overall increase in expenditures of \$2.6 million or 28.7%. Projects planned include \$772,000 for improvements to downtown Guerneville Lighting, \$662,000 for Highway 12 pedestrian crosswalk lighting, and an extra \$363,996

allocated to replace a water tank which serves residents of Fitch Mountain in Healdsburg. All of these projects are funded through taxes or fees collected for services provided. Other Services also includes Heavy Equipment Fund expenses which are budgeted to increase by \$1.1 million due to a combination of supply chain constraints and inflationary pressures. These external factors are projected to impact equipment maintenance costs (\$682,325) and increase in the cost of new equipment ordered to meet new California Air Resources Board compliance mandates beginning in 2026 (\$490,000).

- **Road Maintenance and Operations** –This service area is increasing by \$7.37 million or 6.3% from the prior year primarily driven by increases in capital expenditures of \$5.1 million, salary and benefits of \$1.51 million, and \$756,978 in other expenses. In addition to budgeted capital expenditures associated with the Pavement Preservation Program (\$19.8 million) and completion of PG&E Tier 2 paving projects (\$7 million), the Roads Division is scheduled to begin construction on two bridge replacement projects (Geysers Road over Big Sulphur Creek for \$9.8 million and Wohler Road Bridge over Russian River for \$18 million) as well as \$7.1 million of disaster repair projects. The 7.66% increase in salary & benefits is attributable to negotiated labor increases, while the increase in other expenses is the direct result of a \$750,000 contribution to Caltrans for engineering and design work on the Donald Gap intersection.

The Roads Division anticipates significant increases in grant reimbursements from the Federal Highway Administration (FHWA) and the Federal Emergency Management Agency (FEMA). These grant reimbursements are budgeted to increase state and federal funding for the Division by \$31.7 million year over year. The increase in FHWA reimbursements is tied to the bridge projects previously discussed while FEMA reimbursements are tied to the close out of the 2017 flood projects and approval by the Agency of 2019 flood projects.

- **Transit** – The Transit service area budget is increasing by \$4 million, or 12%. Purchase and delivery of thirteen new electric buses will increase budgeted capital expenditures for the Transit Division by \$5.05 million. These expenditures are tied to corresponding state and federal grant programs and are part of the County’s ongoing effort to transition to zero carbon transportation fleet.

## Opportunities and Challenges

### Opportunities

- After working through the logistical and organizational challenges of merging the General Services and Transportation and Public Works departments in FY 2023-24, Public Infrastructure is ready to utilize all of the resources of the combined department and accelerate the delivery of projects and services to the general public and internal County customers. Examples of leveraging the technical and project management skills of the combined Departments to deliver projects includes design and construction of a Geyserville Community Plaza and development of a skate park in the community of Forestville.
- Begin implementation of long-term waste management solutions for **Integrated Waste**, including expansion of the central landfill, construction of a countywide composting facility, establishment of a county-owned environmental mitigation bank, and assisting with construction of a hazardous waste recycling center.
- Increase efficiencies and reduce cost of delivering projects through the acquisition and adoption of new technologies. For example, SPI continues to adopt new technologies such as drones, advanced communication systems, and certain artificial intelligence tools to improve productivity and accelerate project delivery.
- During FY 2024-25, SPI will be moving forward on two major initiatives to upgrade County office facilities. The first initiative will be moving occupants from La Plaza A and B buildings to 400 Aviation Boulevard. This facility will be occupied under a lease/purchase agreement with the potential to locate up 400 employees at the location by 2028. In addition, the Capital Projects team continues to move forward with plans to construct a new campus at the current County Center location. SPI will be making a formal presentation to the Board in July on the status of the project and seeking additional input on design and funding. Based on the Board’s

input, SPI will move forward securing the services of an engineering/design firm, an owner's representative, and a Construction Manager at Risk (CMAR) contractor by June 30, 2025.

## Challenges

- Securing funding and/or financing options to meet County Strategic Plan goals associated with Resilient Infrastructure and Climate Action and Resiliency. Examples include bridge replacement projects, repairs to public infrastructure caused by natural disasters, and transitioning away from fossil fuel transportation.
- Recruiting, training, and retaining technical, administrative, and skilled labor required to deliver infrastructure projects on time and on budget. SPI has experienced many of the same challenges other County departments have in hiring and retaining qualified workers, and our ability to deliver projects is directly tied to our workforce.
- SPI continues to work with other Departments to improve bike and pedestrian infrastructure across County assets. One of the major challenges for the Roads division is expanding the footprint of existing roadways for bike lanes and/or sidewalks is inherently time consuming and expensive. Replacing native soil with non-permeable surfaces such as asphalt or concrete creates additional permitting requirements and acquisition of right of way can be both litigious and costly. While SPI has the technical and administrative skills to complete these tasks, funding and time delays in project delivery will be ongoing challenges.



# COMMUNITY DEVELOPMENT COMMISSION

**Michelle Whitman**  
Executive Director

The Community Development Commission’s vision is for a Sonoma County with homes for all in thriving and inclusive communities. Our mission is to open doors to permanent housing and opportunity.

## BUDGET AT A GLANCE

FY 2024-25

### Expenditures

|                                     |               |
|-------------------------------------|---------------|
| Departmental Operating Expenditures | \$104,795,648 |
| Internal Transfers                  | \$11,046,543  |

### Funding Sources

|                                    |               |
|------------------------------------|---------------|
| Total Revenues/Use of Fund Balance | \$114,177,090 |
| Total General Fund Contribution    | \$1,665,101   |
| % Funded by General Fund           | 1.4%          |
| Total Staff                        | 52.50         |

## DEPARTMENT OVERVIEW

The Sonoma County Community Development Commission (Commission) is the County’s lead agency for creating access to safe and affordable housing. The Commission uses federal, state and local resources to conduct our core programs that include Rental Assistance (via the Sonoma County Housing Authority), Community Development, and Strategic Support and Administration.

For more information, call (707) 565-7500, or visit <http://sonomacounty.ca.gov/CDC>

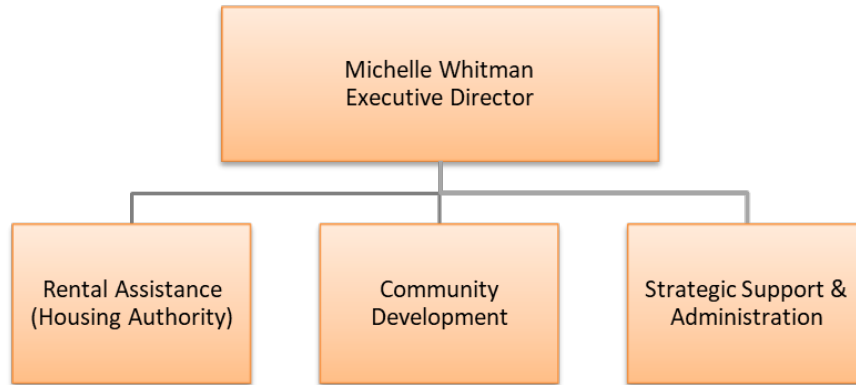
### Service Area Description

**Rental Assistance (via the Sonoma County Housing Authority)** is the Commission’s largest program. It includes rental assistance to nearly 3,400 families via federally funded Housing Choice Vouchers, Project-Based Vouchers, Mainstream Vouchers, Emergency Housing Vouchers, Veterans Affairs Supportive Housing, Special Needs Assistance, and HOME Tenant Based Rental Assistance Programs. These subsidies are awarded to assist income qualifying households who reside in private market rental and other housing.

**Community Development** administers federal, state, and local grant and funding programs to provide gap-financing to eligible developers to create new affordable rental housing; preserve existing affordable rental housing; repairs and improvements to homes occupied by low-income homeowners; elevate homes to mitigate flood risks; and provide down-payment assistance to qualified homebuyers. This division also manages the assets and obligations of the Successor Agency and the Housing Successor Entity, which were established because of the dissolution of redevelopment agencies in 2012.

**Strategic Support and Administration** includes executive leadership, policy analysis and development, communications, fiscal and administrative functions. These costs are allocated, charged to, and reimbursed by the two operational program areas.

# DEPARTMENT ORGANIZATIONAL CHART



## Permanent Positions by Service Area

| Service Area                       | FY 2023-24<br>Adopted<br>Budget | FY 2024-25<br>Recommended<br>Budget | Change from<br>FY 2023-24<br>Adopted | % Change from<br>FY 2023-24<br>Adopted |
|------------------------------------|---------------------------------|-------------------------------------|--------------------------------------|--|
| Rental Assistance                  | 23.00                           | 25.00                               | 2.00                                 | 8.7                                    |
| Community Development              | 14.00                           | 14.00                               | 0.00                                 | 0.0                                    |
| Strategic Support & Administration | 15.50                           | 13.50                               | (2.00)                               | (12.9)                                 |
| Ending Homelessness                | 0.00                            | 0.00                                | 0.00                                 | 0.0                                    |
| <b>Total Permanent Positions</b>   | <b>52.50</b>                    | <b>52.50</b>                        | <b>0.00</b>                          | <b>0.0</b>                             |

# FINANCIAL SUMMARIES

## Expenditures by Service Area

| Service Area                                | FY 2023-24<br>Adopted<br>Budget | FY 2024-25<br>Recommended<br>Budget | Change from<br>FY 2023-24<br>Adopted | % Change from<br>FY 2023-24<br>Adopted |
|---|---------------------------------|-------------------------------------|--------------------------------------|--|
| Ending Homelessness                         | \$555,521                       | \$0                                 | (\$555,521)                          | (100.0)                                |
| Strategic Support & Administration          | \$9,268,394                     | \$9,846,315                         | \$577,921                            | 6.2                                    |
| Community Development                       | \$41,599,050                    | \$44,356,149                        | \$2,757,099                          | 6.6                                    |
| Rental Assistance                           | \$58,146,413                    | \$61,639,727                        | \$3,493,314                          | 6.0                                    |
| <b>Gross Departmental Expenditures</b>      | <b>\$109,569,378</b>            | <b>\$115,842,191</b>                | <b>\$6,272,813</b>                   | <b>5.7</b>                             |
| <i>Internal Departmental Transfers</i>      | <i>\$12,424,205</i>             | <i>\$11,046,543</i>                 | <i>(\$1,377,662)</i>                 | <i>(11.1)</i>                          |
| <b>Departmental Operating Expenditures*</b> | <b>\$97,145,173</b>             | <b>\$104,795,648</b>                | <b>\$7,650,475</b>                   | <b>7.9</b>                             |

\*Departments often need to transfer funds from one operating unit to another for a variety of reasons. While these transfers net to zero when looking at revenues, they appear double counted if only looking at expenditures. As a result, the more accurate illustration of the cost to provide services removes these internal transfer amounts.

## Department Budget Details

| Expenditures by Character              | FY 2023-24<br>Adopted<br>Budget | FY 2024-25<br>Recommended<br>Budget | Change from<br>FY 2023-24<br>Adopted | % Change from<br>FY 2023-24<br>Adopted |
|--|---------------------------------|-------------------------------------|--------------------------------------|--|
| Salaries and Benefits                  | \$7,947,609                     | \$8,733,833                         | \$786,224                            | 9.9                                    |
| Services and Supplies                  | \$13,705,428                    | \$14,012,641                        | \$307,213                            | 2.2                                    |
| Other Expenses*                        | \$84,373,440                    | \$90,930,478                        | \$6,557,038                          | 7.8                                    |
| Transfers within the County**          | \$3,542,901                     | \$2,165,239                         | (\$1,377,662)                        | (38.9)                                 |
| <b>Total Expenditures by Character</b> | <b>\$109,569,378</b>            | <b>\$115,842,191</b>                | <b>\$6,272,813</b>                   | <b>5.7</b>                             |

\*Other Expenses increased primarily due to construction cost related to the Tierra de Rosas Project.

\*\*Reflects all funds that are transferred both within this department as well as between departments.

| Revenues/Reimbursements/<br>Use of Fund Balance (Sources) | FY 2023-24<br>Adopted<br>Budget | FY 2024-25<br>Recommended<br>Budget | Change from<br>FY 2023-24<br>Adopted | % Change from<br>FY 2023-24<br>Adopted |
|---|---------------------------------|-------------------------------------|--------------------------------------|--|
| General Fund Contribution                                 | \$1,659,438                     | \$955,661                           | (\$703,777)                          | (42.4)                                 |
| Fees and Charges for Services                             | \$242,293                       | \$384,700                           | \$142,407                            | 58.8                                   |
| State, Federal, & Other Govt. Revenue                     | \$86,194,775                    | \$90,580,129                        | \$4,385,354                          | 5.1                                    |
| Other Departmental Revenue*                               | \$338,368                       | \$1,100,912                         | \$762,544                            | 225.4                                  |
| Use of Fund Balance                                       | \$8,579,659                     | \$10,810,598                        | \$2,230,939                          | 26.0                                   |
| Transfers & Reimbursements within the County**            | \$12,554,845                    | \$12,010,191                        | (\$544,654)                          | (4.3)                                  |
| <b>Total Revenues/Use of Fund Balance</b>                 | <b>\$109,569,378</b>            | <b>\$115,842,191</b>                | <b>\$6,272,813</b>                   | <b>5.7</b>                             |

\*Other Department Revenue includes \$958,967 in Transient Occupancy Tax / Measure L Funding affordable housing development.

\*\*Reflects all funds that are transferred both within this department as well as between departments.

# DEPARTMENT HIGHLIGHTS

## Major Variances

- The **Ending Homelessness** Service Area decreased 100% or \$555,521. This Service Area completed its transfer to the Department of Health Services in FY 2023-24, and all related expenditures now appear in the Health Services budget. The move to the Department of Health Services finalized the Board's direction to facilitate the improvement of overall operational efficiencies, effectiveness, and delivery of homeless services across the county. <https://sonoma-county.legistar.com/LegislationDetail.aspx?ID=6033161&GUID=449212EE-DAE0-4AF4-836A-6ED43DB87897&Options=&Search=>
- The **Strategic Support & Administration** Service Area increased 6.2% or \$577,921. As a result of negotiated labor agreements, Salary and Benefits increased \$786,224 partially offset by the reduction of the amortization expense which will be calculated after the new lease has been negotiated and move date established.
- The **Community Development** Service Area increased 6.6% or \$2.8 million. The total change is the net result of changes to expenditures on several projects. The largest is the inclusion of \$16.2 million for the Tierra de Rosas project that should begin construction in FY 2024-25. This was offset by the \$2.2 million decrease due to the transition of the Ending Homelessness Team to the Department of Health Services; \$2.6 million decrease in Emergency Rental Assistance Program due to the end of the coronavirus pandemic; and \$6.9 million in property management and Homekey site construction, renovation and repair cost, namely 866 Sonoma Avenue, Elderberry Commons, and Mickey Zane Place. The \$2.3 million use of fund balance increase is due to the receipt of \$3.0 million from the State Housing & Community Development the Department received in FY 2023-24 but anticipated to be used in FY 2024-25.
- The **Rental Assistance** Service Area increased 6% or \$3.4 million. The increase was directly attributed to federal funding for the Housing Choice Voucher, Emergency Voucher and Mainstream Voucher programs, and is largely responsible for the increase in state and federal funding. In total, the Housing Authority has 3,402 rental assistance vouchers to serve low-income households in the community, an increase of 78 from FY 2023-24.

## Opportunities and Challenges

- The Mobile Home Park Space Rent Stabilization Ordinance administration contract with cities is not achieving full cost recovery due to current and anticipated arbitration activity. This additional unanticipated workload is exceeding staff capacity. The Department will look to make changes with current staff to the better align staff capacity and cost recovery.
- Funding for capital improvements and operating reserves for Project Homekey permanent supportive housing (PSH) needs to be identified to meet the funding requirements and prevent returning the funds to the California Department of Housing and Community Development. In addition, more development and supportive services providers for occupants are needed for operating Homekey PSH projects so the level of services provided can be maintained. However, this will be difficult given emergent instability across the ecosystem of non-governmental organizations providing ownership, development, operations, and management of permanent supportive housing projects.
- Expanding housing program and grant administration, Housing Element implementation, and regional housing bond planning will be above current staff workload capacity. The Sonoma County Housing Element, adopted in August 2023, commits the County to implement many new housing related programs, including increasing the supply of housing. These programs are critical to implement according to the schedule identified in the Housing Element or the County may be subject to consequences for non-compliance by the California Department of Housing and Community Development, which can include a requirement to revise the Housing

Element every 4 years rather than every 8 years, doubling of the Regional Housing Needs Allocation obligations ineligible for grant and funding opportunities, and/or the General Plan may be deemed inadequate, vulnerable to legal action and fees, and loss of local control of land use decisions.

- Department of Housing and Urban Development grants do not fully offset costs to administer federal programs, resulting in increasing reliance on constrained County General Fund dollars.
- HUD has not provided the Housing Authority with an inflationary adjustment for calendar year 2024. This places the Housing Authority without budget capacity to fully utilize all of its voucher programs and it is anticipated that the Housing Authority will be placed in shortfall status by HUD, where there is not sufficient funding to cover all the vouchers. At this time staff are working with the HUD shortfall prevention team to minimize the impact to new affordable housing construction projects and voucher issuance. Federal rules prohibit any non-HUD funding source to make up the gap in funding. While staff expects that HUD will provide additional funds, the amount of additional funding is unknown at this time.



# ECONOMIC DEVELOPMENT DEPARTMENT

**Ethan Brown**  
Executive Director

The Economic Development Department’s mission is to foster a healthy business environment and provide services that promote the local economy.

## BUDGET AT A GLANCE FY 2024-25

### Expenditures

|                                     |              |
|-------------------------------------|--------------|
| Departmental Operating Expenditures | \$10,397,267 |
| Internal Transfers                  | \$1,176,452  |

### Funding Sources

|                                    |              |
|------------------------------------|--------------|
| Total Revenues/Use of Fund Balance | \$11,573,719 |
| Total General Fund Contribution    | \$0          |
| % Funded by General Fund           | 0.0%         |
| Total Staff                        | 16.00        |

## DEPARTMENT OVERVIEW

The Sonoma County Economic Development Department (EDD), or Economic Development Board (EDB) as it is commonly referred, provides services to encourage the startup, retention, and expansion of Sonoma County businesses and jobs. It has a ten-member advisory board composed of local business professionals appointed by the Board of Supervisors. The EDB promotes Sonoma County as an attractive place to do business; fosters job growth; provides local businesses with tools to help them prosper; identifies and supports business clusters critical to maintaining a sound economy; and supports a workforce development strategy driven by local employer needs. It further promotes economic development by encouraging tourism through funding agreements with Sonoma County Tourism (SCT) and visitor centers.

For more information, call (707) 565-7170, or visit <http://sonomacounty.ca.gov/Economic-Development-Board/>.

### Service Area Description

**Business Assistance and Research** (previously Business Assistance Services) provides services in the areas of Business Entrepreneurship and Startup, Retention and Expansion, Industry/Market Research, Business Diversity, Financing and Access to Capital, Workshops, Workforce Development as well as Economic Research, Reports and Data Analysis.

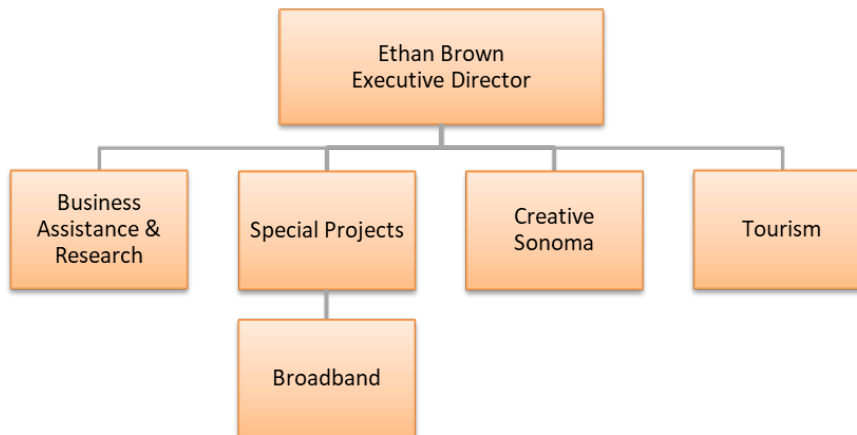
**Special Projects** (previously Research and Program Development) oversees the development and implementation of regional partnerships and economic development priorities set forth by the Board of Supervisors, including the Sonoma Mendocino Economic Development District (SMEDD), implementation of the EDB 3.0 Action Plan, Grant Management, and Events and Marketing.

**Broadband**, a program under the **Special Projects** division, seeks to leverage existing infrastructure, as well as funding and grants to expand communications infrastructure and improve equitable access to broadband throughout Sonoma County.

**Creative Sonoma** supports and advances the creative community of Sonoma County through programs and services to meet the needs of individual artists, arts and culture organizations and creative businesses, including capacity building workshops and trainings, arts education initiatives to support equitable access to arts education, grants and funding to support the work of the creative community, and other convenings and programs.

**Tourism** partners with organizations and entities that provide services and programs promoting tourism in Sonoma County.

# DEPARTMENT ORGANIZATIONAL CHART



## Permanent Positions by Service Area\*

| Service Area                          | FY 2023-24<br>Adopted<br>Budget | FY 2024-25<br>Recommended<br>Budget | Change from<br>FY 2023-24<br>Adopted | % Change from<br>FY 2023-24<br>Adopted |
|---------------------------------------|---------------------------------|-------------------------------------|--------------------------------------|--|
| Business Assistance & Research        | 5.00                            | 4.00                                | (1.00)                               | (20.0)                                 |
| Tourism                               | 0.00                            | 0.00                                | 0.00                                 | 0.0                                    |
| Creative Sonoma                       | 4.00                            | 4.00                                | 0.00                                 | 0.0                                    |
| Broadband                             | 2.00                            | 2.00                                | 0.00                                 | 0.0                                    |
| Special Projects                      | 1.00                            | 3.00                                | 2.00                                 | 200.0                                  |
| Executive Leadership & Administration | 4.00                            | 3.00                                | (1.00)                               | (25.0)                                 |
| <b>Total Permanent Positions</b>      | <b>16.00</b>                    | <b>16.00</b>                        | <b>0.00</b>                          | <b>0.0</b>                             |

\*Positions are shown in the service area in which they are budgeted. In some cases, positions may be budgeted in one area but provide services to multiple areas, and positions may be spread in the table above.



# FINANCIAL SUMMARIES

## Expenditures by Service Area

| Service Area                                 | FY 2023-24<br>Adopted<br>Budget | FY 2024-25<br>Recommended<br>Budget | Change from<br>FY 2023-24<br>Adopted | % Change from<br>FY 2023-24<br>Adopted |
|--|---------------------------------|-------------------------------------|--------------------------------------|--|
| Business Assistance & Research               | \$2,144,839                     | \$2,198,403                         | \$53,564                             | 2.5                                    |
| Tourism*                                     | \$2,528,531                     | \$3,073,612                         | \$545,081                            | 21.6                                   |
| Creative Sonoma                              | \$1,245,947                     | \$1,229,252                         | (\$16,695)                           | (1.3)                                  |
| Broadband                                    | \$1,288,683                     | \$2,910,286                         | \$1,621,603                          | 125.8                                  |
| Special Projects                             | \$791,413                       | \$1,075,994                         | \$284,581                            | 36.0                                   |
| Executive Leadership & Administration        | \$1,203,102                     | \$1,086,172                         | (\$116,930)                          | (9.7)                                  |
| <b>Gross Departmental Expenditures</b>       | <b>\$9,202,515</b>              | <b>\$11,573,719</b>                 | <b>\$2,371,204</b>                   | <b>25.8</b>                            |
| <i>Internal Departmental Transfers</i>       | <i>\$382,393</i>                | <i>\$1,176,452</i>                  | <i>\$794,059</i>                     | <i>207.7</i>                           |
| <b>Departmental Operating Expenditures**</b> | <b>\$8,820,122</b>              | <b>\$10,397,267</b>                 | <b>\$1,577,145</b>                   | <b>17.9</b>                            |

\*Tourism expenditures include the funding agreement with Sonoma County Tourism as funded by Transient Occupancy Tax through the Community Investment Fund.

\*\*Departments often need to transfer funds from one operating unit to another for a variety of reasons. While these transfers net to zero when looking at revenues, they appear double counted if only looking at expenditures. As a result, the more accurate illustration of the cost to provide services removes these internal transfer amounts.

## Department Budget Details

| Expenditures by Character              | FY 2023-24<br>Adopted<br>Budget | FY 2024-25<br>Recommended<br>Budget | Change from<br>FY 2023-24<br>Adopted | % Change from<br>FY 2023-24<br>Adopted |
|--|---------------------------------|-------------------------------------|--------------------------------------|--|
| Salaries and Benefits                  | \$3,105,166                     | \$3,414,992                         | \$309,826                            | 10.0                                   |
| Services and Supplies                  | \$5,550,597                     | \$7,621,667                         | \$2,071,070                          | 37.3                                   |
| Other Expenses*                        | \$152,625                       | \$150,000                           | (\$2,625)                            | (1.7)                                  |
| Transfers within the County**          | \$394,127                       | \$387,060                           | (\$7,067)                            | (1.8)                                  |
| <b>Total Expenditures by Character</b> | <b>\$9,202,515</b>              | <b>\$11,573,719</b>                 | <b>\$2,371,204</b>                   | <b>25.8</b>                            |

\*Other Expenses include arts grants managed by the Department's Creative Sonoma program.

\*\*Reflects all funds that are transferred both within this department as well as between departments.

| Revenues/Reimbursements/<br>Use of Fund Balance (Sources) | FY 2023-24<br>Adopted<br>Budget | FY 2024-25<br>Recommended<br>Budget | Change from<br>FY 2023-24<br>Adopted | % Change from<br>FY 2023-24<br>Adopted |
|---|---------------------------------|-------------------------------------|--------------------------------------|--|
| State, Federal, & Other Govt. Revenue                     | \$574,000                       | \$782,554                           | \$208,554                            | 36.3                                   |
| Other Departmental Revenue*                               | \$191,265                       | \$377,760                           | \$186,495                            | 97.5                                   |
| Use of Fund Balance**                                     | \$6,365,820                     | \$7,245,904                         | \$880,084                            | 13.8                                   |
| Transfers & Reimbursements within the County***           | \$2,071,430                     | \$3,167,501                         | \$1,096,071                          | 52.9                                   |
| <b>Total Revenues/Use of Fund Balance</b>                 | <b>\$9,202,515</b>              | <b>\$11,573,719</b>                 | <b>\$2,371,204</b>                   | <b>25.8</b>                            |

\*Other Departmental Revenue includes contributions from the Economic Development Board Foundation and American Rescue Plan Act funds.

\*\*The Department is primarily funded by Transient Occupancy Tax revenue through the Community Investment Fund, which is programmed and shows as use of fund balance.

\*\*\*Reflects all funds that are transferred both within this department as well as between departments.

# DEPARTMENT HIGHLIGHTS

## Major Variances

- Changes to the **Business Assistance and Research** (previously Business Assistance Services), **Special Projects** (previously Research and Program Development), and **Executive Leadership and Administration** service areas are due in part to organizational updates to work performed by the respective service areas:
  - The research component, which is comprised of contracted services and extra-help staff, was moved from Special Projects to Business Assistance and Research.
  - One position (1.0 Business Development Manager) was moved from Executive Leadership and Administration to Business Assistance and Research.
  - Two positions were moved from Business Assistance and Research to Special Projects (1.0 Business Development Manager, 1.0 Department Program Manager).
- An increase of \$545,081 to **Tourism** is due to an increase in the pass-thru of funding to Sonoma County Tourism (SCT) related to increased Transient Occupancy Tax (TOT) collections. As laid out in the Board's [Community Investment Fund Policy](#), SCT receives a share of TOT collected that is equivalent to 13.89 percentage points of total tax collected. In other words, 1.25 percent of the first 9 percent non-Measure L unincorporated TOT rate represents the County's contribution to SCT set by the Board's Policy.
- Increases to **Broadband** in the amount of \$1.6 million are due to grant funding from the California Public Utilities Commission for two grants: Local Agency Technical Assistance (LATA) and California Advanced Services Fund (CASF); and grant funding from the American Rescue Plan Act (ARPA) for broadband activities. The LATA grant is intended to fund overall system design for unserved and underserved areas in the unincorporated county, and shovel-ready designs for select priority areas. The CASF grant is intended to fund multi-jurisdictional activities that will lead to the deployment programs created under 2021 legislation designed to spur broadband deployment (Senate Bill 156). The ARPA funding will be used to fund the Digital Access Project Analyst position, additional shovel-ready designs, and other broadband access projects within the County.

## Opportunities and Challenges

- **Business Assistance and Research:** In response to longtime business closures and relocations in Sonoma County, the Business Services team will continue to develop a targeted outreach strategy to foster collaboration and support local businesses to promote business retention.
- **Business Services:** The Business Diversity Program has evolved since its creation nine years ago and now serves broad and increasingly growing needs in traditionally underserved communities with a single permanent staff member. A program review completed by Stratified Insights in early 2024 concluded that additional staffing would assist the Program in meeting the needs of monolingual Spanish-speaking business owners, as well as communities of color, LGBTQI+ communities, and others.

- **Broadband:** As the state and federal budget landscapes change, EDB will focus on completion of shovel-ready design for priority areas identified by the Board of Supervisors including tracking and applying for potential funding through the Federal Funding Account (FFA) and Broadband Equity Access and Deployment Program (BEAD), and by continuing to leverage regional partnerships to advance digital access and broadband infrastructure deployment.
- **Creative Sonoma:** With the anticipated adoption of a Public Art Master Plan and subsequent public art policy during FY 2024-25, **Creative Sonoma's** capacity to implement and manage a Public Art Program will be limited by staff's current workload supporting art and grant programs. Staff will bring recommendations to County leadership in Fall 2024. Additionally, the Department has worked closely with local partners in education to ensure funding from the Art and Music in Schools act is deployed effectively. This is ongoing work but is only temporarily staffed.



# NATURAL RESOURCES & AGRICULTURE

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Sonoma Water

Regional Parks

Agricultural Preservation & Open Space District

Agriculture / Weights & Measures

U. C. Cooperative Extension



# SONOMA WATER

**Grant Davis**  
General Manager



Clean. Reliable. Essential. Every Day.

**The mission of Sonoma Water is to provide reliable water supply, wastewater management, and flood protection — essential services for a thriving community and a healthy environment.**

| BUDGET AT A GLANCE                  | FY 2024-25    |
|-------------------------------------|---------------|
| <b><u>Expenditures</u></b>          |               |
| Sonoma Water Operating Expenditures | \$243,264,212 |
| Internal Transfers                  | \$84,760,823  |
| <b><u>Funding Sources</u></b>       |               |
| Total Revenues/Use of Fund Balance  | \$328,025,035 |
| Total General Fund Contribution     | \$0           |
| % Funded by General Fund            | 0.00%         |
| Total Staff                         | 262.00        |

## SONOMA WATER OVERVIEW

The Sonoma County Water Agency (Sonoma Water) is a special district founded in 1949, whose Board of Directors is composed of the same members as the Sonoma County Board of Supervisors. The key functions of Sonoma Water are Water Supply and Transmission, Flood Protection, and Wastewater Collection, Treatment and Reuse.

Sonoma Water is responsible for providing domestic water supply for much of Sonoma County and beyond. As a water supplier, Sonoma Water is responsible for securing and maintaining Warm Springs Dam, rights for drawing water, and encouraging water conservation and reuse to meet present and future demand.

For more information, call (707) 526-5370, or visit <http://www.sonomacountywater.org>

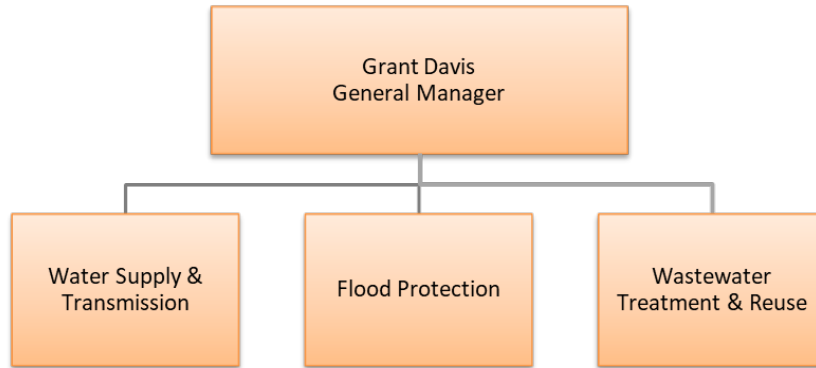
### Service Area Description

Sonoma Water’s **water supply and transmission** system provides wholesale domestic water supply and delivery to more than 600,000 residents of Sonoma and Marin Counties through eight primary contractors (cities of Santa Rosa, Petaluma, Sonoma, Rohnert Park, Cotati, Town of Windsor, and Valley of the Moon and North Marin water districts), a major non-contractor customer (Marin Municipal Water District), and to other smaller customers.

Pursuant to its **flood protection** function, Sonoma Water designs, constructs, and maintains flood protection facilities, and provides flood protection and stream maintenance for more than 75 miles of creeks and waterways.

Sonoma Water operates and maintains eight wastewater collection, treatment and/or reuse systems as part of its **wastewater treatment and reuse** function, which provides wastewater collection and treatment services to more than 22,000 residences and businesses throughout the county.

# SONOMA WATER ORGANIZATIONAL CHART



## Permanent Positions by Service Area

| Service Area                     | FY 2023-24<br>Adopted<br>Budget | FY 2024-25<br>Recommended<br>Budget | Change from<br>FY 2023-24<br>Adopted* | % Change from<br>FY 2023-24<br>Adopted |
|----------------------------------|---------------------------------|-------------------------------------|---------------------------------------|--|
| Water Supply & Transmission      | 151.00                          | 153.00                              | 2.00                                  | 1.3                                    |
| Flood Protection                 | 23.00                           | 23.00                               | 0.00                                  | 0.0                                    |
| Wastewater Treatment & Reuse**   | 86.00                           | 86.00                               | 0.00                                  | 0.0                                    |
| <b>Total Permanent Positions</b> | <b>260.00</b>                   | <b>262.00</b>                       | <b>2.00</b>                           | <b>0.8</b>                             |

\*Positions increased in Sonoma Water’s financial section to support grant and financing needs for the enterprise funds, and in the environmental section to support implementation of the quagga mussel program.

\*\*Sonoma Water staff are not assigned to specific program areas but work across programs as needed. Staff allocations reflect an approximate share of staff devoted to each program area.



# FINANCIAL SUMMARIES

## Expenditures by Service Area

| Service Area                                | FY 2023-24<br>Adopted<br>Budget | FY 2024-25<br>Recommended<br>Budget | Change from<br>FY 2023-24<br>Adopted | % Change from<br>FY 2023-24<br>Adopted |
|---|---------------------------------|-------------------------------------|--------------------------------------|--|
| Water Supply & Transmission                 | \$171,722,396                   | \$191,400,384                       | \$19,677,987                         | 11.5                                   |
| Flood Protection                            | \$26,045,296                    | \$30,711,463                        | \$4,666,167                          | 17.9                                   |
| Wastewater Treatment & Reuse                | \$108,429,640                   | \$105,913,188                       | (\$2,516,452)                        | (2.3)                                  |
| <b>Gross Sonoma Water Expenditures</b>      | <b>\$306,197,332</b>            | <b>\$328,025,035</b>                | <b>\$21,827,703</b>                  | <b>7.1</b>                             |
| <i>Internal Sonoma Water Transfers</i>      | <i>\$80,228,637</i>             | <i>\$84,760,823</i>                 | <i>\$4,532,186</i>                   | <i>5.6</i>                             |
| <b>Sonoma Water Operating Expenditures*</b> | <b>\$225,968,695</b>            | <b>\$243,264,212</b>                | <b>\$17,295,517</b>                  | <b>7.7</b>                             |

\*Sonoma Water transfers funds from one operating unit to another for a variety of reasons. While these transfers net to zero when looking at revenues, they appear double counted if only looking at expenditures. As a result, the more accurate illustration of the cost to provide services removes these internal transfer amounts.

## Sonoma Water Budget Details

| Expenditures by Character              | FY 2023-24<br>Adopted<br>Budget | FY 2024-25<br>Recommended<br>Budget | Change from<br>FY 2023-24<br>Adopted | % Change from<br>FY 2023-24<br>Adopted |
|--|---------------------------------|-------------------------------------|--------------------------------------|--|
| Salaries and Benefits                  | \$55,958,764                    | \$61,463,201                        | \$5,504,437                          | 9.8                                    |
| Services and Supplies                  | \$138,154,550                   | \$149,987,611                       | \$11,833,061                         | 8.6                                    |
| Capital Expenditures                   | \$36,473,493                    | \$39,332,370                        | \$2,858,877                          | 7.8                                    |
| Other Expenses*                        | \$42,281,888                    | \$43,481,030                        | \$1,199,142                          | 2.8                                    |
| Transfers within Sonoma Water**        | \$33,328,637                    | \$33,760,823                        | \$432,186                            | 1.3                                    |
| <b>Total Expenditures by Character</b> | <b>\$306,197,332</b>            | <b>\$328,025,035</b>                | <b>\$21,827,703</b>                  | <b>7.1</b>                             |

\*Other Expenses include payment on long-term debt, depreciation expenses on capital infrastructure, and payments to Regional Parks to operate Spring Lake Park.

\*\*Reflects funds that are transferred within Sonoma Water.

| Revenues/Reimbursements/<br>Use of Fund Balance (Sources) | FY 2023-24<br>Adopted<br>Budget | FY 2024-25<br>Recommended<br>Budget | Change from<br>FY 2023-24<br>Adopted | % Change from<br>FY 2023-24<br>Adopted |
|---|---------------------------------|-------------------------------------|--------------------------------------|--|
| Fees and Charges for Services*                            | \$60,684,374                    | \$67,763,099                        | \$7,078,725                          | 11.7                                   |
| State, Federal, & Other Govt. Revenue                     | \$30,228,514                    | \$37,435,689                        | \$7,207,175                          | 23.8                                   |
| Other Sonoma Water Revenue**                              | \$91,480,910                    | \$95,344,385                        | \$3,863,475                          | 4.2                                    |
| Use of Fund Balance                                       | \$43,574,897                    | \$42,721,039                        | (\$853,858)                          | (2.0)                                  |
| Transfers & Reimbursements within Sonoma Water***         | \$80,228,637                    | \$84,760,823                        | \$4,532,186                          | 5.6                                    |
| <b>Total Revenues/Use of Fund Balance</b>                 | <b>\$306,197,332</b>            | <b>\$328,025,035</b>                | <b>\$21,827,703</b>                  | <b>7.1</b>                             |

\*Charges for Services includes sale of water and power, sewer/recycled water/water usage and hookup fees, and hauler/disposal fees.

\*\*Other Sonoma Water Revenue includes property tax apportionment, sanitation rates, rental income, interest, and other minor sources.

\*\*\*Internal transfers and reimbursements reflect expenses between budget sections within Sonoma Water.

# SONOMA WATER HIGHLIGHTS

## Major Variances

- **Water Supply and Transmission** expenditures are increasing \$19.68 million, or 11.5% due to the expansion of technical services to support reservoir operations and management studies to secure a more reliable water supply, a new U.S. Bureau of Reclamation grant funded project to design a regional solution for preserving flows in the Russian River and improving Eel River fisheries; pass through funding to partner agencies for federally grant funded water and energy efficiency programs and for expansion of Petaluma's recycled water distribution system; advancing design and construction of deferred maintenance projects including recoating storage tanks as part of a 10-year, \$88 million Storage Tank Rehabilitation Program and protecting aqueducts against corrosion; and anticipated award of up to five water transmission infrastructure hazard mitigation and water supply reliability construction projects. Salaries and benefits increased due to labor negotiations by \$5.5 million or 9.8% in FY 2024-25 coupled with the addition of two full time equivalent employees, one to support grant and financing and one in the quagga mussel inspection program.
- **Flood Protection** expenditures are increasing \$4.7 million, or 17.9%, due to phased installation of weather radars for the Advanced Quantitative Precipitation Information System program which includes collaboration with the City of Santa Rosa to develop a flood forecasting dashboard; projects that will improve flood protection including design of repairs to concrete retaining creek walls in Santa Rosa and Petaluma; advancing the design of improvements to the Matanzas Reservoir Dam outlet and updating the Central Sonoma Watershed Plan; and completing development of a Flood Risk Management assessment for flood risks throughout Sonoma County using County Water Security and Climate Resiliency Funds.
- **Wastewater Treatment and Reuse** expenditures are decreasing by \$2.5 million, or -2.3%, due to a state budget shortfall, limited availability of state loan forgiveness funds, and rate payer funds to advance the Russian River force main replacement project. The \$40 million project does entail critically needed infrastructure improvements but is delayed until at least FY 2025-26. This decrease in expenditures is offset by expenditures to design a Sonoma Valley sewer trunk main seismic hazard mitigation project and a trunk main replacement project; and an Intertie Pipeline Construction Project to connect the Airport Treatment Plant and Town of Windsor in an ongoing effort to consolidate the operations and maintenance of the two facilities.
- **Revenues** overall are increasing by \$21.83 million, or 7.1%. Fees and Charges for Services are increasing \$7.1 million, or 11.7%, due to increased anticipated water sales revenue and increased groundwater sustainability planning reimbursements. State, Federal, and Other Government Revenue is increasing \$7.2 million, or 23.8%, for flood forecasting, recycled water, fisheries monitoring, water supply, water quality, and watershed resiliency projects. Other Revenue is increasing by \$3.86 million, or 4.2%, due to a \$1.8 million increase in sewer service charges used to pay for operations and capital needs, while property tax revenue is expected to increase by \$3 million. There is a net decrease of \$853,900, or 2%, in Use of Fund Balance due to lower fund balance reserves and the availability of bond proceeds, grant funds, and Sonoma Water General Fund transfers, offset by an increase of unspent carried forward fund balance for flood protection and biological opinion projects.

## Challenges and Opportunities

- **Aging Infrastructure:** Sonoma Water's critical infrastructure, including aqueducts, pipelines, pump stations, storage tanks, treatment plants, and flood control channels are gradually aging after decades of service. Combined with substantial levels of deferred maintenance, it underscores the importance of making investments to guarantee reliable **water and wastewater service and flood protection**. The Central Sonoma Watershed Project implemented in collaboration with the U.S. Department of Agriculture Natural Resources Conservation Service (NRCS) has provided essential **flood protection** to the City of Santa Rosa for the last 60 years. The project has largely outlived its 50-year design life. As a result, Sonoma Water is currently engaged in two NRCS-funded planning efforts evaluating vulnerabilities and deficiencies, and identifying necessary

modifications to enhance the level of flood protection the project provides. Budgeted projects in FY 2024-25 and identified above will begin making inroads on this challenge.

- **Adapting to Weather Extremes:** Successful water conservation in response to historic droughts over the last 10 years has led to a decrease in demand for water. Decreasing water demand drives up water rate increases due to the volumetric rate structure while also reducing revenue and resulting in deferring critical maintenance projects. Another challenge to Sonoma Water's **water supply and transmission** enterprises is swings in water availability year to year. Lake Mendocino and Lake Sonoma are both impacted by extreme weather. Among a number of strategies, Sonoma Water manages the limited water in the reservoirs by obtaining relief from water rights permit requirements from the state and managing flow releases from the reservoirs through the successful Forecast Informed Reservoir Operations (FIRO) program. To improve **flood protection** against weather extremes while maximizing water retention for future use, Sonoma Water will continue to pursue climate resiliency projects of regional benefit including leveraging state grant funds to build out the network of improved weather forecasting capability with additional radar sites for the Advanced Quantitative Precipitation Information System; and in collaboration with the Department of Emergency Management, develop a County Drought Response and Water Shortage Response Plan using Water Security Funding.
- **Water Supply Reliability:** The Potter Valley Project (PVP), owned and operated by PG&E, has been diverting water from the Eel River into the Russian River watershed for more than a century. PG&E announced in 2019 that it would not relicense the project, and in May of 2023, that it would consider alternatives for decommissioning the PVP facility. Without the diversions, Lake Mendocino could go dry during some years, and the lack of diverted water currently relied upon for agricultural and urban water supplies, and recreation and tourism would cause tens of millions of dollars of economic damage per year in the Russian River basin. Sonoma Water received Board approval in December 2023 for a joint exercise of powers agreement (JPA) to form the Eel-Russian Project Authority with the Mendocino County Inland Water and Power Commission (MCIWPC) and the Round Valley Indian Tribes (RVIT) to utilize Water Security and Federal Funds to design and ultimately construct a water diversion facility. The JPA will advance a regional solution for preserving flows in the Russian River for agriculture, municipalities, and rural residents, and for improving Eel River fisheries. Sonoma Water will further protect **water supply** and improve in-stream conditions for protected salmon and steelhead. Sonoma Water and the U.S. Army Corps of Engineers are developing and negotiating a new seven-year Biological Assessment/Biological Opinion in consultation with NOAA's National Marine Fisheries Service that will include habitat enhancement projects, estuary restoration strategies, flow and fisheries studies and monitoring, and maintenance of completed Dry Creek Habitat Enhancement projects.
- **Small Wastewater Systems:** Small sanitation districts and zones are facing ever more stringent water quality regulations that result in increasing costs to operate and maintain critical but aging wastewater infrastructure. These districts and zones rely on federal and state grants and contributions from Sonoma Water's General Fund because the smaller ratepayer base does not generate sufficient sewer service charge revenue to cover rising costs. To address this challenge, Sonoma Water received Board approval to prepare a feasibility study to evaluate potential West County regionalization projects funded by Sonoma Water and the Water Security Fund, to improve water quality, water supply reliability, pathogen Total Maximum Daily Load (TMDL) compliance for unsewered communities, recycled water supply availability in the Russian River watershed, and explore cost savings.



# REGIONAL PARKS

**Bert Whitaker**  
Director

Sonoma County Regional Parks continues to grow the parks system to provide essential opportunities for people to connect with nature. We contribute to the vibrancy and well-being of our community by expanding access to recreation experiences, serving as responsible stewards of cultural and natural resources, and ensuring that our parks are clean, safe, and welcoming.

| BUDGET AT A GLANCE                  |  | FY 2024-25   |
|-------------------------------------|--|--------------|
| <b><i>Expenditures</i></b>          |  |              |
| Departmental Operating Expenditures |  | \$45,032,635 |
| Internal Transfers                  |  | \$13,248,318 |
| <b><i>Funding Sources</i></b>       |  |              |
| Total Revenues/Use of Fund Balance  |  | \$53,168,468 |
| Total General Fund Contribution     |  | \$5,112,485  |
| % Funded by General Fund            |  | 8.8%         |
| Total Staff                         |  | 142.00       |

## DEPARTMENT OVERVIEW

Regional Parks operates 60 facilities including parks, beaches, marinas, and trails encompassing 17,978 acres. Many locations offer wild landscapes with miles of trails and others provide sports fields, playgrounds, and campgrounds. Regional Parks also manages the County’s commercial ocean marina and largest environmental education center.

Regional Parks continues to expand its parks system. In FY 2023-24, significant new land acquisitions expanded Hood Mountain Regional Park and Open Space Preserve, conserving additional open space while adding more hiking and outdoor opportunities. Also in FY 2023-24, Regional Parks opened the County’s newest park, Chanslor Ranch, which features several miles of hiking and equestrian trails through coastal grassland with views of Bodega Bay and Bodega Head.

For more information, call (707) 565-2041, or visit <https://parks.sonomacounty.ca.gov/>

### Service Area Description

The Department has ten major operational service areas:

**Parks Administration** manages the core financial, human resources, and customer service functions with a focus on equity and inclusion.

**Community Engagement** contributes to community well-being by providing health, wellness, environmental education, recreation, and cultural experiences for a wide diversity of park users.

**Marketing and Communications** handles business development, marketing, and the internal/external communications functions of the department.

**Natural Resource Management** protects and restores the natural function of our parks, providing clean water, fish and wildlife habitat, fuels abatement, grazing and resilience to climate change.

**Park Operations and Park Maintenance** ensures the safety and security of park users with regular facilities maintenance, adequate patrols, emergency preparedness and visitor education.

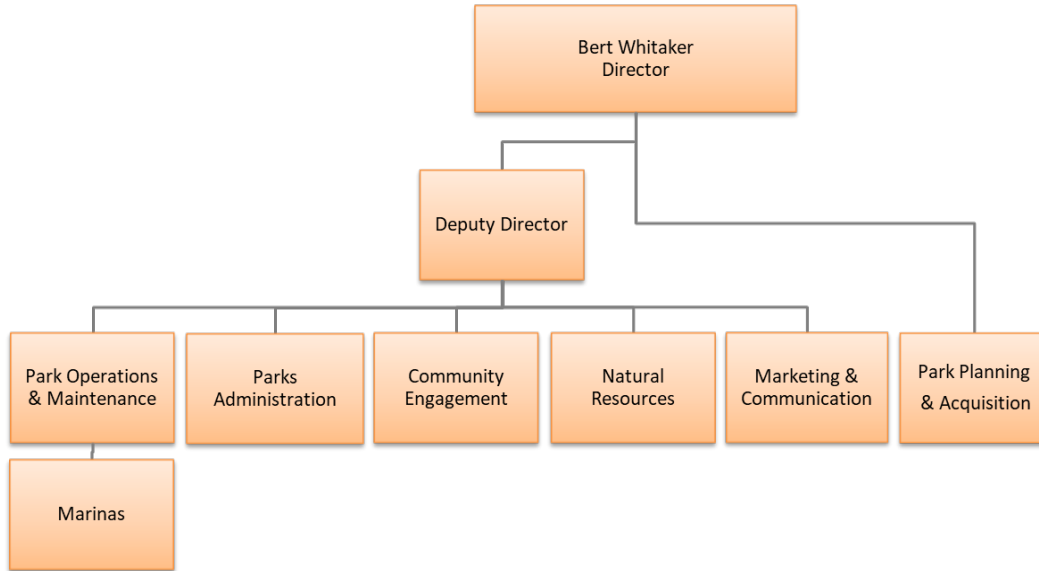
**Park Planning and Acquisition** oversees the build-out of our park system by leveraging grants to acquire land and easements as well as plan for and build park infrastructure.

**Marinas** oversees three Bodega Bay marinas that support commercial and recreational fishing.

**Capital Project Development** while not in itself a program, accounts for the disbursement of special revenue funds to capital projects and associated operational costs.

**Measure M Implementation** collects and distributes sales tax revenue dedicated to funding staffing and projects associated with maintenance, safety and recreation, improved access, and natural resources.

## DEPARTMENT ORGANIZATIONAL CHART



### Permanent Positions by Service Area

| Service Area                      | FY 2023-24<br>Adopted<br>Budget | FY 2024-25<br>Recommended<br>Budget | Change from<br>FY 2023-24<br>Adopted | % Change from<br>FY 2023-24<br>Adopted |
|-----------------------------------|---------------------------------|-------------------------------------|--------------------------------------|--|
| Parks Leadership & Administration | 20.00                           | 20.00                               | 0.00                                 | 0.0                                    |
| Community Engagement              | 16.00                           | 15.00                               | (1.00)                               | (6.3)                                  |
| Marketing & Communications        | 5.00                            | 6.00                                | 1.00                                 | 20.0                                   |
| Marina Operations                 | 5.00                            | 5.00                                | 0.00                                 | 0.0                                    |
| Parks Natural Resources           | 8.00                            | 9.00                                | 1.00                                 | 12.5                                   |
| Park Maintenance                  | 31.00                           | 31.00                               | 0.00                                 | 0.0                                    |
| Park Operations                   | 42.00                           | 42.00                               | 0.00                                 | 0.0                                    |
| Park Planning & Acquisition       | 14.00                           | 14.00                               | 0.00                                 | 0.0                                    |
| <b>Total Permanent Positions</b>  | <b>141.00</b>                   | <b>142.00</b>                       | <b>1.0</b>                           | <b>0.7</b>                             |

# FINANCIAL SUMMARIES

## Expenditures by Service Area

| Service Area                                | FY 2023-24<br>Adopted<br>Budget | FY 2024-25<br>Recommended<br>Budget | Change from<br>FY 2023-24<br>Adopted | % Change from<br>FY 2023-24<br>Adopted |
|---|---------------------------------|-------------------------------------|--------------------------------------|--|
| Parks Administration                        | \$4,148,465                     | \$4,501,163                         | \$352,698                            | 8.5                                    |
| Capital Project Development                 | \$2,353,378                     | \$2,163,464                         | (\$189,914)                          | (8.1)                                  |
| Community Engagement                        | \$4,250,830                     | \$4,625,381                         | \$374,551                            | 8.8                                    |
| Marketing & Communications                  | \$1,553,585                     | \$1,950,615                         | \$397,030                            | 25.6                                   |
| Marina Operations                           | \$3,365,764                     | \$3,214,475                         | (\$151,289)                          | (4.5)                                  |
| Measure M Implementation                    | \$12,580,834                    | \$13,263,917                        | \$683,083                            | 5.4                                    |
| Parks Natural Resources                     | \$3,488,594                     | \$4,895,161                         | \$1,406,567                          | 40.3                                   |
| Park Maintenance                            | \$7,460,053                     | \$7,976,921                         | \$516,868                            | 6.9                                    |
| Park Operations                             | \$12,376,282                    | \$12,691,318                        | \$315,036                            | 2.5                                    |
| Park Planning & Acquisition                 | \$2,848,620                     | \$2,998,538                         | \$149,918                            | 5.3                                    |
| <b>Gross Departmental Expenditures</b>      | <b>\$54,426,405</b>             | <b>\$58,280,953</b>                 | <b>\$3,854,548</b>                   | <b>7.1</b>                             |
| <i>Internal Departmental Transfers</i>      | <i>\$13,158,970</i>             | <i>\$13,248,318</i>                 | <i>\$89,348</i>                      | <i>0.7</i>                             |
| <b>Departmental Operating Expenditures*</b> | <b>\$41,267,435</b>             | <b>\$45,032,635</b>                 | <b>\$3,765,200</b>                   | <b>9.1</b>                             |

\*Departments often need to transfer funds from one operating unit to another for a variety of reasons. While these transfers net to zero when looking at revenues, they appear double counted if only looking at expenditures. As a result, the more accurate illustration of the cost to provide services removes these internal transfer amounts.

## Department Budget Details

| Expenditures by Character              | FY 2023-24<br>Adopted<br>Budget | FY 2024-25<br>Recommended<br>Budget | Change from<br>FY 2023-24<br>Adopted | % Change from<br>FY 2023-24<br>Adopted |
|--|---------------------------------|-------------------------------------|--------------------------------------|--|
| Salaries and Benefits                  | \$21,823,611                    | \$23,985,437                        | \$2,161,826                          | 9.9                                    |
| Services and Supplies                  | \$15,249,326                    | \$16,888,380                        | \$1,639,054                          | 10.7                                   |
| Capital Expenditures                   | \$222,000                       | \$709,000                           | \$487,000                            | 219.4                                  |
| Other Expenses*                        | \$155,581                       | \$145,000                           | (\$10,581)                           | (6.8)                                  |
| Transfers within the County**          | \$16,975,888                    | \$16,553,136                        | (\$422,752)                          | (2.5)                                  |
| <b>Total Expenditures by Character</b> | <b>\$54,426,406</b>             | <b>\$58,280,953</b>                 | <b>\$3,854,547</b>                   | <b>7.1</b>                             |

\*Other expense includes Marina depreciation costs.

\*\*Reflects all funds that are transferred both within this department as well as between departments.

| Revenues/Reimbursements/<br>Use of Fund Balance (Sources) | FY 2023-24<br>Adopted<br>Budget | FY 2024-25<br>Recommended<br>Budget | Change from<br>FY 2023-24<br>Adopted | % Change from<br>FY 2023-24<br>Adopted |
|---|---------------------------------|-------------------------------------|--------------------------------------|--|
| General Fund Contribution                                 | \$4,828,111                     | \$5,112,485                         | \$284,374                            | 5.9                                    |
| Use of Fund Balance                                       | \$4,559,735                     | \$4,609,330                         | \$49,595                             | 1.1                                    |
| Fees & Charges for Services                               | \$9,027,242                     | \$9,676,927                         | \$649,685                            | 7.2                                    |
| State, Federal & Other Funds                              | \$4,912,740                     | \$7,266,523                         | \$2,353,783                          | 47.9                                   |
| Other Departmental Revenue*                               | \$14,151,386                    | \$14,411,702                        | \$260,316                            | 1.8                                    |
| Transfers & Reimbursements within the County**            | \$16,947,192                    | \$17,203,986                        | \$256,794                            | 1.5                                    |
| <b>Total Revenues/Use of Fund Balance</b>                 | <b>\$54,426,406</b>             | <b>\$58,280,953</b>                 | <b>\$3,854,547</b>                   | <b>7.1</b>                             |

\*Other Department Revenues is comprised of Measure M Sales Tax, Regional Parks Foundation, and Marina revenue.

\*\*Primarily reflects Measure M transferred to Parks projects and operations, and Transient Occupancy Tax of \$2,650,000.

# DEPARTMENT HIGHLIGHTS

## Major Variances

- **Parks Administration** – Increase of 8.5% (\$352,698) is due to negotiated salary and benefits costs, and an increase to service and supply costs for upcoming accessibility projects including new equipment and accessibility studies of Parks facilities and programs which are offset by increased transfers from Measure M and reimbursements from other service areas.
- **Capital Project Development** – Decrease of 8.1% (\$189,914) due to less reliance on the mitigation fee fund balance for capital projects, attributed to recent projects tapping into available fund balance. Some projects were completed, while others will continue in FY 2024-25 using other sources including Measure M and grant funding.
- **Community Engagement** – Increase of 8.8% (\$374,551) due to increased negotiated salary and benefits costs and reduced vacancies, which result in lower salary savings. This year’s budget reflects a reduction of one position in the Community Engagement section, which was transferred to the Parks Maintenance division to better reflect the duties of the position, with no change to services provided.
- **Marketing and Communications** – Increase of 25.6% (\$397,030) for expansion of the Parks signage program and negotiated salary and benefits cost increases. In FY 2023-24, the Maintenance Worker II position responsible for the Department’s signage was transferred to Marketing.
- **Measure M Implementation** – The increase of 5.4% (\$683,083) reflects increased transfers from this service area to Capital Project Development, Parks Maintenance and Parks Operations service areas. Funding will be used for all three Measure M expenditure Plan Categories – Maintenance, Safety and Recreation; Improve Access; and Natural Resources. The transfers are estimated at \$13,263,916 for FY 2024-25 and are included in the “Transfers & Reimbursements within the County” line item in the budget. The increased expenses are supported with prior year fund balance as Measure M sales tax revenue is projected to remain flat over last year.
- **Parks Natural Resources** – Increase of 40.3% (\$1,406,567) to perform several restoration projects including Monte Rio Redwoods, Shiloh Ranch Restoration, Doran Beach and Stillwater in FY 2024-25, which are supported with an increase in grant and restricted revenues such as Caltrans mitigation funding. In January 2024 the Board of Supervisors approved the addition of 1 FTE Maintenance Worker II, which is partially funded with a grant from Sonoma Marin Area Rail Transit (SMART) to focus on mitigation efforts (including fuels reduction and riparian restoration) along the SMART multi-use trail at Helen Putnam Regional Park.
- **Parks Maintenance** – Increase of 6.9% (\$516,868) is primarily due to planned facility maintenance in Spring Lake and increasing Extra Help staffing costs. The raised budget for seasonal Extra Help staff reflects both negotiated salary costs and the need for additional staff to support increased vegetation management, including more tree maintenance and more frequent mowing. In FY 2023-24 Parks Maintenance added a position that was previously in Community Engagement and transferred a position from Maintenance to Marketing and Communications, which nets to zero FTE changes in Maintenance.
- **Park Planning and Acquisition** – Increase of 5.3% (\$149,918) due primarily to negotiated salary and benefit increases. In FY 2024-25 the Park Planning and Acquisition division will support the delivery of capital projects, including the Helen Putnam Renovation, Copeland Creek Trail project, Mark West Springs Regional Park improvements, and several bikeway projects.
- **Capital Expenditures** – Increase of 219% (487,000) to support 133 projects which are at various stages of delivery including the projects mentioned in Park Planning and Acquisition. These expenditures are primarily financed with Measure M and grant funding.
- **State, Federal and Other Funds** – Increase of 47.9% (\$2,353,783) in revenue from a variety of external sources including Ag + Open Space and the Wildlife Conservation Board. The increased revenue will primarily support Park Planning and Capital Expenditures.



## Opportunities and Challenges

**Climate change** – Climate change continues to impact the **Marinas**. The fishing industry suffers from the canceled 2024 salmon season and delayed 2023 crab season, as the Pacific Fishery Management Council recommends closing California's ocean salmon fisheries for the year. Additionally, storms have damaged several docks and impacted visitors. These factors have reduced revenue (\$2.8 million in FY 2021-22 to \$2.4 million in FY 2022-23) and output for repairs.

For the second year, the Department requested the Board of Supervisors allocate contingencies to continue the Commercial Berthing Credit Fund to finance a temporary waiver of dock fees to compensate for the impact to the fishing industry. In efforts to help with infrastructure, the Department is engineering enhancements to the breakwater to protect the marinas from future storm damage. Looking forward, the Department is committed to working with the Board of Supervisors and those invested in our marinas to develop solutions to address the impacts of climate change on the marinas.

**Homelessness** – The issue of homelessness and its impact on facilities, park visitors, neighbors, and the environment continues. Costs for refuse service, security, property clean up, and repairs impact our **Maintenance** and **Operations** service areas. The Department continues to develop design solutions to mitigate the impact of the unhoused along park trails. Aiding in our efforts, the Board of Supervisors in 2023 approved and implemented a new camping ordinance that restricts unauthorized camping on park facilities. The Department continues to work with local law enforcement to ensure safety for the community along the trails.

**Increasing costs** – **Parks Planning** is impacted by escalating costs for labor and materials. **Maintenance** and **Operations** are impacted by substantial cost increases for utilities and sanitation services estimated at 10% over last year. Many park fees have not increased in several years despite increases to salary and benefit and services and supplies costs. The FY 2024-25 fee package, which was approved in March 2024, included increases, in most cases by 4%, to help offset these rising costs.



# AGRICULTURAL PRESERVATION AND OPEN SPACE DISTRICT

**Misti Arias**  
General Manager

The Sonoma County Agricultural Preservation and Open Space District permanently protects the diverse agricultural, natural resource, and scenic open space lands of Sonoma County for future generations.

| BUDGET AT A GLANCE                  |  | FY 2024-25   |
|-------------------------------------|--|--------------|
| <b><u>Expenditures</u></b>          |  |              |
| Departmental Operating Expenditures |  | \$73,395,240 |
| Internal Transfers                  |  | \$1,355,007  |
| <b><u>Funding Sources</u></b>       |  |              |
| Total Revenues/Use of Fund Balance  |  | \$74,750,247 |
| Total General Fund Contribution     |  | \$0          |
| % Funded by General Fund            |  | 0.0%         |
| Total Staff                         |  | 36.00        |

## DEPARTMENT OVERVIEW

The Sonoma County Agricultural Preservation and Open Space District (Ag + Open Space) partners with willing landowners, public agencies, and non-profit organizations to permanently protect land through agreements with landowners (conservation easements), purchase of land, and stewardship activities on existing easements and fee title owned properties. Ag + Open Space actions are guided by the Vital Lands Initiative, which reflects community desires and values, and directs preservation to the highest priority farmlands, greenbelts, natural resource areas, and recreational lands. Ag + Open Space has a strong focus on climate resiliency and provides a lead role on land conservation actions identified as high priority to ensure our community’s ability to mitigate and adapt to climate change. Ag + Open Space is also committed to ensuring that our work benefits everyone in our community and we are actively pursuing ways to incorporate tenants of diversity, equity and inclusion into every aspect of our conservation work.

Ag + Open Space is funded by Measure F, a Sonoma County sales tax measure. Most of this funding goes toward acquisition of land and easements, stewardship activities, and department operations. In addition, up to 10% of sales tax revenue can be used for initial public access, and operation and maintenance of lands purchased by Ag + Open Space for transfer to park agencies and non-profit partners for outdoor recreation. For more information, call (707) 565-7360, or visit <http://sonomaopenspace.org/>

### Service Area Description

The **Community Resources Program** provides outreach and communication, outings and education, government relations, grant funding, and technical expertise to increase resilience of natural and human communities.

The **Acquisition Program** leads the purchase of conservation easements and land to protect farmland, greenbelts, natural resource areas, and recreational lands.

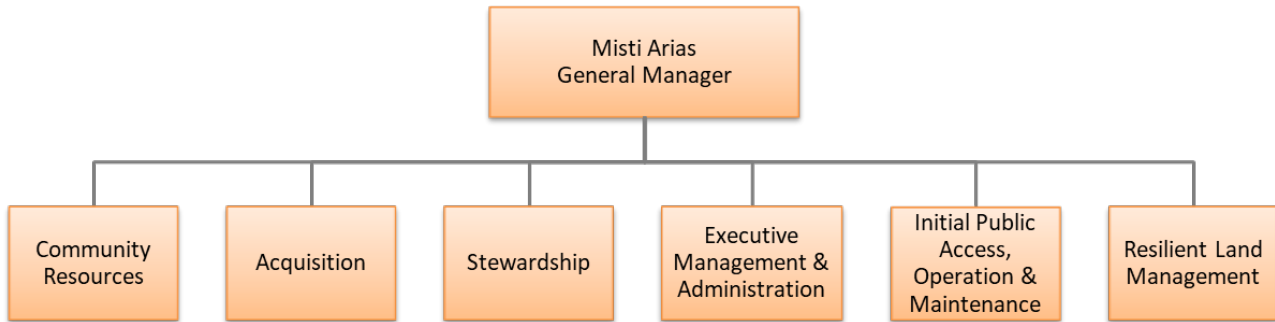
The **Stewardship Program** ensures that the conservation values of lands and conservation easements acquired with taxpayer funds are protected in perpetuity. Ag + Open Space staff monitor and enforce conservation easements and manage fee-title owned properties.

The **Executive Management & Administration Program** manages the core financial, human resources, and contract functions of Ag + Open Space.

**Initial Public Access, Operation and Maintenance (IPAOM)** reflects eligible expenditures by Ag + Open Space to other agencies to accelerate initial public access on protected properties intended for public recreational use.

**Resilient Land Management** provides technical and financial support to landowners to enhance land management efforts that minimize risk from extreme events and increase resilience of our natural and human communities. All program costs are funded by the PG&E settlement with Sonoma County.

## DEPARTMENT ORGANIZATIONAL CHART



### Permanent Positions by Service Area

| Service Area                                      | FY 2023-24<br>Adopted<br>Budget | FY 2024-25<br>Recommended<br>Budget | Change from<br>FY 2023-24<br>Adopted | % Change from<br>FY 2023-24<br>Adopted |
|---|---------------------------------|-------------------------------------|--------------------------------------|--|
| Community Resources                               | 6.50                            | 7.00                                | 0.50                                 | 7.7                                    |
| Acquisition                                       | 9.00                            | 9.00                                | 0.00                                 | 0.0                                    |
| Stewardship                                       | 10.50                           | 10.50                               | 0.00                                 | 0.0                                    |
| Executive Management & Administration             | 8.0                             | 8.00                                | 8.00                                 | 0.0                                    |
| Initial Public Access, Operations and Maintenance | 0.00                            | 0.00                                | 0.00                                 | 0.0                                    |
| Resilient Land Management                         | 1.00                            | 1.50                                | 0.50                                 | 50.0                                   |
| <b>Total Permanent Positions</b>                  | <b>35.00</b>                    | <b>36.00</b>                        | <b>1.00</b>                          | <b>2.9</b>                             |

# FINANCIAL SUMMARIES

## Expenditures by Service Area

| Service Area                                      | FY 2023-24<br>Adopted<br>Budget | FY 2024-25<br>Recommended<br>Budget | Change from<br>FY 2023-24<br>Adopted | % Change from<br>FY 2023-24<br>Adopted |
|---|---------------------------------|-------------------------------------|--------------------------------------|--|
| Community Resources                               | \$2,084,259                     | \$3,380,629                         | \$1,296,370                          | 62.2                                   |
| Acquisition                                       | \$40,834,578                    | \$61,059,865                        | \$20,225,287                         | 49.5                                   |
| Stewardship                                       | \$3,522,129                     | \$3,337,866                         | (\$184,263)                          | (5.2)                                  |
| Executive Management & Administration             | \$3,408,050                     | \$3,116,880                         | (\$291,170)                          | (8.5)                                  |
| Initial Public Access, Operations and Maintenance | \$3,382,636                     | \$2,939,500                         | (\$443,136)                          | (13.1)                                 |
| Resilient Land Management                         | \$304,007                       | \$915,507                           | \$611,500                            | 201.1                                  |
| <b>Gross Departmental Expenditures</b>            | <b>\$53,535,659</b>             | <b>\$74,750,247</b>                 | <b>\$21,214,588</b>                  | <b>39.6</b>                            |
| <i>Internal Departmental Transfers</i>            | <i>\$943,507</i>                | <i>\$1,355,007</i>                  | <i>\$411,500</i>                     | <i>43.6</i>                            |
| <b>Departmental Operating Expenditures*</b>       | <b>\$52,592,152</b>             | <b>\$73,395,240</b>                 | <b>\$20,803,088</b>                  | <b>39.6</b>                            |

\*Departments often need to transfer funds from one operating unit to another for a variety of reasons. While these transfers net to zero when looking at revenues, they appear double counted if only looking at expenditures. As a result, the more accurate illustration of the cost to provide services removes these internal transfer amounts.

## Department Budget Details

| Expenditures by Character              | FY 2023-24<br>Adopted<br>Budget | FY 2024-25<br>Recommended<br>Budget | Change from<br>FY 2023-24<br>Adopted | % Change from<br>FY 2023-24<br>Adopted |
|--|---------------------------------|-------------------------------------|--------------------------------------|--|
| Salaries and Benefits                  | \$6,930,065                     | \$7,479,109                         | \$549,044                            | 7.9                                    |
| Services and Supplies                  | \$7,563,334                     | \$7,816,657                         | \$253,323                            | 3.3                                    |
| Capital Expenditures                   | \$32,485,000                    | \$45,800,000                        | \$13,315,000                         | 41.0                                   |
| Other Expenses*                        | \$5,594,443                     | \$12,276,943                        | \$6,682,500                          | 119.4                                  |
| Transfers within the County**          | \$962,817                       | \$1,377,538                         | \$414,721                            | 43.1                                   |
| <b>Total Expenditures by Character</b> | <b>\$53,535,659</b>             | <b>\$74,750,247</b>                 | <b>\$21,214,588</b>                  | <b>39.6</b>                            |

\*Reflects contributions to Matching Grant Program projects.

\*\*Reflects all funds that are transferred both within this department as well as between departments.

| Revenues/Reimbursements/<br>Use of Fund Balance (Sources) | FY 2023-24<br>Adopted<br>Budget | FY 2024-25<br>Recommended<br>Budget | Change from<br>FY 2023-24<br>Adopted | % Change from<br>FY 2023-24<br>Adopted |
|---|---------------------------------|-------------------------------------|--------------------------------------|--|
| Open Space District Sales Tax Revenue (OSSTA)             | \$32,570,959                    | \$32,290,873                        | (\$180,086)                          | (0.7)                                  |
| State, Federal, & Other Govt. Revenue                     | \$4,864,000                     | \$10,450,000                        | \$5,586,000                          | 114.8                                  |
| Other Departmental Revenue*                               | \$2,029,000                     | \$8,675,000                         | \$6,646,000                          | 327.6                                  |
| Use of Fund Balance**                                     | \$13,077,803                    | \$21,873,137                        | \$8,795,334                          | 67.3                                   |
| Transfers & Reimbursements within the County***           | \$993,897                       | \$1,36,237                          | \$367,340                            | 37.0                                   |
| <b>Total Revenues/Use of Fund Balance</b>                 | <b>\$53,535,659</b>             | <b>\$74,750,247</b>                 | <b>\$21,214,588</b>                  | <b>39.6</b>                            |

\*Other Department Revenue includes \$8,540,000 in donations and contributions, the sale of capital assets, and interest.

\*\*Includes a contribution to the Ag + Open Space Reserve of \$7,500,000 from OSSTA with no planned expenditures, which is partially offset by use of fund balance, including \$28,926,660 in accumulated OSSTA revenue.

\*\*\*Transfers within the County reflect all funds that are transferred both within this department as well as between departments.

# DEPARTMENT HIGHLIGHTS

## Major Variances

- **Community Resources** is increasing by 62% (\$1.3 million). The Community Resources budget includes a pass through for the Resilient Land Management budget; \$612,000 of the \$1.3 million increase is attributed to Resilient Land Management activities, which are explained below. The remaining \$685,000 is attributed to grants to purchase conservation easements and other land conservation activities, and the addition of 0.5 FTE to support grants.
- **Acquisition** is increasing by 50% (\$20 million) due to increases in potential acquisitions and anticipated projects in the Matching Grant Program. Revenue from federal grants, state grants and donations related to acquisition activities is expected to increase commensurately.
- **Stewardship** is decreasing by 5% (\$184,000) due to the decreased activity on fee land properties, which varies annually based primarily on maintenance needs.
- **Executive Management and Administration** is decreasing by 9% (\$291,000) as program costs are being reallocated to the program in which they occur rather than budgeted to Executive Management and Administration.
- **Initial Public Access, Operations & Maintenance** is decreasing by 13.1% (\$443,136) as the costs associated with the four transfer agreements anticipated to occur in FY 2024-25 (Chanslor Ranch, Mark West Wikiup Preserve, Russian River Redwoods, and Soda Springs Ranch Open Space Preserve) are less than the amount that was needed to facilitate initial public access on the six transfer agreements that occurred in FY 2023-24.
- **Resilient Land Management** is increasing by 201% (\$612,000) due to increased consulting services for additional community outreach, technical assistance and planning for the Vegetation Management Grant Program, and the addition of 0.5 FTE of an Administrative Aide for program support. The increase is supported with one-time PG&E funds.

## Opportunities and Challenges

- Given the deficit in the state budget, grant programs from such agencies as the State Coastal Conservancy, Wildlife Conservation Board, and the Sustainable Agricultural Lands Conservation (SALC) program may have reduced funding available, or may not have any funding available this year. This will impact Ag + Open Space's ability to leverage outside funding for acquisition and other key functions.
- The current tax (Measure F) which funds Ag + Open Space land conservation activities is slated to go back to voters for reauthorization prior to the measure's sunset in 2031, therefore Ag + Open Space will:
  - During FY 2024-25, develop a strategy for reauthorization of the Open Space sales tax measure, to continue land conservation and other operations beyond 2031.
  - Fund the Ag + Open Space Reserve and pursue an endowment. In 2016 Ag + Open Space refinanced the 2015 Measure F bond, which was retired in 2023. The annual debt payment was approximately \$7.5 million. That annual payment is being redirected to the Ag + Open Space Reserve while Ag + Open Space pursues an endowment. Through establishment of an endowment, Ag + Open Space will ensure that it can meet its perpetual obligation to steward lands and conservation easements in the event that voters do not reauthorize a sales tax. Ag + Open Space plans on introducing state legislation in the 2025 session to allow for wider diversity of investment options.
- Ag + Open Space continues to identify opportunities to provide technical and financial support to increase land management practices on public and private lands that enhance the health and function of District-protected lands. These efforts include building upon local partnerships with experts that can provide technical assistance, pursuing private foundation and public agency grants, and initiating consultation with the Federated

Indians of Graton Rancheria as outlined in the Recurring Community Benefit Contributions section of the Intergovernmental Mitigation Agreement.

- Sonoma County farmers and ranchers have identified affordable, stable land access and land tenure as one of the biggest barriers to their success. This is especially true for individuals and communities who have historically faced discrimination and exclusion. In addition to “traditional” conservation easement acquisitions, Ag + Open Space will implement a Buy-Protect-Sell pilot as a part of the Farmland for All program to enhance equitable access to productive farmland, approved by the Ag + Open Space Board of Directors on March 12, 2024.





# AGRICULTURE/WEIGHTS & MEASURES

**Andrew F. Smith**  
**Agricultural Commissioner**  
**Sealer of Weights & Measures**

The mission of the Department of Agriculture/Weights & Measures is to promote and protect agriculture, the health and safety of our community, environment, and the economy through education and the enforcement of laws and regulations.

| BUDGET AT A GLANCE                  |  | FY 2024-25  |
|-------------------------------------|--|-------------|
| <b><u>Expenditures</u></b>          |  |             |
| Departmental Operating Expenditures |  | \$8,352,798 |
| Internal Transfers                  |  | \$0         |
| <b><u>Funding Sources</u></b>       |  |             |
| Total Revenues/Use of Fund Balance  |  | \$5,776,148 |
| Total General Fund Contribution     |  | \$2,576,650 |
| % Funded by General Fund            |  | 30.8%       |
| Total Staff                         |  | 38.50       |

## DEPARTMENT OVERVIEW

The Department of Agriculture/Weights & Measures, through the Agricultural Commissioner/Sealer of Weights & Measures, is mandated to promote and protect agriculture, the environment, and public welfare through enforcement of local, state, and federal laws and regulations. The Agricultural Commissioner/Sealer also serves as liaison to the Fish & Wildlife Commission and participates on the County Planning Review Advisory and Environmental Review Committees.

For more information, call (707) 565-2371 or visit <https://sonomacounty.ca.gov/natural-resources/agricultural-weights-and-measures>.

### Service Area Description

**Agriculture Regulation and Enforcement** functions include protecting public health and safety and the environment by enforcing pesticide regulations. It also protects agriculture and the environment by administering programs that prevent the introduction and spread of pests, promotes local food systems and food security by certifying local producers and farmers markets, and inspecting organic and other food producing operations. The Agriculture Division continues to work collaboratively with other County departments on cannabis land use policy, permitting, inspection and compliance. In addition, the Agricultural Division administers the Sonoma County Industrial Hemp Ordinance, and associated County registration program for cultivation of hemp. This Division is focused on efficient and purposeful administration of its programs and services, whether mandated, contracted, or otherwise required by county code.

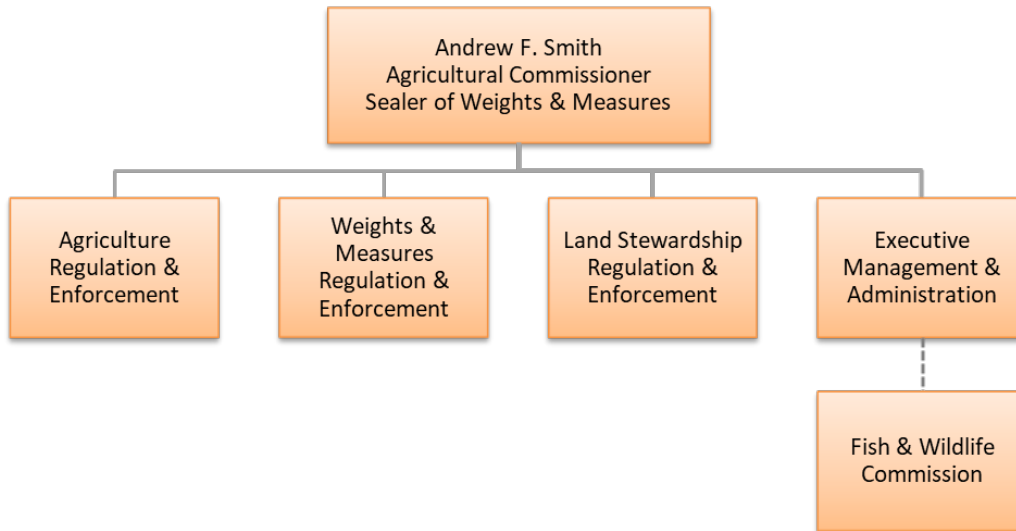
**Weights & Measures Regulation and Enforcement** maintains equity in county commerce and protects both consumers and business alike by ensuring fair and equitable business practices. The Weights & Measures Division accomplishes this by testing the accuracy of commercial weighing and measuring devices and checking the labeling of packaged commodities to ensure that consumers are getting what they pay for. This provides a fair basis for value comparison. Additionally, the Division verifies the accuracy of scanners and point-of-sale systems through administration and enforcement of a local ordinance, and investigates consumer complaints, which includes collaboration with other county jurisdictions and the District Attorney on major cases.

**Land Stewardship Regulation and Enforcement** is charged with protecting the environment and promoting the agriculture-driven economy by administering and enforcing local ordinances (Agricultural Grading and Drainage, Vineyard and Orchard Erosion Sediment Control (VESCO); Frost Protection; and Riparian Corridor) and providing best management practices guidance that support the stewardship of private agricultural land. The Division

proactively and reactively enforces county code with respect to agricultural grading and drainage, and serves as subject matter experts for input on non-department projects through the County’s project review advisory committee.

**Executive Management & Administration Division** provides budget, accounting, customer service, contract management, human resources, and information services in support of the other service areas/divisions. The Division also provides administrative support to the Sonoma County Fish and Wildlife Commission.

## DEPARTMENT ORGANIZATIONAL CHART



### Permanent Positions by Service Area

| Service Area                                      | FY 2023-24<br>Adopted<br>Budget | FY 2024-25<br>Recommended<br>Budget | Change from<br>FY 2023-24<br>Adopted | % Change from<br>FY 2023-24<br>Adopted |
|---|---------------------------------|-------------------------------------|--------------------------------------|--|
| Agriculture Regulation and Enforcement            | 18.70                           | 18.70                               | 0.00                                 | 0.0                                    |
| Weights & Measures Regulation and Enforcement     | 6.00                            | 6.00                                | 0.00                                 | 0.0                                    |
| Land Stewardship VESCO Regulation and Enforcement | 3.00                            | 3.00                                | 0.00                                 | 0.0                                    |
| Executive Leadership & Administrative Overhead    | 10.80                           | 10.80                               | 0.00                                 | 0.0                                    |
| <b>Total Permanent Positions</b>                  | <b>38.50</b>                    | <b>38.50</b>                        | <b>0.00</b>                          | <b>0.0</b>                             |

# FINANCIAL SUMMARIES

## Expenditures by Service Area

| Service Area                                      | FY 2023-24<br>Adopted<br>Budget | FY 2024-25<br>Recommended<br>Budget | Change from<br>FY 2023-24<br>Adopted | % Change from<br>FY 2023-24<br>Adopted |
|---|---------------------------------|-------------------------------------|--------------------------------------|--|
| Agriculture Regulation and Enforcement            | \$4,465,075                     | \$4,430,416                         | (\$34,659)                           | (1.0)                                  |
| Weights & Measures Regulation and Enforcement     | \$1,197,314                     | \$1,284,734                         | \$87,420                             | 7.3                                    |
| Land Stewardship VESCO Regulation and Enforcement | \$917,055                       | \$902,106                           | (\$14,949)                           | (1.6)                                  |
| Executive Leadership & Administrative Overhead    | \$1,594,138                     | \$1,735,542                         | \$141,404                            | 8.9                                    |
| <b>Gross Departmental Expenditures</b>            | <b>\$8,173,582</b>              | <b>\$8,352,798</b>                  | <b>\$179,216</b>                     | <b>2.2</b>                             |
| <i>Internal Departmental Transfers</i>            | <i>\$0</i>                      | <i>\$0</i>                          | <i>\$0</i>                           | <i>0.0</i>                             |
| <b>Departmental Operating Expenditures*</b>       | <b>\$8,173,582</b>              | <b>\$8,352,798</b>                  | <b>\$179,216</b>                     | <b>2.2</b>                             |

\*Departments often need to transfer funds from one operating unit to another for a variety of reasons. While these transfers net to zero when looking at revenues, they appear double counted if only looking at expenditures. As a result, the more accurate illustration of the cost to provide services removes these internal transfer amounts.

## Department Budget Details

| Expenditures by Character              | FY 2023-24<br>Adopted<br>Budget | FY 2024-25<br>Recommended<br>Budget | Change from<br>FY 2023-24<br>Adopted | % Change from<br>FY 2023-24<br>Adopted |
|--|---------------------------------|-------------------------------------|--------------------------------------|--|
| Salaries and Benefits                  | \$6,392,132                     | \$6,326,369                         | (\$65,763)                           | (1.0)                                  |
| Services and Supplies                  | \$1,749,242                     | \$1,914,350                         | \$165,108                            | 9.4                                    |
| Capital Expenditures                   | \$5,000                         | \$83,912                            | \$78,912                             | 1578.2                                 |
| Transfers within the County*           | \$27,208                        | \$28,167                            | \$959                                | 3.5                                    |
| <b>Total Expenditures by Character</b> | <b>\$8,173,582</b>              | <b>\$8,352,798</b>                  | <b>\$179,216</b>                     | <b>2.2</b>                             |

\*Reflects all funds that are transferred both within this department as well as between departments.

| Revenues/Reimbursements/<br>Use of Fund Balance (Sources) | FY 2023-24<br>Adopted<br>Budget | FY 2024-25<br>Recommended<br>Budget | Change from<br>FY 2023-24<br>Adopted | % Change from<br>FY 2023-24<br>Adopted |
|---|---------------------------------|-------------------------------------|--------------------------------------|--|
| General Fund Contribution                                 | \$2,353,752                     | \$2,576,650                         | \$222,898                            | 9.5                                    |
| Fees and Charges for Services                             | \$1,605,716                     | \$1,700,498                         | \$94,782                             | 5.9                                    |
| State, Federal, & Other Govt. Revenue                     | \$3,213,293                     | \$3,318,410                         | \$105,117                            | 3.3                                    |
| Other Departmental Revenue *                              | \$452,500                       | \$520,000                           | \$67,500                             | 14.9                                   |
| Use of Fund Balance                                       | \$0                             | \$13,530                            | \$13,530                             | 100.0                                  |
| Transfers & Reimbursements within the County**            | \$548,321                       | \$223,710                           | (\$324,611)                          | (59.2)                                 |
| <b>Total Revenues/Use of Fund Balance</b>                 | <b>\$8,173,582</b>              | <b>\$8,352,798</b>                  | <b>\$179,216</b>                     | <b>2.2</b>                             |

\*Other Departmental Revenue includes stipulated agreements and fines.

\*\*Includes transfer from Cannabis Business Tax Fund.

# DEPARTMENT HIGHLIGHTS

## Major Variances

- Increases in the Department's **General Fund Contribution** (\$222,898 or 9.5%) are due primarily to increases in salaries and benefits costs related to negotiated labor agreements. Even with this increase, there is a projected decrease in department-wide salaries and benefits costs due to anticipated salary savings caused by vacancies.
- The decrease in projected reimbursements from within the County in the amount of \$324,611 (-59.2%) is due to the restructuring of reimbursements from the Cannabis Business Tax Fund to fund a lower level of staff support to reflect current operational needs. The funding will continue to support the Cannabis Program Manager within the **Agriculture Regulation and Enforcement Division**.
- The increase in **Capital Expenditures** in the amount of \$78,912 is related to the budgeted costs for a mid-capacity truck shared with Napa and Marin counties and used for transporting weight standards and testing equipment. This vehicle is in need of replacement due to high mileage, excessive wear and tear, and age.

## Opportunities and Challenges

### Opportunities

- **Organizational Excellence:** To achieve greater efficiencies and stakeholder access to programs and services, the Department will collaborate with Information Systems Department (ISD) on workflow automation projects. To meet the needs of our community, continue to innovate the access to and delivery of our mandated and contracted programs and services through increased language access and community engagement strategies as well as to create a bilingual feedback and query public portal, and lastly, to allow for online payments for departmental services.
- In partnership with neighboring and regional counties, continue to collaborate on outreach, training, and program administration and implementation for a variety of events regarding pesticide management and collections, as well as pesticide plastics recycling, to support environmental and human safety as it relates to pesticide disposal.

### Challenges

- Advancements in technology such as electric vehicle charging stations and new point of sale systems, as well as an increased need for consumer protections have increased mandated services and staff workload. These increases and advances in business types and technology, combined with mandated device inspection services, have expanded the workload for the Weights & Measures Division.
- Due to changes in the Vineyard Erosion and Sediment Control Ordinance (VESCO) to permit low-impact replant activities, and the creation of permit extension options, as well as volatility in the larger wine grape market, permit fee revenue is lower than anticipated. The decreased revenue has put pressure on program sustainability as monitoring and enforcement activities remain consistent and fee revenue does not provide for full cost recovery.

# UC COOPERATIVE EXTENSION

**Stephanie Larson**  
**Director**

## Mission Statement

The mission of the University of California Cooperative Extension (UCCE) is to sustain a vital agriculture environment and community in Sonoma County by providing University of California research-based information in agriculture, natural resource management, food systems education, and youth development.

## BUDGET AT A GLANCE

FY 2024-25

### Expenditures

|                                     |             |
|-------------------------------------|-------------|
| Departmental Operating Expenditures | \$1,401,159 |
| Internal Transfers                  | \$0         |

### Funding Sources

|                                    |             |
|------------------------------------|-------------|
| Total Revenues/Use of Fund Balance | \$0         |
| Total General Fund Contribution    | \$1,401,159 |
| % Funded by General Fund           | 100.0%      |
| Total Staff                        | 6.00        |

## DEPARTMENT OVERVIEW

Through a collaborative agreement between the University of California, Division of Agriculture and Natural Resources (UC ANR) and the County of Sonoma, the University of California Cooperative Extension (UCCE), provides science-based research and educational programming in agriculture, natural resources, food systems education and youth development. The County provides funding for programmatic support, clerical and field support staff, office space, and operational support for the academic faculty and research staff employed by the University. The UC ANR contributes over \$2.3 million in salary and benefits to the 15 UC employees which are a part of the department but are not reflected in the County budget. UC ANR funding sources also cover expenses related to many UCCE programs.

For more information, call 707-565-2621, or visit [cesonoma.ucanr.edu](https://cesonoma.ucanr.edu).

### Service Area Description

The UCCE is organized into two functional areas: **Administration**, which is responsible for the oversight and fiscal management of the department, and **Research and Education Programs**, which manages a number of programs in conjunction with University of California staff, providing educational and research-based information and assisting local agriculture producers in maintaining economic viability.

The **Livestock and Rangeland Management** program supports local livestock and grazing industries, and promotes rangeland management for increased ecosystem services, habitat conservation, and fire fuel reduction.

The **Dairy** program serves to encourage environmentally sound dairy management and greater implementation of climate smart agriculture practices.

Both the Livestock and Dairy programs are assisted by UCCE to adopt climate smart practices through the UCCE **Healthy Soils Initiative** and **AMMP** (Alternative Manure Management Program) which assist agriculture to implement practices that will reduce greenhouse gases.

The **Forestry and Wildlands Ecology** program focuses on the encouragement of biodiversity and sustainable management of our forests and wildlands. This program also leads the Good Fire Alliance, increasing prescribed burning opportunities.

The **Integrated Vineyard Systems** program supports commercial winegrape growers by conducting research that addresses climate-resilient practices, such as planting drought resistant varieties, that will require less water for production.

The **Fire Advisor** collaborates with the County’s Vegetation Mitigation program manager to bring an innovative, extension education and applied problem-solving research program to the community to help address wildfire challenges.

**Integrated Pest Management** researches and implements alternative pest control methods to reduce pesticide use and impacts from invasive species. This program continues to educate and assist wine grape and olive growers with insect pest management decisions.

The **Specialty Crops** Advisor focuses on underserved agriculture producers and the barriers to increasing opportunities for local food production. The specialty crops program will address soil management, irrigation systems, integrated pest management, nutrient management, crop selection and crop production techniques favorable to this region.

**Environmental Horticulture** program promotes sound plant health care in our urbanized County, with an emphasis on Integrated Pest Management (IPM) principles. A **Water and Soils Advisor** will be hired in 2024 and will serve as an expert for issues related to irrigation water management and soil, focusing on strategies to meet agricultural and managed ecosystem water requirements while stewarding soil quality.

**Sonoma County 4-H Youth Development** program provides volunteer training and oversight of the program that supports youth development, leadership skills, and Science, Technology, Engineering and Math (STEM).

**Food Systems** is a program that seeks to promote and support all aspects of the Sonoma County Healthy Food Action Plan with a focus on developing cross-organizational responses to increase availability of food grown and raised locally.

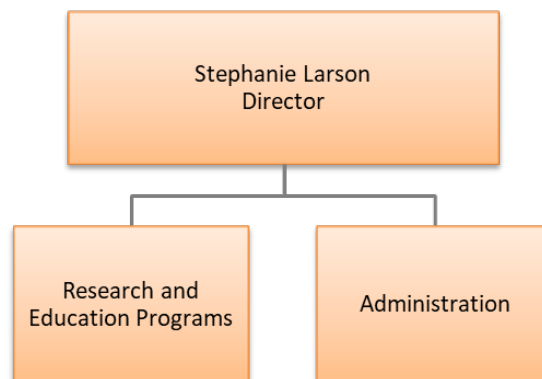
The **Agriculture Ombudsman** program works across all areas of agriculture production, providing service to small scale, niche farmers and ranchers, especially underserved and women, addressing the barriers to agriculture, especially as it relates to land access.

Additionally, the **UC Master Gardener Program** leads community efforts to address community food production, defensible space, landscape planning, food waste recovery and compost systems.

The **UC Master Food Preserver Program**, which is the Department’s newest volunteer program, provides science-based outreach and education in the community related to food safety, home food preservation and food insecurity issues in underserved communities.

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## DEPARTMENT ORGANIZATIONAL CHART



## Permanent Positions by Service Area

| Service Area                     | FY 2023-24<br>Adopted<br>Budget | FY 2024-25<br>Recommended<br>Budget | Change from<br>FY 2023-24<br>Adopted | % Change from<br>FY 2023-24<br>Adopted |
|----------------------------------|---------------------------------|-------------------------------------|--------------------------------------|--|
| Research and Education Programs  | 4.50                            | 4.50                                | 0.00                                 | 0.0                                    |
| Administration                   | 1.50                            | 1.50                                | 0.00                                 | 0.0                                    |
| <b>Total Permanent Positions</b> | <b>6.00</b>                     | <b>6.00</b>                         | <b>0.00</b>                          | <b>0.0</b>                             |

## FINANCIAL SUMMARIES

### Expenditures by Service Area

| Service Area                               | FY 2023-24<br>Adopted<br>Budget | FY 2024-25<br>Recommended<br>Budget | Change from<br>FY 2023-24<br>Adopted | % Change from<br>FY 2023-24<br>Adopted |
|--|---------------------------------|-------------------------------------|--------------------------------------|--|
| Research and Education Programs            | \$1,003,383                     | \$1,067,733                         | \$64,350                             | 6.4                                    |
| Administration                             | \$310,317                       | \$333,426                           | \$23,109                             | 7.4                                    |
| <b>Departmental Operating Expenditures</b> | <b>\$1,313,700</b>              | <b>\$1,401,159</b>                  | <b>\$87,459</b>                      | <b>6.7</b>                             |
| <i>Internal Departmental Transfers</i>     | <i>\$0</i>                      | <i>\$0</i>                          | <i>\$0</i>                           | <i>0.0</i>                             |
| <b>Gross Departmental Expenditures*</b>    | <b>\$1,313,700</b>              | <b>\$1,401,159</b>                  | <b>\$87,459</b>                      | <b>6.7</b>                             |

\*Departments often need to transfer funds from one operating unit to another for a variety of reasons. While these transfers net to zero when looking at revenues, they appear double counted if only looking at expenditures. As a result, the more accurate illustration of the cost to provide services removes these internal transfer amounts.

### Department Budget Details

| Expenditures by Character              | FY 2023-24<br>Adopted<br>Budget | FY 2024-25<br>Recommended<br>Budget | Change from<br>FY 2023-24<br>Adopted | % Change from<br>FY 2023-24<br>Adopted |
|--|---------------------------------|-------------------------------------|--------------------------------------|--|
| Salaries and Benefits                  | \$924,784                       | \$1,005,842                         | \$81,058                             | 8.8                                    |
| Services and Supplies                  | \$382,978                       | \$390,175                           | \$7,197                              | 1.9                                    |
| Transfers within the County            | \$5,938                         | \$5,142                             | (\$796)                              | (13.4)                                 |
| <b>Total Expenditures by Character</b> | <b>\$1,313,700</b>              | <b>\$1,401,159</b>                  | <b>\$87,459</b>                      | <b>6.7</b>                             |

| Revenues/Reimbursements/<br>Use of Fund Balance (Sources) | FY 2023-24<br>Adopted<br>Budget | FY 2024-25<br>Recommended<br>Budget | Change from<br>FY 2023-24<br>Adopted | % Change from<br>FY 2023-24<br>Adopted |
|---|---------------------------------|-------------------------------------|--------------------------------------|--|
| General Fund Contribution                                 | \$1,308,710                     | \$1,401,159                         | \$92,449                             | 7.1                                    |
| Transfers & Reimbursements within the County*             | \$4,990                         | \$0                                 | (\$4,990)                            | (100.0)                                |
| <b>Total Revenues/Use of Fund Balance</b>                 | <b>\$1,313,700</b>              | <b>\$1,401,159</b>                  | <b>\$87,459</b>                      | <b>6.7</b>                             |

\*Internal reimbursement for device management plan implementation is not occurring in FY 2024-25.

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# DEPARTMENT HIGHLIGHTS

## Major Variances

- Total expenditures are increasing by 6.7% or \$87,459 from FY 2023-24 due primarily to increases in salary & benefits due to negotiated labor contracts. UC ANR will add a UC-funded Water & Soil Advisor in FY 2024-25 that will be based out of the UCCE office which will impact the administrative overhead costs for the department.

## Opportunities and Challenges

### Opportunities

- UCCE will expand their educational outreach efforts to agriculture producers, agencies, and the public on implementation of agricultural practices that address **climate change and adaption**, funded by a \$10 million 5-year USDA Climate Smart Commodities grant received by the County's Climate Action and Resiliency Division (CARD). These efforts will assist in the County reaching its climate goals. Funding associated with this grant appears in the County Administrative Officer's Budget.
- UCCE has staff to provide technical services to agriculture producers on the ongoing California Department of Food & Agriculture, Climate Smart programs - Healthy Soils Program (HSP) and the Agriculture Manure Management Program (AMMP). This free technical assistance will expand support for farmers and ranchers to address **climate change and adaption**. Estimated outcomes from the expanded support include Green House Gas (GHG) reduction of 505.1 MTCO<sub>2</sub>e/year over the next 5-10 years.
- UCCE's *Field Guide to Climate-Smart Agriculture*, to be completed in FY 2024-25, will document conservation practices and **climate mitigation** results. Sonoma County would be well positioned for additional grant funding from Resource Conservation Districts or the Natural Resource Conservation Service through these documented efforts in agriculture.
- UCCE will add a UC ANR-funded Water & Soil Advisor in FY 2024-25 that will operate out of the UCCE office to address issues pertaining to **ground water and water** usage in Sonoma County, increasing services to local clientele including agriculture producers, Sonoma Water, or other government agencies.

### Challenges

- UCCE is often the go-to department for **science-based information on climate change and agriculture viability**, which can tax staffing resources in the Department.



# CAPITAL PROJECTS

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Capital Projects

Financing Table & Status Report



# CAPITAL PROJECTS PUBLIC INFRASTRUCTURE

**M. Christina Rivera**  
County Executive

Capital Projects are projects that add new facilities, add capacity or life to an existing facility or preserve the value of existing assets. Projects are evaluated annually, and the highest priority projects receive funding in this budget unit.

| BUDGET AT A GLANCE                  |  | FY 2024-25    |
|-------------------------------------|--|---------------|
| <b><u>Expenditures</u></b>          |  |               |
| Departmental Operating Expenditures |  | \$173,103,641 |
| Internal Transfers                  |  | \$1,386,098   |
| <b><u>Funding Sources</u></b>       |  |               |
| Total Revenues/Use of Fund Balance  |  | \$168,989,739 |
| Total General Fund Contribution     |  | \$5,500,000   |
| % Funded by General Fund            |  | 3.2%          |
| Total Staff                         |  | 0.00          |

## OVERVIEW

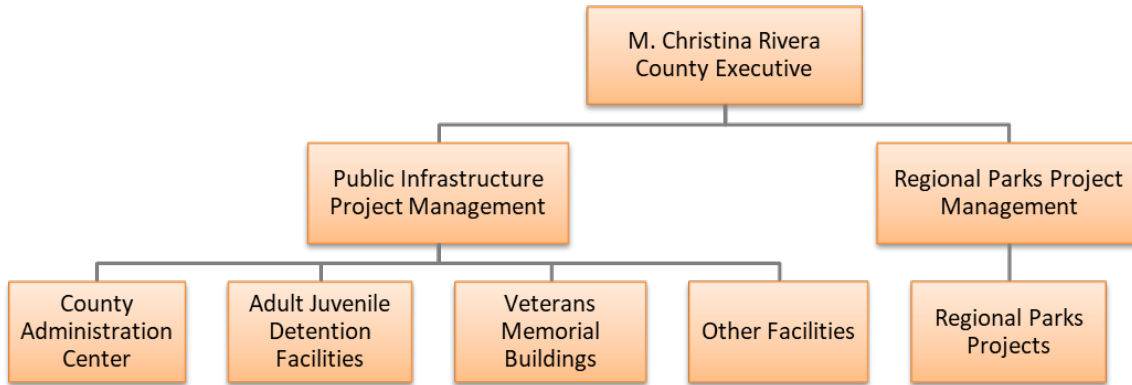
The **Capital Projects** budget contains financing (exclusive of enterprise funds, road funds and special funds) for capital projects, which by definition cost \$25,000 or more and either add value to or preserve the value of a capital asset. Capital projects are included and described in the annual [Five-Year Capital Project Plan](#), presented to the Board of Supervisors each year. The recommended Capital Projects budget includes funding both new and continuing projects contained within the Capital Project Plan. The budget includes projects funded by the General Fund, the Regional Parks department, grant funding, and by sources such as the Criminal Justice Construction Fund and other departmental budgets. Capital Projects are managed by the Public Infrastructure and Regional Parks Departments. Staffing associated with project management are housed in those departments and included in the departmental budgets.

**Public Infrastructure Projects** included in this budget support 81 government facilities. **County Administration Center** includes county administrative buildings, Hall of Justice, Sheriff’s Office Administration, La Plaza, and Family Justice Center, as well as the infrastructure that supports these facilities. **Adult Detention and Juvenile Detention** includes the Main Adult Detention Facility, North County Detention Facility, Juvenile Justice Center, and Juvenile Camp. **Veterans Memorial Buildings** includes the County’s eight Veterans Memorial buildings, located in Cloverdale, Cotati, Guerneville, Occidental, Petaluma, Santa Rosa, Sebastopol and Sonoma. **Other Facilities** includes projects at satellite locations or multiple locations including accessibility improvements, the Animal Shelter, Roseland Village, Porto Bodega dock, Electric Vehicle Charging stations, Human Services facilities, county communications tower network, Los Guilicos, and Sonoma Public Infrastructure facilities. **Regional Parks** includes the funding to acquire, plan and develop park properties for parks and trails. Currently, there are 60 Regional Parks and trail facilities owned by the County and managed by Regional Parks.

For more information on Public Infrastructure projects, call (707) 565-2431, or visit <https://sonomacounty.ca.gov/spi>

For more information on Regional Parks projects, call (707) 565-2041, or visit <https://parks.sonomacounty.ca.gov/learn/planning-projects/project-directory/all-active-projects>.

# DEPARTMENT ORGANIZATIONAL CHART



## FINANCIAL SUMMARIES

### Expenditures by Service Area

| Service Area                                | FY 2023-24<br>Adopted<br>Budget | FY 2024-25<br>Recommended<br>Budget | Change from<br>FY 2023-24<br>Adopted | % Change from<br>FY 2023-24<br>Adopted |
|---|---------------------------------|-------------------------------------|--------------------------------------|--|
| General Government Capital Projects         | \$75,379,676                    | \$135,950,014                       | \$60,570,338                         | 80.4                                   |
| Regional Parks Capital Projects             | \$36,468,457                    | \$38,539,725                        | \$2,071,268                          | 5.7                                    |
| <b>Gross Departmental Expenditures</b>      | <b>\$111,848,133</b>            | <b>\$174,489,739</b>                | <b>\$62,641,606</b>                  | <b>56.0</b>                            |
| <i>Internal Departmental Transfers</i>      | <i>\$3,423,280</i>              | <i>\$1,386,098</i>                  | <i>(\$2,037,182)</i>                 | <i>(59.5)</i>                          |
| <b>Departmental Operating Expenditures*</b> | <b>\$108,424,853</b>            | <b>\$173,103,641</b>                | <b>\$64,678,788</b>                  | <b>59.7</b>                            |

\*Departments often need to transfer funds from one operating unit to another for a variety of reasons. While these transfers net to zero when looking at revenues, they appear double counted if only looking at expenditures. As a result, the more accurate illustration of the cost to provide services removes these internal transfer amounts.

### Department Budget Details

| Expenditures by Character              | FY 2023-24<br>Adopted<br>Budget | FY 2024-25<br>Recommended<br>Budget | Change from<br>FY 2023-24<br>Adopted | % Change from<br>FY 2023-24<br>Adopted |
|--|---------------------------------|-------------------------------------|--------------------------------------|--|
| Services and Supplies                  | \$2,998,964                     | \$2,804,135                         | (\$194,829)                          | (6.5)                                  |
| Capital Expenditures                   | \$104,386,556                   | \$166,861,937                       | \$62,475,381                         | 59.9                                   |
| Other Expenses*                        | \$0                             | \$143,315                           | \$143,315                            | 100.0                                  |
| Transfers within the County**          | \$4,462,613                     | \$4,680,352                         | \$217,739                            | 4.9                                    |
| <b>Total Expenditures by Character</b> | <b>\$111,848,133</b>            | <b>\$174,489,739</b>                | <b>\$62,641,606</b>                  | <b>56.0</b>                            |

\*Other Expenses includes a local match for the Guerneville Library Project.

\*\*Reflects all funds that are transferred both within this department as well as between departments.

| Revenues/Reimbursements/<br>Use of Fund Balance (Sources) | FY 2023-24<br>Adopted<br>Budget | FY 2024-25<br>Recommended<br>Budget | Change from<br>FY 2023-24<br>Adopted | % Change from<br>FY 2023-24<br>Adopted |
|---|---------------------------------|-------------------------------------|--------------------------------------|--|
| General Fund Contribution                                 | \$5,500,000                     | \$5,500,000                         | \$0                                  | 0.0                                    |
| State, Federal, & Other Govt. Revenue                     | \$64,538,966                    | \$65,293,660                        | \$754,694                            | 1.2                                    |
| Other Departmental Revenue                                | \$3,300,832                     | \$11,666,066                        | \$8,365,234                          | 253.4                                  |
| Use of Fund Balance                                       | (\$778,301)                     | \$39,831,868                        | \$40,610,169                         | 5,217.8                                |
| Transfers & Reimbursements within the County*             | \$39,286,636                    | \$52,198,145                        | \$12,911,509                         | 32.9                                   |
| <b>Total Revenues/Use of Fund Balance</b>                 | <b>\$111,848,133</b>            | <b>\$174,489,739</b>                | <b>\$62,641,606</b>                  | <b>56.0</b>                            |

\*Transfers within the County reflect all funds that are transferred both within this department as well as between departments. Includes transfers from Other General Government, Tobacco Securitization Fund, Tobacco De-Allocated Funds, Criminal Justice Construction Funds, and Community Investment Funds from Transient Occupancy Tax-Measure L Funds.

## PROJECT DESCRIPTIONS

The FY 2024-25 capital projects represent the most critical needs for County facilities and support emergency response communications and operations. Certain capital investments this fiscal year are focused on improving resiliency to power grid disruptions, seismic events, and climate adaptation improving response efforts, community safety and cost saving measures that reduce the greenhouse gas impacts from County operations. The FY 2024-25 Recommended Budget totaling \$174 million is comprised of \$134.3 million in existing funds re-budgeted for multi-year projects, and \$40.1 million in new funding allocations for new and existing projects. New funding includes \$6.9 million of Regional Parks managed funds, \$17 million in state grants for a Behavioral Health Treatment Facility, \$423,136 Transient Occupancy Tax Measure L funding for Veterans Buildings Repairs, \$250,000 transfer from Probation for Juvenile Hall Fencing, \$7.2 million in state grants for a Community Emergency Resiliency Center, \$661,607 programmed from the County Modernization fund balance, \$2 million of County General Fund for leasing and improvements to 400 Aviation, and the \$5.5 million annual General Fund.

All new facility projects are a collaborative effort between the Public Infrastructure design, maintenance, and operating department and County departments in order to ensure integration and compatibility with existing safety, and service practices. Regional Parks similarly estimates the costs associated with long-term operations and maintenance of their projects and incorporates those costs into their operational budget.

### **PUBLIC INFRASTRUCTURE CAPITAL PROJECTS**

#### **County Administration Center:**

One (1) new project is included in the FY 2024-25 budget with new funding, as described below:

- Registrar of Voters – Counting Room Expansion: \$275,000 from the General Fund to expand the Registrar of Voters Counting Room to create a more secure, accurate, and comfortable ballot counting process.

#### **Adult and Juvenile Detention Facilities:**

Three (3) new projects are included in the FY 2024-25 budget with new funding, as described below:

- Upgrade Main Adult Detention Facility (MADF) Lobby Doors: \$385,000 from the General Fund to replace existing lobby doors with more substantial lobby doors and an overhead coiling security system that will cover the entire front entrance glass.
- Main Adult Detention Facility Exterior (MADF) Wall Repair: \$100,000 from the General Fund to seal concrete block walls on the south facing elevations of the building.
- Juvenile Justice Center (JJC) Roof and Wall Repair: \$225,000 from the General Fund to identify and repair all leaks in the roof and walls of the JJC.

#### **Veterans Memorial Buildings:**

Seven (7) new projects are included in the FY 2024-25 budget with new funding, as described below:

- Sebastopol Kitchen Upgrade: \$250,000 from the General Fund, and \$100,000 from Transient Occupancy Tax (3% of the Measure L Collection), to replace equipment to improve energy efficiency, meet current health and sanitation codes, and improve current kitchen workflow.
- Cloverdale Kitchen Upgrade: \$75,000 from the General Fund to replace equipment to improve energy efficiency, meet current health and sanitation codes, and improve current kitchen workflow.
- Santa Rosa Exterior Wall Repair: \$100,000 from the General Fund to preserve its facade integrity, aesthetic value, and historical significance by addressing deteriorating exterior walls, safeguarding this landmarked asset and its importance to the community's architectural heritage.
- Santa Rosa Wi-Fi Improvements: \$75,000 from Transient Occupancy Tax (Measure L) to upgrade and expand the existing Wi-Fi infrastructure, ensuring reliable and high-speed internet access throughout the facility especially during emergencies.
- Petaluma Wi-Fi Improvements: \$75,000 from Transient Occupancy Tax (Measure L) to upgrade and expand the existing Wi-Fi infrastructure, ensuring reliable and high-speed internet access throughout the facility especially during emergencies.
- Petaluma Heat Pump Replacement: \$100,000 from Transient Occupancy Tax (Measure L) to install heat pump units as Phase 1 to address the absence of an HVAC system, targeting selected locations within the existing building.
- Sonoma Exterior Building Improvements: \$73,136 from Transient Occupancy Tax (Measure L) to update the patio area with efficient lighting and extend concrete surfaces to increase available space for activities and gatherings.

#### **Other Facilities and Programs:**

Eight (8) new projects are included in the FY 2024-25 budget with new funding, as described below:

- Pine Mountain - Backup Generator and Battery Installation: \$275,000 from the General Fund to install generators and a battery back-up system at the Pine Mountain Communication Tower.
- Animal Services Facility Improvements: \$300,000 from the General Fund to initiate the design phase for Mechanical and Building Improvements identified in the Animal Services Facility Needs Assessment. Funding to complete the improvements have not yet been identified.
- Communication Tower Access Road Improvements: \$350,000 from the General Fund to upgrade access roads to the Pine Mountain, Siri, and Schellenger Communication Towers.
- Fleet Carwash – Facility Improvement: \$250,000 from the General Fund to replace existing car wash facility infrastructure with more contemporary technology capable of accommodating larger vehicles.
- Los Guilicos Dormitories Rehabilitation: \$415,000 from the General Fund to refurbish two existing cottages and the central kitchen to reduce high operational costs for the Los Guilicos Village and augment/replace temporary living spaces for the residents. Given the homeless wrap around services functionality of these new transitional housing units, Public Infrastructure staff will collaborate with Health Services Homeless Services division leadership to identify available state/federal or local dollars for these improvements.
- Community Resiliency Center Support: \$170,000 from the General Fund for the management, coordination, and support of a feasibility study for siting a Community Resiliency Centers that will house disaster supplies and equipment.
- Eagles Nest – Landslide Bio Stabilization Project: \$250,000 from the General Fund to install bio-stabilization measures to prevent surficial erosion and arrest shallow mass movement.
- Communication Towers: New funding of \$180,000 will be provided to support the microwave system as part of an annual contribution to the radio communications program.
- County Americans with Disabilities Act Barrier Removal: New funding of \$1.9 million from General Fund continues the County's commitment to the Transition Plan priorities, as adopted in the Board's 2009 Self-Evaluation and Transition Plan ([Plan](#)).

Funding will be used for the following projects:

- Meredith Pier Path of Travel Improvements associated with abandoned Bodega Bay wharf, \$400,000
- Sebastopol Veterans Building Kitchen Access Improvements, \$300,000
- Cloverdale Veterans Building Kitchen Path of Travel and Access Improvements, \$300,000
- Countywide Sidewalk Path of Travel Improvements, \$300,000
- Signalized Intersections Path of Travel Improvements, \$300,000
- Hudeman Slough Boat Launch (Skaggs Island Road, Sonoma) Access Improvements, \$300,000 as a transfer of funds to Regional Parks capital programming.

## **REGIONAL PARKS CAPITAL PROJECTS**

The proposed Regional Parks Capital Projects budget includes funding from numerous sources including Parks Measure M, Park Mitigation Funds, General Fund Accessibility funds, donations, Parks Foundation funds, County Service Area 41 Sonoma Valley Funds, and state and federal grants. Ongoing operational costs associated with these projects are included in the Regional Parks budget. There are 133 capital projects included in the FY 2024-25 budget, with 68 projects receiving new funding. Projects receiving less than \$25,000 each of new funding include: Bay Area Ridge Trail, Bodega Harbor East Water Access, Carrington Ranch, Cloverdale River Park Expansion, Geyserville River Access, Gualala Park Expansion, Hanson Russian River Access & Trail, Healdsburg Veterans Memorial Beach Dam, Helen Putnam Kelly Creek Trail, Hood McCormick, Joe Rodota Trail Linear Park, Maxwell Phase 2, Monte Rio Redwoods West Slope, North Slope Sonoma Mountain Access, Odd Fellows River Access, Park Access Improvements, Ragle Ranch Restroom, Russian River Water Trail Middle Reach, Russian River Water Trail Lower Reach, Santa Rosa Southeast Greenway, Sea Ranch Bikeway, San Francisco Bay Trail Sonoma, San Francisco Bay Water Trail, Shiloh Ranch Phase 4, Steelhead Beach Phase 3, Taylor Mountain Cooper Creek Phase 1, Taylor Mountain Phase 2, West County Trail Highway 116 to River Road, West County Trail-Joe Rodota Trail Bridge Replacement Phase 2, West County Trail Wright to Sebastopol Road.

Projects receiving \$25,000 or more of new funding are described below.

### **2023 Storm Hood Los Alamos: New funding of \$205,000**

Two sections of the Los Alamos Road access to Hood Mountain Regional Park and Preserve were damaged during a 2023 atmospheric river storm event. Initial work included debris removal, slope stabilization, and paving over slump for park access and safety. To fully repair this road section and keep it from its continued downhill slide an extensive geotechnical study needs to be completed. Seeking to address road settlement due to downslope mass failure, a retaining wall solution needs to be design engineered before project construction. FEMA funding is being pursued as new funding for this project with Measure M funding covering if not received.

### **2023 Storm Hood Pythian: New funding of \$25,000**

Bank failure to the Hood Mountain Regional Park and Preserve Pythian Road access occurred during a 2023 atmospheric river storm event. Following geotechnical and biological assessment, the road was moved away from the creek bank to minimize hydrologic impacts and the road was re-surfaced with gravel. FEMA funding is being pursued as new funding for this project with Measure M funding covering if not received.

### **Bodega Bay Bicycle Trail Coastal Harbor North: New funding of \$345,000**

This 0.6-mile section of the Bodega Bay Trail connects to the completed Coastal Prairie Trail. The trail section starts at the Bodega Bay Community Center, continues through Sonoma Coast State Park and its Bodega Dunes Campground, ending at Eastshore Road near the Porto Bodega Marina and RV Park. The trail will be located on uplands and cross seasonal wetlands, requiring boardwalks to protect habitat. New funding includes Parks Measure M, Parks Foundation, and \$40,000 Area 1 Park Mitigation Fees, leveraging an Ag + Open Space District Matching Grant, TDA Article 3 grant, State Coastal Conservancy grant, and Transportation Measure M funding. Coastal permits have been secured and construction is expected to start in 2024.

### **Bodega Bay Bicycle Trail Smith Brothers: New funding of \$100,000**

Construct a 0.65 mile of Class 1 trail along Smith Brothers Road from the planned Coastal Harbor Trail segment to the Bird Walk Coastal Access Trail. Initial funding has been secured for project design and initiating environmental review from the Sonoma County Regional Parks Foundation and Transportation Measure M. Fundraising continues for completing planning, permitting, and construction. Once completed, the trail will be located away from Highway 1 and provide bicyclists and pedestrians safe passage to Doran Regional Park, Bird Walk Coastal Access, the Post Office, and local businesses, residences, and lodging. New funding includes Parks Measure M funding.

### **Calabazas Creek Preserve: New funding of \$45,000**

This project includes acquisition, master planning, and developing initial public access of the 1,290-acre Calabazas Creek Ranch, located in the Mayacamas Mountains on the east side of Sonoma Valley. The preserve protects critical headwaters to Sonoma Creek and will provide miles of diverse trail experience in a near wilderness setting. Future trail connections anticipate connecting the preserve with Sugarloaf Ridge State Park to the north and the Sonoma Valley Bike Trail along the Highway 12 corridor. Sonoma County Ag + Open Space District acquired the property in 2004 and transferred to Regional Parks in July 2021, including funding for initial public access and

sediment source reduction. Work is underway on the back country road repair project identified in the Ag + Open Space resource management plan to reduce sediment delivery to Calabazas Creek and improve the parking area for initial public access. New funding includes Parks Measure M and \$20,000 Area 6 Park Mitigation Fees.

**Chanslor Ranch: New funding of \$60,000**

This project includes acquisition, planning, and construction of new coastal-area access adjacent to Carrington Ranch. This project is in partnership with the Ag + Open Space District. The property is open for public access and property transfer is planned for 2024. The funding facilitates the property acquisition, transfer negotiations, and preliminary planning. New funding includes Parks Measure M and \$10,000 Area 1 Park Mitigation Fees.

**Coastal Trail Kashia Pomo: New funding of \$125,000**

Through the efforts of Ag + Open Space and Trust for Public Land, Regional Parks acquired an approximate 1-mile-long trail easement and staging area on the Kashia Coastal Reserve, now owned and managed by the Kashia Band of Pomo Indians of Stewarts Point Rancheria. The project includes the development of the California Coastal Trail across the coastal bluffs of the spectacular Kashia Coastal Reserve, west of Highway 1. The environmental document was completed in March 2022. Based on securing all regulatory agency approvals and funding for construction, the project will be bid for construction in the fall-winter of 2024-25. Construction would be completed in 2025 or 2026 at the latest. New funding includes Parks Measure M, Parks Foundation, and \$20,000 Area 1 Park Mitigation Fees.

**Copeland Creek Trail: New Funding of \$625,000**

This project includes acquisition, design, and construction of a 2.6-mile Class 1 trail from Sonoma State University eastward to Crane Creek Regional Park. The project includes the trail, bridges, amenities, and resource protection. This trail will provide a direct and safe connection for Rohnert Park, Cotati, and Sonoma State University residents to reach Crane Creek Regional Park. This project is associated with the separate Crane Creek Park Expansion project and a separate project between the City and Sonoma County Transportation and Public Works to provide a mid-block signalized crossing of Petaluma Hill Road. New funding includes Parks Measure M, Parks Foundation, \$120,000 Area 5 Park Mitigation Fees and leverages a Sonoma County Ag + Open Space District Matching Grant to Rohnert Park and Metropolitan Transportation Commission Grant. See the related Crane Creek Park Expansion project.

**Crane Creek Park Expansion: New funding of \$30,000**

In partnership with the City of Rohnert Park, and their Matching Grant from Ag + Open Space District, this project will expand Crane Creek Regional Park by approximately 73 acres and extend the existing Copeland Creek Trail from city limits through Sonoma State University to Crane Creek Regional Park. The proposed acquisition will ensure protection of the headwaters of Hinebaugh Creek and the surrounding greenway from Crane Creek Regional Park to Sonoma State University. New funding includes Parks Measure M and \$10,000 Area 5 Park Mitigation Fees. The property transfer from Rohnert Park to the County is planned for 2025.

**Doran Park – Climate Adaptation: New funding of \$40,000**

This project includes planning, designing, and installing various improvements at Doran Regional Park to accommodate utilities, infrastructure, and public access facilities that can adapt to forecast sea-level rise, king tides, and storm surge. The sand spit at Doran Park currently shelters Bodega Bay infrastructure including the Coast Guard station and Bodega Harbor. There are areas that flood during King Tide events. The forecast calls for significant park flooding by 2030 during exceptionally high tides. This project includes short, medium, and long-term actions to harden or modify facilities and to consider relocating facilities. This project includes methods such as improving the living shoreline, dune protection and nourishment, and tidal wetland enhancements. This project will guide how this popular facility will be operated for day-use and camping. This is funding for a new project, includes Parks Foundation and Parks Measure funding and will leverage grant funds.

**Doran Park Major Maintenance: New funding of \$350,000**

This project includes various improvements at Doran Regional Park. Current work is installing a new solar grid and backup battery to reduce greenhouse gas emissions avoiding the need for portable toilets in power interruption events. New funding includes Parks Measure M funding.



**Dutch Bill Creek Bikeway: New funding of \$205,000**

Acquisition and planning for a 5.5-mile trail from Occidental to Monte Rio along or parallel to the historic North Pacific Coast Railroad right-of-way. This project would create a safe and scenic trail within the redwood forest for residents and visitors to access the following communities and places of interests such as Occidental, Camp Meeker, Bohemia Ranch, Tyrone, Monte Rio, and the planned Russian River Trail. Regional Parks acquired 515 acres of critical land for the trail in 2020 and negotiations for additional trail connections continue. The Ag + Open Space District, Coastal Conservancy, State Parks, and the Sonoma County Regional Parks Foundation contributed acquisition funding. This new Parks Measure M and \$5,000 Area 3 Park Mitigation Fees funding leverages District funding for initial public access.

**Foothill Park Phase 4 and 5: New funding of \$175,000**

This project includes park renovation and master plan build out. The Kaiser Grant, received through the Sonoma County Regional Parks Foundation, funded much of the work with a focus on using climate durable materials and design, and engaging youth and volunteers to facilitate the work and park stewardship. In 2022, most of the park's trails and roads were improved to allow better emergency access and decrease soil erosion. In addition, the entire park's way-finding signs and trail crossings were replaced with climate resilient materials. In 2023, Regional Parks worked with local youth to design a community public art piece and a group picnic area was constructed at Pond C. In 2024, a new park entry, gathering area and accessible parking and paths of travel were constructed. Interpretive panels discussing community fire response and fire ecology were installed. A second group use area is planned for construction. Additional fire-resilient improvements are scheduled through next fiscal year. New funding includes Parks Foundation and Measure M funding.

**Helen Putnam Renovation: New funding of \$1,540,719**

Renovation work is underway for infrastructure, resource management, visitor, and aesthetic improvements. Work includes improving trails for all-season use, trailhead staging area enhancements, pond restoration and fishing access, wildflower and oak regeneration management, and way finding and interpretive signage development. Renovation projects began in 2017 and will continue through 2025. A State Parks grant is providing new funding.

**Hood Mountain Expansion: New funding of \$60,000**

This project includes feasibility studies, acquisition, planning, and development of park expansion and trail linkages to Sugarloaf Ridge State Park, the Los Guilicos County facility, Saddle Mountain Preserve, and other adjacent destinations. Active negotiations for fee title and easement acquisitions are underway in coordination with State Parks, Sonoma County Ag + Open Space District, the Sonoma Land Trust, the Bay Area Ridge Trail Council, the Bureau of Land Management, and other partners. This will provide additional recreational opportunities, including hiking and riding trails and new connections for the regional Bay Area Ridge Trail. This project will also protect natural and cultural resources adjacent to Santa Rosa and Sonoma Valley, including headwaters of Santa Rosa and Sonoma creeks, and habitat for threatened and endangered species. New funding includes Parks Foundation, Parks Measure M, and \$5,000 Area 4 Park Mitigation Fees.

**Hood Mountain Lawson Phase 2: New funding of \$25,000**

This project includes facility recovery from the 2017 and the 2020 fires, implementing improvements identified in the Lawson Addition to Hood Mountain Regional Park & Preserve. This project also includes fire restoration, site cleanup, and initial improvements on the adjacent park addition "Cougar Addition." This will include new fire-resistant structures, restroom, storage, water system, signage, tent sites, and other amenities. Work also includes design and construction of trails connecting the Lawson property to existing trails within the park as part of the master plan build out. New funding includes Parks Foundation and \$20,000 Area 4 Parks Mitigation Fees.

**Hood Mountain Recovery: New funding of \$150,000**

This project includes rebuilding park infrastructure damaged in fires and floods. This includes updating existing and planned park infrastructure and amenities for resilience in a changing climate. Retaining walls, water lines, restrooms, food lockers, stream crossings, signage, park trails and roads, and numerous other elements will be evaluated and upgraded, if feasible, to survive future disasters and support the park's role in climate change. New funding includes Parks Measure M and \$50,000 Area 4 Parks Mitigation Fees.

**Hood Mountain – Lower Johnson Ridge Trail: New funding of \$40,000**

This project includes the second phase of this trail project. The first phase was completed in 2014 and is a designated section of the Bay Area Ridge Trail. Work will include improving alignment and trail connectivity. New funding includes \$40,000 Area 4 Park Mitigation Fees.

**Hudeman Slough Boat Launch: New funding of \$300,000**

Site improvements are needed to support ongoing public fishing, hunting, and boating launching activities, and improve disabled access. This facility provides access to surrounding sloughs and San Pablo Bay, is a portal to US Fish and Wildlife Service's Skaggs Island and is identified in the San Francisco Bay Area Water Trail Plan as part of a network of boating access sites for single and multi-day trips. This project includes replacement of the deteriorated boat launch ramp, and closed dock and gangway; rehabilitation of the paved parking areas, a new gravel overflow parking area; and a new prefabricated vault restroom. The County Disabled Access Program is contributing new funding to barrier removal work, leveraging prior funding from major maintenance and park mitigation fees. Wildlife Conservation Board and Division of Boating and Waterways are major contributors for construction funding. Bidding planned for spring 2024 with construction in summer and fall of 2024.

**Larson Park Improvements: New funding of \$490,000**

Several major maintenance and renovation projects are needed to respond to community needs and continue to improve the facilities at Larson Park. Work includes renovating the cracked tennis courts, improving the turf areas for play, renovating the sport field, renovating the storage and maintenance building, and installing a permanent restroom. Work is also needed to provide improved access to people of all abilities and meet the current legal standards for accessibility. Given the extent of improvements needed and changed demographics and community needs, Regional Parks updated the park Master Plan in 2021 and construction documents are complete. New funding includes Community Services Area #41 Sonoma Valley, Parks Foundation, and Parks Measure M. Available funding will determine how many phases it will take to complete the park renovation, currently estimated at approximately \$4 million. Currently allocated to the project is \$2 million from District 1 Community Infrastructure funding and \$1 million in grants.

**Los Guilicos Upland Trails: New funding of \$30,000**

This project includes enhancing trail routes, interpretive signage, resource protection, benches, and potentially other amenities on the portion of Los Guilicos campus along and north of the Eliza Way corridor. The area is adjacent to the historical Hood House and Hood Mountain Regional Park Equestrian Staging Area and features old growth Douglas fir, live oak groves, creeks, and mountains with views to San Pablo Bay and beyond. The property was heavily impacted by the fires in 2017 and 2020, delaying progress. New funding includes Parks Foundation and \$20,000 Area 4 Park Mitigation Fees.

**Mark West Creek Phase 1: New funding of \$60,000**

This is the master planning and proposed initial public access improvements for a 1,192-acre new regional park and preserve in the Mark West Creek watershed, offering miles of trails, vistas from 1,200-foot ridge tops, and diverse ecosystem including over three miles of creek. This new park and preserve creates a continuous 4,500-acre protected habitat and associated wildlife corridors on the northern edge of the Santa Rosa urban area. This project includes design, environmental review, permitting, and construction of initial public access improvements, including replacing a vehicle bridge to the new staging area, trail connections, signage, and other limited amenities. Funding for the Master Planning is from the Parks Foundation. Funding for the initial public access planning, permitting, and construction is from the Ag + Open Space District. Watershed restoration work on the primary road through the canyon was completed in FY 2023-24. The master planning process is underway, resource studies completed, and alternatives are being prepared for community engagement. New funding includes Parks Foundation, Parks Measure M, and \$5,000 Area 5 Park Mitigation Fees.

**Mark West Creek Fisheries Enhancement: New funding of \$1,073,000**

This project is to enhance fish habitat on Mark West Creek within Mark West Creek Regional Park & Open Space Preserve to benefit coho salmon and steelhead. This project is in partnership with California Department of Fish and Wildlife, National Marine Fisheries Service, and other agencies and nonprofits. New funding includes Parks Measure M and a State Wildlife Conservation Board grant.

**Maxwell Farms Major Maintenance: New funding of \$50,000**

Work includes improvements to various existing facilities including fields, sport courts, and picnic areas. Work is currently supported by Major Maintenance funding.

**North Sonoma Mountain Park and Preserve: New funding of \$50,000**

North Sonoma Mountain Regional Park & Preserve is a collection of five properties transferred from the Sonoma County Ag + Open Space District in 2014 and one property owned by Sonoma County Regional Parks. Initial public access to all but one of the properties has been provided. Natural and cultural resource management and stewardship activities are underway. Master Planning for the entire property including environmental compliance for initial public access to the final property, Sonoma Mountain Ranch, is planned for completion in 2024. Trail construction will begin shortly after completing the master plan and will include a premier section of the Bay Area Ridge Trail to the summit of Sonoma Mountain. Funding for initial public access has been provided by the Ag + Open Space District, cell tower revenue, Park Mitigation Fees Area 6, and other revenues. New funding includes Parks Foundation and cell tower revenue.

**Pinnacle Gulch Trail: New funding of \$32,000**

This project includes design and restoration of an area along the Pinnacle Gulch Trail to preserve public coastal access. The trail is situated in a narrow easement. An old landslide needs an engineered solution to repair the trail. Additional trail work includes replacing aging steps and boardwalks. This half-mile path leads to a small, picturesque beach and provides access south and north along the coastline during low tide. New funding includes Parks Foundation and \$1,000 Area 1 Park Mitigation Fees.

**Preston River Access: New funding of \$30,000**

This project is to formalize a longtime popular use area along the Russian River between the former Preston Bridge site and Highway 101 along Geysers Road. Sonoma County acquired three portions of the former Caltrans Highway 101 right-of-way that includes river access. This project includes property clean-up, master planning, and constructing trailheads, parking, pump out restroom, safe trails to the beaches and along Geysers Road, picnic areas, and other amenities. New funding includes Parks Measure M and \$5,000 Area 2 Park Mitigation Fees.

**Russian River Bike Trail Lower Reach: New funding of \$35,000**

Planning for a multiuse trail paralleling the Russian River from Forestville to Jenner. With a Caltrans grant and local partners' matching funds, Regional Parks completed a study in 2020. The study informed trail design, alignment, right of way needs and prioritizing completing the most achievable phases first. This trail will link to the Russian River Bike Trail – Middle Reach, Steelhead Beach, Sunset Beach, Guerneville, Monte Rio, Duncans Mills, and Jenner. The trail will provide recreation and alternative transportation in this scenic section of the Russian River. New funding includes Parks Measure M and \$10,000 Area 3 Park Mitigation Fees.

**Schopflin Fields Phase 3: New funding of \$51,000**

This project includes the development of the final athletic field and parking as shown on the approved master plan. The project also includes a walking path around the perimeter of the park to serve the public and provide additional recreational opportunities. Regional Parks is working with non-profit sports organizations to complete field development. Field use revenues and Park Mitigation Fees are proposed to leverage grant funds and private donations. The final field will be constructed with these accumulated funds. Local non-profit sports organizations completed renovating the existing turf field in 2020, depleting their financial resources. The new field will be installed in partnership with the non-profits after they secure new funding. New funding includes Parks Measure M and \$1,000 Area 7 Park Mitigation Fees.

**Sea Ranch Coastal Access Trails: New funding of \$50,000**

Regional Parks manages six public access trails in The Sea Ranch. This current project includes design, engineering and construction of replacement staircase leading to the beach on the 0.12-mile Stengel Beach Trail. This project will restore coastal access to this part of the California Coastal Access Trail. New funding includes Parks Measure M.

**Shaw Park Major Maintenance: New funding of \$50,000**

Replace existing irrigation system and related components for sports field and update amenities for improved community use. Work is currently supported by Major Maintenance funding.

**Sonoma Schellville Trail – 8<sup>th</sup> Street East: New funding of \$1,860,000**

Planning and acquisition for the abandoned railroad right-of-way between Sonoma and Schellville continues for this 3.8-mile trail. The County has acquired three trail easements and fee title to one section of right of way. The trailhead at the southwest corner of Napa Street and 8th Street East was completed and transferred to the County in early 2014. County staff are in active negotiations with Union Pacific Railroad and other property owners to acquire their property rights in the railroad right of way and other needed connections. The County will also need to obtain a license agreement from Sonoma Marin Area Rail Transit who owns a section of the railroad right of way at the intersection of Highway 12 and 121. Once acquisition is complete, staff will pursue funding to complete the design and engineering, environmental compliance, and construction. The project is partially funded with Sonoma County Transportation Authority Measure M funds. New funding includes an Ag + Open Space District Matching Grant, State Coastal Conservancy grant, Parks Measure M, Climate Resiliency funding, and \$20,000 Area 6 Park Mitigation Fees.

**Sonoma Schellville Trail – City Connection: New funding of \$25,000**

Planning, acquisition, and construction of a 1-mile trail connecting the City of Sonoma’s Class I bike path, known as the Sonoma Bike Path, to the County’s Sonoma Schellville Trail. This trail starts where the Sonoma Bike Path intersects 4th Street East and continues eastward then south to the intersection of East Napa Street and 8th Street East. The County has acquired one trail easement to one section of right of way just north of East Napa Street. The County will need to acquire the remaining railroad right of way to connect to the Sonoma Bike Path. Once acquisition is complete, staff will pursue funding to complete the design and engineering, environmental review, and construction. New funding includes Climate Resiliency and \$5,000 Area 6 Park Mitigation Fees.

**Sonoma Valley Regional Park Expansion: New funding of \$540,000**

This project includes three components and associated support amenities. Two recent expansions are being built out. The approved Master Plan calls for additional trails, wildlife corridor protection, habitat enhancements, and viewshed preservation. First, 41 acres of the Sonoma Developmental Center property were acquired by the Ag + Open Space District. Regional Parks is collaborating with the Regional Parks Foundation and Sonoma County Trails Council to develop a loop trail. Second, the Sonoma Land Trust, the District, Foundation, and Regional Parks acquired 29 acres of private land north of the park and connecting trails were built. Within the existing park, a parking lot expansion and group picnic area are underway. Third is planning the interface between the existing park and the future State and/or County Park of the undeveloped lands of the Center. The public currently uses portions of the Center for passive and active recreation. The County is working with a coalition of public and private partners towards the long-term conservation of the property including wildlife corridor and natural resource protection, and recreational use. New funding includes Parks Measure M, Park Access funding, and \$120,000 Area 6 Park Mitigation Fees.

**Stewarts Point Trail: New funding of \$125,000**

This project includes development of approximately 0.8 miles of California Coastal Trail and a 7-vehicle parking trailhead with amenities located on an easement acquired at Stewart’s Point Ranch. Preliminary design and engineering were completed in the fall of 2021, and the environmental document was completed in March 2022. Based on securing all regulatory agency approvals and funding for construction, the project will be bid for construction in the winter of 2024-25. Construction would be completed in 2026. New funding includes Parks Foundation, Parks Measure M and \$20,000 Area 1 Park Mitigation Fees.

**Stillwater Cove Renovation: New funding of \$50,000**

Work includes replacing a 30-year-old trail bridge that was damaged by flood water; re-roofing and repairing interior of the 1-room Fort Ross Historic School; and renovating the restroom, park signage, trails, and other amenities. This project also includes replacing the existing water supply throughout the park, including the office and residence. This will reduce labor and materials costs for fixing breaks and other repairs. As it is a public water system regulated by the state, the integrity and safety of the system infrastructure is essential. New funding includes Parks Measure M.

**West County Trail – Occidental Road: New funding of \$75,000**

Planning and construction to close gaps in the West County Trail. This project is for a 0.26-mile trail paralleling Green Valley Road between Ross Road and Atascadero Creek. This trail segment will close the gap between the trail north to Forestville and the trail south to Graton, increasing safety and improving trail user experience. New funding includes Parks Measure M and \$25,000 Area 3 Park Mitigation Fees.

**Wohler Road Maintenance Facility: New funding of \$50,000**

This project includes planning and design, and construction of a new maintenance facility on Wohler Road. New funding includes Parks Measure M.



Capital Projects Status Report  
Fiscal Year 2024-25

General Government Capital Projects  
County Administration Center

| Department                                   | Project Title                                 | Project Description   | Total Expenditures To Date | FY 2024-25 Rollover Budget | FY 2024-25 New Funding | Total FY 2024-25 Budget |
|--|---|---|----------------------------|----------------------------|------------------------|-------------------------|
| 40103100                                     | County Government Center Development Phase 1a | Construct a new office building to house county services with the highest priority space needs at the County Center campus.   | \$ 4,539,809               | \$ 3,623,002               | \$ 0                   | \$ 3,623,002            |
| 40104800                                     | Sheriff's Office and CMP Generators           | To ensure continuance of operations during an emergency.  | \$ 1,115,722               | \$ 1,859,328               | \$ 0                   | \$ 1,859,328            |
| 40105300                                     | REDCOM Expansion                              | Design and construct an expansion of the emergency call center operations for cities and unincorporated communities of Sonoma County.   | \$ 34,003                  | \$ 238,660                 | \$ 0                   | \$ 238,660              |
| 40105400                                     | Andover Controls                              | Upgrade Andover control equipment used to monitor air flow in County Administration Offices.  | \$ 49,275                  | \$ 580,942                 | \$ 0                   | \$ 580,942              |
| 40105500                                     | Sheriff's Office HVAC Upgrade                 | To ensure continuance of operations during an emergency: replace existing, aged emergency generator at the Sheriff's Office.  | \$ 949,500                 | \$ 68,484                  | \$ 0                   | \$ 68,484               |
| 40105600                                     | County Center Microgrid                       | Install a local energy grid with control capacity which can be disconnected from the traditional grid and operate autonomously.   | \$ 37,873                  | \$ 114,455                 | \$ 0                   | \$ 114,455              |
| 40105700                                     | Sheriff Distributed Antenna System            | Installation of a Distributed Antenna System (DAS) in the Inmate Connector portion of the new State Courthouse located at the county campus. A DAS ensures transmission/reception of critical safety communications in an enclosed environment in accordance with the NFPA-72 standard. | \$ 0                       | \$ 95,000                  | \$ 0                   | \$ 95,000               |
| 40105800                                     | CMP High Efficiency Boiler Replacement        | Replace both high efficiency boilers at the Central Mechanical Plant.   | \$ 68,674                  | \$ 478,392                 | \$ 0                   | \$ 478,392              |
| 40105900                                     | EOC Cooling System Repair                     | Replace air handler mechanical system at the Emergency Operations Center.   | \$ 115,628                 | \$ 83,720                  | \$ 0                   | \$ 83,720               |
| 40106000                                     | Sheriff Electrifying Patrols                  | Install up to two Level 3 direct current fast chargers and up to ten Level 2 chargers at the Sheriff's Office. This will allow fleet to order and pilot two EV patrol vehicles, and support other administrative fleet vehicles.  | \$ 7,683                   | \$ (7,683)                 | \$ 0                   | \$ (7,683)              |
| 40106100                                     | ROV - Counting Room Expansion                 | Expand the Registrar of Voters Counting Room to create a more secure, accurate, and comfortable ballot counting process.  | \$ 0                       | \$ 0                       | \$ 275,000             | \$ 275,000              |
| 40201200                                     | New State Courthouse Coordination Support     | Provide ongoing proactive County staff coordination of impacts on County Administration Center land and infrastructure resulting from the new State courthouse project.   | \$ 2,683,107               | \$ 124,707                 | \$ 0                   | \$ 124,707              |
| <b>Subtotal County Administration Center</b> |   |   | <b>\$ 9,601,274</b>        | <b>\$ 7,259,007</b>        | <b>\$ 275,000</b>      | <b>\$ 7,534,007</b>     |

Capital Projects Status Report  
Fiscal Year 2024-25

General Government Capital Projects  
Adult Detention and Juvenile Detention Facilities

| EFIS Department   | Project Title  | Project Description  | Total Expenditures To Date | FY 2024-25 Rollover Budget | FY 2024-25 New Funding | Total FY 2024-25 Budget |
|---|--|--|----------------------------|----------------------------|------------------------|-------------------------|
| 40302800  | Main Adult Detention Facility Roof                           | Re-roof older Main Adult Detention Facility critical-condition roof area (phased replacement).   | \$ 3,974,529               | \$ 33,770                  | \$ 0                   | \$ 33,770               |
| 40303100  | Main Adult Detention Facility Rec Yard Window Sealing        | Reseal all windows, repair cracks and penetrations. Exterior windows at Main Adult Detention Facility recreation yards are leaking, allowing water intrusion and damage over time. Phased work. Asset preservation priority.   | \$ 282,671                 | \$ 117,329                 | \$ 100,000             | \$ 217,329              |
| 40303200  | Main Adult Detention Facility Housing Safety and Security    | Construct improvements to the housing modules to allow for better management of the inmate population and provide safety and security for inmates and staff. This includes replacement of wood doors with steel doors, installation of new locks and controls and sub-dividing the housing modules.                                      | \$ 983,157                 | \$ 324,233                 | \$ 0                   | \$ 324,233              |
| 40303300  | Behavioral Health Housing Unit                               | Construction of Behavioral Health Housing Unit at the Main Adult Detention Facility utilizing SB 863 funding awarded in November 2015.   | \$ 4,638,463               | \$ 41,573,146              | \$ 0                   | \$ 41,573,146           |
| 40303400  | Main Adult Detention Facility Courthouse Connection Corridor | Design and construct a new secure inmate transfer connection between existing court holding in the Main Adult Detention Facility and the new State court house. The County is obligated to have the tunnel/courts facility interface completed by January 2018 which is the beginning of construction for the courts facility structure. | \$ 13,264,043              | \$ 1,372                   | \$ 0                   | \$ 1,372                |
| 40303900  | MADF Tempered Water System                                   | Replacement of leaking boilers, which provide tempered water to showers and sinks for inmates. Existing boilers are at the end of their serviceable life and replacement parts are difficult to find.  | \$ 352,268                 | \$ 123,532                 | \$ 0                   | \$ 123,532              |
| 40304000  | MADF Expansion Wing Cell Repair                              | Install impact resistant sheetrock.  | \$ 45,434                  | \$ 490,570                 | \$ 0                   | \$ 490,570              |
| 40304100  | MADF Secure Loading Dock                                     | Install security fencing to secure the Main Adult Detention Loading Dock area.   | \$ 19,320                  | \$ 430,680                 | \$ 0                   | \$ 430,680              |
| 40304200  | Upgrade MADF Lobby Doors                                     | Replace Main Adult Detention Facility existing lobby doors with more substantial lobby doors and an overhead coiling security screen that can cover the entire front entrance glass. Both the door and the security screen will be tied to Central Control and able to be controlled remotely from the lobby desk.                       | \$ 0                       | \$ 0                       | \$ 385,000             | \$ 385,000              |
| 40401800  | NCDF Bldg #500 Roof Replacement                              | Replace roof that is at the end of its serviceable life.   | \$ 170,774                 | \$ 316,725                 | \$ 0                   | \$ 316,725              |
| 40501800  | JJC Roof Cap and Gutter Replacement                          | Replace all metal parapet flashing, gutters, and downspouts with powder-coated products.   | \$ 25,453                  | \$ 222,915                 | \$ 225,000             | \$ 447,915              |
| 40501900  | Juvenile Hall Fencing  | Install security fencing to ensure controlled access to employee parking areas.  | \$ 9,808                   | \$ 772,192                 | \$ 250,000             | \$ 1,022,192            |
| 40502000  | BH Continuum Infrastructure Program                          | Construction of the Behavioral Health Treatment facility.  | \$ 0                       | \$ 0                       | \$ 16,696,980          | \$ 16,696,980           |
| <b>Subtotal Adult Detention and Juvenile Detention Facilities</b> |  |  | <b>\$ 23,765,920</b>       | <b>\$ 44,406,464</b>       | <b>\$ 17,656,980</b>   | <b>\$ 62,063,444</b>    |



Capital Projects Status Report  
Fiscal Year 2024-25

General Government Capital Projects  
Veterans Memorial/Community Service Buildings

| Department                         | Project Title              | Project Description  | Total Expenditures To Date | FY 2024-25 Rollover Budget | FY 2024-25 New Funding | Total FY 2024-25 Budget |
|------------------------------------|----------------------------|--|----------------------------|----------------------------|------------------------|-------------------------|
| 40701000                           | Veterans Buildings Repairs | Petaluma Veterans Building seismic retrofitting and emergency generators, Guerneville HVAC repairs, Cloverdale auditorium upgrades, Cloverdale Pool Cover, Petaluma Driveway refurbishment, kitchen renovations at Sebastopol and Cloverdale, exterior building improvements at Santa Rosa and Sonoma, WiFi improvements at Santa Rosa and Petaluma, and Petaluma heat pump replacement. | \$ 13,667,795              | \$ 3,055,104               | \$ 848,136             | \$ 3,903,240            |
| <b>Subtotal Memorial Buildings</b> |                            |  | <b>\$ 13,667,795</b>       | <b>\$ 3,055,104</b>        | <b>\$ 848,136</b>      | <b>\$ 3,903,240</b>     |

Capital Projects Status Report  
Fiscal Year 2024-25

General Government Capital Projects  
Other Facilities

| Department | Project Title  | Project Description  | Total Expenditures To Date | FY 2024-25 Rollover Budget | FY 2024-25 New Funding | Total FY 2024-25 Budget |
|------------|--|--|----------------------------|----------------------------|------------------------|-------------------------|
| 40801500   | 2009 Accessibility (ADA) SETP Improvements                     | Remove physical barriers per the approved County of Sonoma 2009 updated Accessibility (ADA) Transition Plan and conduct survey for outlying areas as identified in the Self Evaluation and Transition plan.  | \$ 16,673,055              | \$ 5,657,466               | \$ 1,900,000           | \$ 7,557,466            |
| 40801600   | Redevelopment Improvements                                     | Roseland property maintenance of groundwater monitoring well, and ongoing sampling and test result reporting to the State Water Quality Board.   | \$ 6,963,696               | \$ 2,281,275               | \$ 0                   | \$ 2,281,275            |
| 40801700   | Hazardous Materials Mitigation                                 | Refurbish existing two cottages and central kitchen of the currently un-occupied building at the Los Gullicos campus. Scope of work includes:Accessibility Assessment, Seismic Evaluation, Haz Mat Report, MEP Upgrades, as well as clean up of the existing structures and pedestrian access paths.   | \$ 2,131,943               | \$ 74,202                  | \$ 415,000             | \$ 489,202              |
| 40801900   | Communications-Towers  | Complete construction at Mt. Jackson and Pine Mountain sites, replace generator and install battery backup system at the Pine Mountain site, upgrade access roads to the Pine Mountain, Siri, and Schellenger Communication Towers, and annual contribution to Sheriff Communication Towers.   | \$ 8,553,804               | \$ 1,664,540               | \$ 805,000             | \$ 2,469,540            |
| 40802000   | Human Services Improvement Projects                            | Improvements in Human Services facilities to be identified.  | \$ 6,151,520               | \$ 104,224                 | \$ 0                   | \$ 104,224              |
| 40802600   | Fire and Emergency Services CSA #41 Equipment Storage Building | Construction of basic fire suppression equipment and truck storage garage for Lakeville upon completion of lease negotiations for the facility site.   | \$ 510,159                 | \$ 405,160                 | \$ 0                   | \$ 405,160              |
| 40803100   | DHS Animal Services Facility Improvements                      | Replace failing chiller system, replace fencing surrounding the kennels, and initiate design phase of the Mechanical and Building Improvements identified in the Animal Services Facility Needs Assessment.  | \$ 191,265                 | \$ 602,633                 | \$ 300,000             | \$ 902,633              |
| 40803600   | County Center Modernization/Deferred Maintenance               | Complete PG&E SGIP Application, replace MADF Grinder Pump, and repair MADF Boiler. New allocation of funds will continue to finance 2.0 time-limited positions in the Information Systems Department to manage the digitization project to reduce paper storage needs, and department facilities small scale general security upgrades and paint and carpet repairs performed by the Public Infrastructure Facility Operations Division, and annual lease charges for the 400 Aviation Blvd and Lomitas Hub locations. | \$ 4,287,747               | \$ 518,292                 | \$ 3,162,569           | \$ 3,680,861            |
| 40804400   | Tidelands - Cannery Demo                                       | Demolish and remove existing Bodega Bay Cannery Pier.  | \$ 1,139,833               | \$ 706                     | \$ 0                   | \$ 706                  |
| 40804500   | Los Gullicos Microgrid   | Install a local energy grid with control capacity which can be disconnected from the traditional grid and operate autonomously.  | \$ 14,500                  | \$ 117,960                 | \$ 0                   | \$ 117,960              |
| 40804800   | Fleet Improvements   | Install double-hulled bulk storage oil tanks to the Heavy Fleet Facility to improve operations and employee safety. Install a new pressure washer at the fuel station. New project include replacement of the existing car wash.   | \$ 377,403                 | \$ 495,097                 | \$ 250,000             | \$ 745,097              |
| 40805000   | Public Health Lab & Morgue Relocation                          | Design of new County Public Health Lab and Morgue facility.  | \$ 1,181,661               | \$ 34,467,966              | \$ 0                   | \$ 34,467,966           |
| 40805600   | Mt. St. Helena - Telecom Site                                  | Construction of a new 20' monopole tower with supporting concrete pad.   | \$ 125,000                 | \$ 1,834                   | \$ 0                   | \$ 1,834                |
| 40805700   | Guerneville Satellite Site                                     | Acquisition of real property located at 16390 Main Street, Guerneville California which will assure continuity of County services and other community services in the West County.   | \$ 2,865,462               | \$ 441,339                 | \$ 0                   | \$ 441,339              |

Capital Projects Status Report  
Fiscal Year 2024-25

General Government Capital Projects  
Other Facilities

| Department                       | Project Title   | Project Description  | Total Expenditures To Date | FY 2024-25 Rollover Budget | FY 2024-25 New Funding | Total FY 2024-25 Budget |
|----------------------------------|---|--|----------------------------|----------------------------|------------------------|-------------------------|
| 40805800                         | LG Switchgear   | Installing new breakers and switchgears along with 12 KV Loop Testing and Investigation at Los Guillicos.  | \$ 91                      | \$ 349,909                 | \$ 0                   | \$ 349,909              |
| 40805900                         | Spring Plaza  | Acquisition and potential development of real property located at 15 Boyes Blvd, Boyes Hot Springs as future community place or other community serving public space.  | \$ 355                     | \$ 708,384                 | \$ 0                   | \$ 708,384              |
| 40806000                         | Geyserville Community Plaza                           | Design, environmental review, and permitting of the Geyserville Community Plaza.   | \$ 0                       | \$ 0                       | \$ 0                   | \$ 0                    |
| 40806200                         | Community Emergency Resiliency Centers                | Develop community disaster logistics and operations facilities for up to five geographic districts that will house immediate-need disaster response supplies/equipment as well as serve as critical incident management and support sites. | \$ 0                       | \$ 0                       | \$ 7,159,690           | \$ 7,159,690            |
| 40806300                         | Community Resiliency Center                           | Design active year-round facilities that will address community needs, day to day and during emergencies.  | \$ 0                       | \$ 0                       | \$ 170,000             | \$ 170,000              |
| 40806400                         | Eagles Nest - Landslide Soil Biostabilization Project | Install bio-stabilization measures for a landslide on a County owned parcel on Eales Nest Road.  | \$ 0                       | \$ 0                       | \$ 250,000             | \$ 250,000              |
| <b>Subtotal Other Facilities</b> |   |  |                            |                            |                        |                         |
|                                  |   | Subtotal County Administration Center  | \$ 51,167,494              | \$ 47,890,987              | \$ 14,412,259          | \$ 62,303,246           |
|                                  |   | Subtotal Detention Facilities  | \$ 9,601,274               | \$ 7,259,007               | \$ 275,000             | \$ 7,534,007            |
|                                  |   | Subtotal Memorial Buildings  | \$ 23,765,920              | \$ 44,406,464              | \$ 17,656,980          | \$ 62,063,444           |
|                                  |   | Subtotal Other Facilities  | \$ 13,667,795              | \$ 3,055,104               | \$ 848,136             | \$ 3,903,240            |
|                                  |   | <b>TOTAL GENERAL GOVERNMENT</b>  | <b>\$ 98,202,483</b>       | <b>\$ 102,611,562</b>      | <b>\$ 33,192,375</b>   | <b>\$ 135,803,937</b>   |

Capitral Projects Status Report  
Fiscal Year 2024-25  
Regional Parks Projects

| Project Title                                 | Project Description   | Total Expenditures To Date | FY 2024-25 Rollover Budget | FY 2024-25 New Funding | Total FY 2024-25 Budget |
|---|---|----------------------------|----------------------------|------------------------|-------------------------|
| 2023 Storm Hood Los Alamos                    | Repair two sections of Hood Mountain Los Alamos Road access and design engineering for future solution to address slope instability.  | \$ 0                       | \$ 0                       | \$ 205,000             | \$ 205,000              |
| 2023 Storm Hood Pythian                       | Move Hood Mountain Pythian Road access away from creek and bank failure.  | \$ 0                       | \$ 0                       | \$ 25,000              | \$ 25,000               |
| Andy's Unity Park ADA                         | Provide disabled access improvements to enhance the path of travel into and through the playground at Andy's Unity Park.  | \$ 125,915                 | \$ 8,424                   | \$ 91                  | \$ 8,515                |
| Bay Area Ridge Trail                          | The project is to acquire and develop Sonoma County's portions of the continuous 550 mile Bay Area Ridge Trail.   | \$ 31,328                  | \$ 42,672                  | \$ 10,000              | \$ 52,672               |
| Bodega Bay Bicycle Trail Coastal Harbor       | Construct 1 mile of the Coastal Harbor Trail from Lucas Wharf to Eastshore Road as part of the California Coastal Trail. The trail will provide pedestrians and bicyclists a safe alternative to Highway 1 and help complete the California Coastal Trail.                  | \$ 8,202                   | \$ 1,798                   | \$ 0                   | \$ 1,798                |
| Bodega Bay Bicycle Trail Coastal North Harbor | Construct 0.6 mile Class 1 trail from the Bodega Bay Community Center to Eastshore Road. The trail will provide pedestrians and bicyclists a safe alternative to Highway 1 and help complete the California Coastal Trail.  | \$ 266,487                 | \$ 2,135,006               | \$ 345,000             | \$ 2,480,006            |
| Bodega Bay Bicycle Trail Smith Bros. Road     | Construct 0.65 mile of Class 1 trail along Smith Brothers Road from Bird Walk Coastal Access Trail to Lucas Wharf as part of the California Coastal Trail. The trail will provide bicyclists and pedestrians safe passage between Doran Regional Park and local businesses. | \$ 282,231                 | \$ 217,295                 | \$ 98,300              | \$ 315,595              |
| Bodega Bay Sport Fishing Center               | Design and engineering to replace the main docks, second gangway and break wall.  | \$ 88,916                  | \$ 380,146                 | \$ 6,126               | \$ 386,272              |
| Bodega Harbor East Water Access               | Improvements and new facilities to accommodate public water access adjacent to the Yacht Club in Bodega Bay to meet Local Coastal Plan requirements and provide universal access.   | \$ 4,751                   | \$ 60,249                  | \$ 5,000               | \$ 65,249               |
| Calabazas Creek Preserve                      | Master planning and developing initial public access of this 1,290-acre open space in the Mayacamas Mountains on the east side of Sonoma Valley. Property transfer from Ag + Open Space completed 2021.   | \$ 640,170                 | \$ 686,918                 | \$ (149,000)           | \$ 537,918              |
| California Coastal Trail                      | This project includes the acquisition and development of Sonoma County's portion of the continuous 1200 mile California Coastal Trail.  | \$ 35,489                  | \$ 36,387                  | \$ 0                   | \$ 36,387               |
| Carrington Ranch                              | This project includes acquisition, master planning, and development of initial public access of the 335-acre Carrington Coastal Ranch acquired in 2003 by the Ag + Open Space. Property transfer completed 2020.  | \$ 416,566                 | \$ 1,190,824               | \$ 10,000              | \$ 1,200,824            |
| Central Sonoma Valley Trail                   | Planning and construction of Class I trail parallel to Highway 12 connecting schools and parks.   | \$ 1,092,130               | \$ 42,713                  | \$ 0                   | \$ 42,713               |
| Chanslor Ranch                                | Acquisition, planning, and construction of new coastal-area access adjacent to Carrington Ranch.  | \$ 41,690                  | \$ 43,310                  | \$ 60,000              | \$ 103,310              |
| Cloverdale River Park Phase 4                 | Construction of a new permanent restroom, group picnic facilities, and other park amenities to better serve park visitors.  | \$ 161,049                 | \$ 46,226                  | \$ 0                   | \$ 46,226               |

Capitral Projects Status Report  
 Fiscal Year 2024-25  
 Regional Parks Projects

| Project Title                   | Project Description  | Total Expenditures To Date | FY 2024-25 Rollover Budget | FY 2024-25 New Funding | Total FY 2024-25 Budget |
|---------------------------------|--|----------------------------|----------------------------|------------------------|-------------------------|
| Cloverdale River Park Expansion | Acquisition, planning, and construction of a new Russian River access and park expansion to Cloverdale River Park.   | \$ 3,704                   | \$ 146,297                 | \$ 10,000              | \$ 156,297              |
| Coastal Trail Kashia Pomo       | Planning and development of approximately 1 mile of California Coastal Trail including staging area with restroom and parking.   | \$ 185,963                 | \$ 469,337                 | \$ 125,000             | \$ 594,337              |
| Copeland Creek Trail            | Design and construction of a 2.6 mile Class 1 trail connecting Sonoma State University to Crane Creek Regional Park.   | \$ 128,625                 | \$ 711,375                 | \$ 625,000             | \$ 1,336,375            |
| Crane Creek Park Expansion      | Acquire a 75-acre expansion for Crane Creek Regional Park to connect Copeland Creek Trail and protect of the headwaters of Hinebaugh Creek.  | \$ 83,998                  | \$ 261,424                 | \$ 30,000              | \$ 291,424              |
| Del Rio Woods                   | Construct disabled access improvements and minor renovation of park facilities to support ongoing day-use.   | \$ 286,529                 | \$ 13,471                  | \$ 0                   | \$ 13,471               |
| Doran Accessibility (ADA)       | Construct disabled access improvements at Jetty Campground and Cypress Day Use area, Miwok and Jetty campground showers, beach paths at Jetty Day Use area and the Boardwalk, and additional accessible campsites.   | \$ 705                     | \$ 99,295                  | \$ 0                   | \$ 99,295               |
| Doran Boat Launch               | Redevelopment of the boat launch facilities at Doran Park including replacing aging structures and improving disabled access.  | \$ 1,542,071               | \$ 31                      | \$ 0                   | \$ 31                   |
| Doran Climate Adaptation        | Planning, design, and installing various improvements to accommodate utilities, infrastructure, and public access facilities that can adapt to forecast sea-level rise, king tides, and storm surge.   | \$ 4,199                   | \$ 96,801                  | \$ 40,000              | \$ 136,801              |
| Doran Major Maintenance         | Various improvements including new solar grid and backup battery, keeping toilets operable during power interruption events. Also rip rap repair, protecting shoreline from storm damage and storm surge.  | \$ 256                     | \$ 378,464                 | \$ 350,000             | \$ 728,464              |
| Dutch Bill Creek Bikeway        | Planning and acquisition for a 5.5 mile trail from Occidental to Monte Rio along or parallel to the historic North Pacific Coast Railroad right-of-way. 515 acres were acquired in 2020 and negotiations continue for additional trail connections.  | \$ 2,004,014               | \$ 369,119                 | \$ 205,000             | \$ 574,119              |
| Ernie Smith Community Park      | This project includes renovating the ball fields, installing two new trail bridges, landscaping, picnic tables, trails, park benches, and wetland enhancement and restoration.   | \$ 602                     | \$ 59,398                  | \$ 0                   | \$ 59,398               |
| Estero Trail                    | Planning for a trail connection on the SCAPOSD's conservation easement on Bordessa Ranch.  | \$ 126,950                 | \$ 14,697                  | \$ 0                   | \$ 14,697               |
| FEMA Parks                      | This project includes replacing damaged park infrastructure and amenities such as fences, signage, benches, tables, water systems. This work is in response to damage to Hood, Crane, Schopflin, Shiloh, Tolay, and Sonoma Valley Regional Parks related to the October 2017 wildfires. Costs are covered by county insurance. | \$ 267,358                 | \$ 37,642                  | \$ 0                   | \$ 37,642               |
| FEMA Shiloh                     | Shiloh Ranch Regional Park was damaged during the October 2017 wildfires. Site and drainage improvements were completed in 2018, improving the drainage feature with a longer culvert and covering the exposed steep slopes with large rock. Costs are covered by county insurance.  | \$ 13,771                  | \$ 229                     | \$ 0                   | \$ 229                  |

Capitral Projects Status Report  
Fiscal Year 2024-25  
Regional Parks Projects

| Project Title                                    | Project Description   | Total Expenditures To Date | FY 2024-25 Rollover Budget | FY 2024-25 New Funding | Total FY 2024-25 Budget |
|--|---|----------------------------|----------------------------|------------------------|-------------------------|
| Foothill Kincaide Fire                           | Design and construction to replace park infrastructure and amenities in response to damage caused by the October 2019 Kincaide Fire using fire resilient materials.   | \$ 756,103                 | \$ 79,472                  | \$ (2,366)             | \$ 77,106               |
| Foothill Park                                    | Construction includes improving trails, two new group use areas for outdoor education and picnicking, and replacing signs and other amenities using resilient materials and design.   | \$ 780,488                 | \$ 47,151                  | \$ 175,000             | \$ 222,151              |
| Geyserville River Access                         | Planning and acquisition work for a new park and Russian River access in the Geyserville area to provide safe recreational river access.  | \$ 3,563                   | \$ 14,937                  | \$ 5,000               | \$ 19,937               |
| Gleason Beach Improvements                       | Acquisition and development to preserve and enhance coastal access including Scotty Creek Beach and Gleason Beach and a new section of California Coastal Trail. Work is associated with Caltrans realigning Highway 1.   | \$ 141,489                 | \$ 1,013,864               | \$ 0                   | \$ 1,013,864            |
| Gossage Creek Bikeway                            | Acquisition and development of a new 1.8 mile trail starting at Stony Point Road, following Gossage Creek flood control channel, and ending at Highway 116 and Stony Point Road.  | \$ 1,560                   | \$ 843                     | \$ 0                   | \$ 843                  |
| Gualala Point Expansion                          | Identify available land to expand the park along the main and South Fork of the Gualala River to support the Gualala River Waterway Trail for improved fishing access, non-motorized boat access, trail and camping opportunities, and resource protection.         | \$ 64,681                  | \$ 40                      | \$ 1,000               | \$ 1,040                |
| Gualala Point ADA (Disabled Access Improvements) | The project consists of barrier removal work associated with accessible parking, path of travel, restrooms, picnic areas, benches and drinking fountains that serve the Gualala Visitor Center, beach restroom, campground, and Salal Trailhead Day Use facilities. | \$ 14,629                  | \$ 320,370                 | \$ 0                   | \$ 320,370              |
| Gualala Point Major Maintenance                  | Replace potable water supply for the campground area.   | \$ 70,736                  | \$ 29,264                  | \$ 0                   | \$ 29,264               |
| Gualala Visitor Center Renovation                | Renovation of 1976 structure and surrounding to improve access, content, and usability. Includes interior and exterior work and disabled access improvements.   | \$ 190                     | \$ 94,810                  | \$ 0                   | \$ 94,810               |
| Guerneville River Park                           | Construct a new access from Highway 116, boat launch, parking, picnic area, and pathway.  | \$ 1,732,439               | \$ 44,562                  | \$ 0                   | \$ 44,562               |
| Hanson Russian River Access Trail                | Investigating public access and related park development opportunities in partnership with Endangered Habitats Conservancy and multiple agencies.   | \$ 101,343                 | \$ 158                     | \$ 1,000               | \$ 1,158                |
| Headsburg Veterans Memorial Beach Dam            | Evaluating replacement structure and alternatives for providing river recreation consistent with fish passage regulations and community interest. This project is coordinated with the Headsburg Beach redevelopment.   | \$ 366                     | \$ 12,101                  | \$ 5,000               | \$ 17,101               |
| Headsburg Veterans Memorial Beach Redevelopment  | Develop Master Plan and construct improvements for expanded uses, amenities, and revenue generation opportunities.  | \$ 608,350                 | \$ 397,664                 | \$ 0                   | \$ 397,664              |
| Helen Putnam Kelly Creek Trail                   | Proposed park expansion and trail connection with additional parking to reduce parking pressures within surrounding neighborhoods and provide access to the Kelly Creek corridor.   | \$ 35,281                  | \$ 4,719                   | \$ 5,000               | \$ 9,719                |

Capitral Projects Status Report  
Fiscal Year 2024-25  
Regional Parks Projects

| Project Title                             | Project Description   | Total Expenditures To Date | FY 2024-25 Rollover Budget | FY 2024-25 New Funding | Total FY 2024-25 Budget |
|---|---|----------------------------|----------------------------|------------------------|-------------------------|
| Helen Putnam Renovation                   | This project includes improving trails for all-season use, trailhead staging area enhancements, pond restoration and fishing access, wildflower and oak regeneration management, and way finding and interpretive signage.  | \$ 497,545                 | \$ 164,455                 | \$ (10,000)            | \$ 154,455              |
| Helen Putnam Varnhagen Addition           | Planning, environmental compliance, and development of a new trail and staging area to connect Windsor Drive to the park through a 40-acre expansion acquired in 2003.  | \$ 409,562                 | \$ 38,367                  | \$ (38,000)            | \$ 367                  |
| Hood - Graywood Trail                     | Planning, permitting, and developing a trail and trailhead on an existing easement on the former Graywood Ranch property.   | \$ 864                     | \$ 25,136                  | \$ 0                   | \$ 25,136               |
| Hood - McCormick                          | This project includes acquisition of approximately 244 acres adjacent to Sugar Loaf Ridge State Park and Hood Mountain Regional Park.   | \$ 336,751                 | \$ 18,248                  | \$ 10,000              | \$ 28,248               |
| Hood Mountain Expansion                   | This project includes acquisition, planning and development of park expansion and Bay Area Ridge Trail and other trail linkages to Sugarloaf Ridge State Park and the Los Gullicos county facility.   | \$ 1,300,916               | \$ 309,143                 | \$ 60,000              | \$ 369,143              |
| Hood Mountain Lawson Ph 2                 | This project includes facility recovery from the 2017 Nunns Fire and the 2020 Glass Fire as well as implementing facilities identified in the master plan. This will include new fire resistant structures, restroom, storage, water system, trails, signage, tent sites, and other amenities.                            | \$ 4,842                   | \$ 249,774                 | \$ 25,000              | \$ 274,774              |
| Hood Recovery                             | This project includes rebuilding park infrastructure damaged in fires and floods. This includes updating existing and planned park infrastructure and amenities for resilience in a changing climate. Elements from signage to stream crossings will be evaluated and upgraded, if feasible, to survive future disasters. | \$ 843,638                 | \$ 318,155                 | \$ 149,259             | \$ 467,414              |
| Hood Lower Johnson Ridge Trail            | Planning, acquisition, and construction for approximately 0.25-mile a second phase of this Bay Area Ridge Trail project.  | \$ 117,574                 | \$ 8,870                   | \$ 40,000              | \$ 48,870               |
| Hood Santa Rosa Creek Headwaters addition | This project includes master planning and implementation of trails, repurposing and augmenting structures, and new environmental camps.   | \$ 1,827                   | \$ 263,173                 | \$ (160,000)           | \$ 103,173              |
| Hudeman Slough Boat Launch                | Planning and construction for boat launch redevelopment and disabled access improvements.   | \$ 550,840                 | \$ 1,716,518               | \$ 300,000             | \$ 2,016,518            |
| Joe Rodota Trail Linear Park              | This project includes a community based planning process to enhance and activate the trail corridor within Santa Rosa city limits.  | \$ 503                     | \$ 4,497                   | \$ 1,098               | \$ 5,595                |
| Kenwood Plaza                             | Fabricate and install interpretive signs.   | \$ 108,123                 | \$ 11,483                  | \$ 0                   | \$ 11,483               |
| Laguna de Santa Rosa Bikeway              | This project includes the acquisition and development of 0.54 mile Class I bike path from Stony Point Road to Hinebaugh Creek at the Rohnert Park city limits.  | \$ 116                     | \$ 884                     | \$ 9                   | \$ 893                  |
| Laguna Trail Phase 2 Brown Farm           | Construct 3.2 miles of new Laguna de Santa Rosa trail and trailhead and 0.2 mile trail connection to the Joe Rodota Trail.  | \$ 1,027,836               | \$ 373,671                 | \$ 0                   | \$ 373,671              |
| Laguna Trail Phase 1 Kelly Farm           | Repair of multi-use trail constructed of the City of Santa Rosa's Kelly Farm and the City of Sebastopol's Laguna Wetland Preserve.  | \$ 32,391                  | \$ 277,610                 | \$ 0                   | \$ 277,610              |

Capitral Projects Status Report  
Fiscal Year 2024-25  
Regional Parks Projects

| Project Title  | Project Description  | Total Expenditures To Date | FY 2024-25 Rollover Budget | FY 2024-25 New Funding | Total FY 2024-25 Budget |
|--|--|----------------------------|----------------------------|------------------------|-------------------------|
| Laguna Trail Phase 3 Balletto to Occidental Road           | Planning, acquisition, and construction of a 1.2 mile trail across the former Balletto property, SCAPOSD property, Occidental Road, to Stone Farm.   | \$ 10,623                  | \$ 19,812                  | \$ (15,500)            | \$ 4,312                |
| Larson Park Improvements                                   | Master Plan update and renovation work to respond to community needs including the tennis courts, ball fields, restroom, maintenance structure, and to improve disabled access.  | \$ 361,604                 | \$ 2,856,385               | \$ 470,000             | \$ 3,326,385            |
| Los Guillicos - Hood House                                 | Assist General Services with the restoration and re-use of the historic building, associated historical landscaping, and surrounding land for public use.  | \$ 7,403                   | \$ 1,597                   | \$ 0                   | \$ 1,597                |
| Los Guillicos Master Plan (Los Guillicos Upland Trails)    | Master planning approximately 85 acres of the Los Guillicos county complex for public use. Proposed facility may include trails and picnic facilities.   | \$ 27,649                  | \$ 123,872                 | \$ (30,000)            | \$ 93,872               |
| Maddux Park Phase 4  | This project includes planning, design and construction of additional parking, restroom, picnic sites, paths, amenities, and an irrigation system for the baseball fields.   | \$ 3,015                   | \$ 251,985                 | \$ 0                   | \$ 251,985              |
| Mark West Creek Cresta Road                                | This project is to restore landslide-damaged Cresta Road, the only vehicle access to the western area of the park. This is a FEMA-funded project.  | \$ 693,649                 | \$ 166,847                 | \$ 0                   | \$ 166,847              |
| Mark West Creek Fisheries Enhancement                      | This project is to enhance fish habitat on Mark West Creek within Mark West Creek Parks & Preserve.  | \$ 0                       | \$ 25,000                  | \$ 1,073,000           | \$ 1,098,000            |
| Mark West Creek Initial Public Access (Transfer Agreement) | Administration and completion of bank stabilization on Mark West Creek just upstream of the second bridge on the park property, culvert replacement on the maintenance access road parallel to Mark West Creek, and removal of the in-ground pool on the former McCullough property. | \$ 58,833                  | \$ 362,341                 | \$ 0                   | \$ 362,341              |
| Mark West Creek (Park) Phase 1                             | Master planning and initial public access for a new 1,100-acre regional park and preserve in the Mark West Creek watershed.  | \$ 1,020,298               | \$ 964,868                 | \$ 60,000              | \$ 1,024,868            |
| Mark West Creek Trail                                      | This project includes the planning, acquisition and construction of a 1.3 mile Class 1 trail connecting the Larkfield-Wikiup area to the planned SMART Trail near the Airport Industrial Area.   | \$ 41,931                  | \$ 163,069                 | \$ 0                   | \$ 163,069              |
| Matanzas Creek Park  | This project includes acquiring, planning, and developing two connected facilities: Matanzas Creek Regional Park and the Taylor Mountain Trail.  | \$ 0                       | \$ 40,000                  | \$ (30,000)            | \$ 10,000               |
| Maxwell Farms Accessibility (Disabled Access Improvements) | Barrier removal work, accessible parking, path of travel, restroom renovation, accessible tables/benches, and installation of high-low drinking fountains.   | \$ 156,518                 | \$ 266,560                 | \$ 0                   | \$ 266,560              |
| Maxwell Farms Major Maintenance                            | Improvements to various existing facilities including fields, sport courts, and picnic areas.  | \$ 0                       | \$ 0                       | \$ 50,000              | \$ 50,000               |
| Maxwell Farms Redevelopment                                | The 2019 updated master plan identified improved ball fields, parking, play structures, picnic areas, numerous other amenities, and resource protections. The project is scheduled to start construction in 2022.  | \$ 5,733,658               | \$ 325,370                 | \$ 0                   | \$ 325,370              |



Capitral Projects Status Report  
Fiscal Year 2024-25  
Regional Parks Projects

| Project Title   | Project Description  | Total Expenditures To Date | FY 2024-25 Rollover Budget | FY 2024-25 New Funding | Total FY 2024-25 Budget |
|---|--|----------------------------|----------------------------|------------------------|-------------------------|
| Maxwell Phase 2   | This project will continue to renovate and improve active recreation facilities. This includes new pickleball courts, new bike pump track, expand and renovate the skatepark, a new restroom and gathering area.   | \$ 3,780                   | \$ 91,220                  | \$ 20,000              | \$ 111,220              |
| Monte Rio Redwoods East Slope                                       | This project is the repair and stabilization of land on park property.   | \$ 13,073                  | \$ 31,927                  | \$ 0                   | \$ 31,927               |
| Monte Rio Redwoods West Slope                                       | This project is the repair, cleanup, and resolution of encroachment on public land.  | \$ 16,182                  | \$ 18,819                  | \$ 10,000              | \$ 28,819               |
| North Sonoma Mountain Trail (North Sonoma Mountain Park & Preserve) | Master Planning and environmental compliance for the entire property underway, funded by the Open Space District and cell tower revenue.   | \$ 2,517,587               | \$ 112,854                 | \$ 50,000              | \$ 162,854              |
| North Sonoma Mountain Access  | This project includes design, engineering, and construction to improve the North Sonoma Mountain Park & Preserve access road.  | \$ 75,814                  | \$ 14,186                  | \$ 5,000               | \$ 19,186               |
| Occidental Community Center   | Install exterior security improvements and a drinking fountain.  | \$ 72,676                  | \$ 9,638                   | \$ 0                   | \$ 9,638                |
| Occidental to Coast Trail   | Planning for a future trail including accepting existing trail easements between Occidental and the Coast.   | \$ 1,916                   | \$ 6,084                   | \$ 0                   | \$ 6,084                |
| Odd Fellows River Access  | Acquisition, planning, and construction of a new Russian River access by the Odd Fellows Park Road summer crossing.  | \$ 5,000                   | \$ 0                       | \$ 5,000               | \$ 5,000                |
| Park Access Improvements  | System-wide accessibility improvements, including assessing and prioritizing facility accessibility improvements to provide universal access to park trails, facilities, signage and interpretive amenities.   | \$ 34,647                  | \$ 53,649                  | \$ 5,000               | \$ 58,649               |
| Petaluma - Sebastopol Trail   | Planning, acquisition and engineering for a 13 mile Class I trail connecting Petaluma with Sebastopol. Preferred trail alignment based on 2018 study.  | \$ 325,963                 | \$ 53,443                  | \$ (45,000)            | \$ 8,443                |
| Pinnacle Gulch Trail  | Design and restoration along trail easement to preserve public coastal access.   | \$ 0                       | \$ 0                       | \$ 32,000              | \$ 32,000               |
| Poff Ranch  | This project includes acquisition, master planning, and developing initial public access of this 1,235-acre Wright Hill Ranch adjacent to Sonoma Coast State Park. Property transfer from Ag + Open Space completed 2021.  | \$ 249,832                 | \$ 492,115                 | \$ 0                   | \$ 492,115              |
| Preston River Access  | This project is to formalize a longtime popular use area along the Russian River between the former Preston Bridge site and Highway 101 along Geysers Road. The project includes property clean-up, master planning, and constructing trailheads, parking, restroom, safe trails to the beaches and along Geysers Road, picnic areas, and other amenities. | \$ 525,401                 | \$ 1,055,158               | \$ 27,540              | \$ 1,082,698            |
| Ragle Ranch Park Improvements                                       | Renovate existing athletic fields and construction for a new restroom between the playground and tennis court.   | \$ 26,607                  | \$ 3,393                   | \$ 10,000              | \$ 13,393               |
| Riverfront Park   | Design and construction of park improvements including one boat launch and four boat portages, serving boating access to Lake Wilson, Lake Benoist, and the Russian River; additional picnic areas and trail improvements; additional drinking fountain and portable restrooms; and redwood grove, lakeshore, and riverfront restoration.                  | \$ 992,751                 | \$ 960,329                 | \$ 0                   | \$ 960,329              |

Capitral Projects Status Report  
Fiscal Year 2024-25  
Regional Parks Projects

| Project Title                                      | Project Description  | Total Expenditures To Date | FY 2024-25 Rollover Budget | FY 2024-25 New Funding | Total FY 2024-25 Budget |
|--|--|----------------------------|----------------------------|------------------------|-------------------------|
| Roseland Village JRT Linear Park                   | Prepared a conceptual plan, with community input, for a linear park to integrate the Joe Rodota Trail with the Roseland Village Park Plaza.  | \$ 1,902                   | \$ 1,098                   | \$ 0                   | \$ 1,098                |
| Russian River Bike Trail Lower                     | Planning and design for a 19 mile multiuse trail paralleling the Russian River from Forestville to Jenner.   | \$ 638,104                 | \$ 85,548                  | \$ 35,000              | \$ 120,548              |
| Russian River Bike Trail Middle                    | This project includes planning for a multiuse trail paralleling the Russian River from Healdsburg to Forestville. This project includes acquisition, planning, construction for a Class 1 trail and seasonal pedestrian trails.  | \$ 79,212                  | \$ 35,789                  | \$ 0                   | \$ 35,789               |
| Russian River Water Trail Lower Reach              | This project is a coordinated system of river access sites from Forestville to Jenner. This project includes feasibility analysis, acquisition, planning, and construction.  | \$ 25,056                  | \$ 11,199                  | \$ 5,000               | \$ 16,199               |
| Russian River Water Trail Middle Reach             | This project is a coordinated system of river access sites from Healdsburg to Forestville. This project includes the feasibility analysis of river access sites, acquisition, planning, and construction.  | \$ 17,792                  | \$ 1,993                   | \$ 5,000               | \$ 6,993                |
| Russian River Water Trail Upper Reach              | This project is a coordinated system of river access sites from the Mendocino County line to Healdsburg. This project includes the feasibility analysis of river access sites, acquisition, planning, and construction.  | \$ 85,537                  | \$ 23,464                  | \$ 0                   | \$ 23,464               |
| San Francisco Bay Trail Petaluma                   | The project includes trail acquisition, planning and Phase 1 construction for approximately 2 miles of Class 1 Trail. This project will create a safe non-motorized transportation and recreation route linking Sears Point area with Marin County, as well as a connection to Petaluma. This project includes the Petaluma Marsh Trail. | \$ 146,352                 | \$ 45,152                  | \$ 0                   | \$ 45,152               |
| San Francisco Bay Trail Sonoma                     | Planning and acquisition for over 7 miles of regional trail in southern Sonoma County. This project will create a safe non-motorized transportation and recreation route linking Napa / Solano counties with the Sears Point area, as well as a connection to Sonoma.  | \$ 96,709                  | \$ 6,208                   | \$ 5,000               | \$ 11,208               |
| San Francisco Bay Water Trail                      | This project includes trailhead acquisition, planning, and construction for launching and landing sites on San Pablo Bay, Petaluma River, Sonoma Creek and surrounding navigable tidal waterways.  | \$ 87,644                  | \$ 78,357                  | \$ 10,000              | \$ 88,357               |
| Santa Rosa Creek Trail Willowside to Guerneville   | Complete construction repair of 2.14 mile Class 1 trail from Fulton to Willowside roads.   | \$ 702,560                 | \$ 137,461                 | \$ 0                   | \$ 137,461              |
| Santa Rosa SE Greenway (Spring Lake Park Greenway) | This project includes planning, acquisition and construction of the 0.50-mile greenway from Summerfield Road to Spring Lake Regional Park.   | \$ 7,807                   | \$ 27,192                  | \$ 5,000               | \$ 32,192               |
| Schopflin Fields Phase 3                           | Construct the final athletic field and parking as shown in the approved master plan, renovate the two existing fields, and construct a perimeter trail.  | \$ 39,911                  | \$ 87,260                  | \$ 51,000              | \$ 138,260              |
| Sea Ranch (Coastal) Access Trail                   | Design, engineering, and construction replacing staircase on the 0.12-mile Stengel Beach Trail.  | \$ 96,778                  | \$ 110,868                 | \$ 50,000              | \$ 160,868              |
| Sea Ranch Bikeway                                  | Planning a Class 1 bikeway parallel to Highway 1.  | \$ 0                       | \$ 0                       | \$ 4,000               | \$ 4,000                |
| Shaw Major Maintenance                             | Replace irrigation system for sports field and update amenities.   | \$ 0                       | \$ 0                       | \$ 50,000              | \$ 50,000               |

Capitral Projects Status Report  
 Fiscal Year 2024-25  
 Regional Parks Projects

| Project Title  | Project Description   | Total Expenditures To Date | FY 2024-25 Rollover Budget | FY 2024-25 New Funding | Total FY 2024-25 Budget |
|--|---|----------------------------|----------------------------|------------------------|-------------------------|
| Shiloh Ranch Major Maintenance (Shiloh Ranch Renovation) | Rehabilitating the park's pond, improving public access, and addressing deferred site stewardship.  | \$ 18,827                  | \$ 94,673                  | \$ 0                   | \$ 94,673               |
| Shiloh Ranch Phase 4                                     | Planning and construction of the 4 mile unpaved North Loop Trail.   | \$ 42,986                  | \$ 41,877                  | \$ 20,000              | \$ 61,877               |
| Sonoma Mountain Environs                                 | Acquisition and planning for parks and trail connections identified in the General Plan in the Sonoma Mountain environs.  | \$ 21,691                  | \$ 9,476                   | \$ (9,000)             | \$ 476                  |
| Sonoma Schellville 8th Street East                       | Planning, acquisition and construction for 3-mile trail between East Napa Street and highway 12/121 along abandoned railroad.   | \$ 337,863                 | \$ 839,061                 | \$ 1,860,000           | \$ 2,699,061            |
| Sonoma Schellville City Connection                       | Planning, acquisition, and construction of a 1-mile trail connecting Sonoma Bike Path to Sonoma Schellville Trail.  | \$ 0                       | \$ 0                       | \$ 25,000              | \$ 25,000               |
| Sonoma Valley Park Expansion                             | Plan and develop a trail extensions into recent park expansions, install a permanent restroom and group picnic area, and analysis of expanding park into additional undeveloped lands of the Developmental Center.  | \$ 456,111                 | \$ 240,245                 | \$ 540,000             | \$ 780,245              |
| Sonoma Valley Trail                                      | Planning, acquisition, and development of a 13 mile Class I trail connecting Santa Rosa with Sonoma. Preferred trail alignment based on 2016 study.   | \$ 635,214                 | \$ 493,103                 | \$ (15,000)            | \$ 478,103              |
| Spring Lake Campground ADA                               | The project includes of path of travel improvements to connect accessible cabins and campsites to the campground office, camp host, outdoor story telling area, and the restroom. This includes signs, drinking fountain replacement, restroom and shower building improvements, and replacing the exterior pot washing sink.                         | \$ 1,529                   | \$ 163,822                 | \$ (48)                | \$ 163,774              |
| Spring Lake Renovation                                   | This project includes several major maintenance projects to provide safe, functional, accessible, and improved facilities. Work includes sewage pump replacement, electrical system upgrade, and renovating and updating the swimming lagoon, picnic facilities, paved and unpaved trails, interpretive areas, parking areas, utilities, and signage. | \$ 174,322                 | \$ 1,475,678               | \$ 0                   | \$ 1,475,678            |
| Steelhead Beach (Phase 3)                                | Develop a camp host site, walk-in campground area, install shower fixtures at existing restroom building and related park amenities. Work includes disabled access improvements.  | \$ 249,319                 | \$ 180,817                 | \$ 15,000              | \$ 195,817              |
| Stewarts Point Trail                                     | This project includes acquisition, planning, and development of approximately 0.9 miles of California Coastal Trail including staging area with parking.  | \$ 257,121                 | \$ 243,987                 | \$ 125,000             | \$ 368,987              |
| Stillwater Cove Expansion                                | This acquisition, planning and development project includes expanding the park to provide additional trails, recreational opportunities and resource protection. The park will be expanded into lands designated for the park, which are currently held through a life estate.  | \$ 17,527                  | \$ 76,327                  | \$ 0                   | \$ 76,327               |
| Stillwater Cove (Renovation) Major Maintenance           | This project is to replace a trail bridge damaged by flooding, upgrading the campground electrical system, completing restoration of the Fort Ross Historic School, and replacing the failing water supply system.  | \$ 224,526                 | \$ 1,475                   | \$ 50,000              | \$ 51,475               |
| Taylor Mountain Cooper Creek Ph 1                        | This project includes master planning and constructing the first phase of development for the 54 acre addition to Taylor Mountain.  | \$ 100,783                 | \$ 357,879                 | \$ 5,000               | \$ 362,879              |

Capitral Projects Status Report  
Fiscal Year 2024-25  
Regional Parks Projects

| Project Title  | Project Description   | Total Expenditures To Date | FY 2024-25 Rollover Budget | FY 2024-25 New Funding | Total FY 2024-25 Budget |
|--|---|----------------------------|----------------------------|------------------------|-------------------------|
| Taylor Mountain Expansion  | The project includes acquisition of the Cooper Creek corridor and adjacent uplands. Future work will include trailhead and trail planning.  | \$ 155,442                 | \$ 0                       | \$ 0                   | \$ 0                    |
| Taylor Mountain Phase 2  | Planning, design, and development of 8 miles of new trails, bridges, and pedestrian and bicycle access from Linwood Avenue, Kawana Terrace Road, and Panorama Drive.  | \$ 1,960,696               | \$ 640,824                 | \$ 10,000              | \$ 650,824              |
| Taylor Mountain Phase 3  | Planning, design, and development of the remaining new trails in the master plan as well as renovation of ranch roads currently used as trails.   | \$ 4,224                   | \$ 185,776                 | \$ 0                   | \$ 185,776              |
| Timber Cove Trail Plan   | Trail feasibility work to identify a 3 mile California Coastal Trail section to safely connect Stillwater Cove Regional Park to Fort Ross State Historic Park for pedestrian and bicycle access.  | \$ 159,212                 | \$ 4,001                   | \$ 0                   | \$ 4,001                |
| Tolay Lake Phase 1   | This project includes priority improvements needed for the non-restricted public access to the Park. This include improved trail alignments, trail access to the newly incorporated Tolay Creek Ranch property into the park, well testing and certification, rangeland fencing and trail access gate improvements, equestrian staging improvements and park signage. | \$ 466,031                 | \$ 77,947                  | \$ (15,000)            | \$ 62,947               |
| Tolay Lake Phase 2 (Gathering Area)  | The Tolay Gathering Area is a co-management project with the Federated Indians of Graton Rancheria. This project includes a stage, formal and informal seating, planters/seat walls and barrier removal and interpretive elements.  | \$ 285,388                 | \$ 2,134,612               | \$ 0                   | \$ 2,134,612            |
| Tolay Shop Replacement   | Replacement of the shop which was destroyed by fire in 2013.  | \$ 988,895                 | \$ 244,545                 | \$ (244,545)           | \$ 0                    |
| Watson School  | Building restoration and access improvements of an early one-room schoolhouse for interpretation and public use.  | \$ 426,900                 | \$ 10,607                  | \$ 0                   | \$ 10,607               |
| West County Trail Forestville Trailhead (West County Trail-Forestville Trails) | Planning, acquisition, and construction of Class 1 trail connections and a trailhead in downtown Forestville.   | \$ 685,549                 | \$ 39,450                  | \$ 0                   | \$ 39,450               |
| West County Trail Hwy 116 to River Rd  | Acquisition, planning, and construction to extend the trail from Highway 116 in Forestville toward the Russian River.   | \$ 2,577                   | \$ 44,422                  | \$ 2,000               | \$ 46,422               |
| West County Trail Green Valley Road  | Acquisition, planning and construction for a 0.26 mile Class 1 trail paralleling Green Valley Road between Ross Road and Atascadero Creek.  | \$ 42,682                  | \$ 329,317                 | \$ 0                   | \$ 329,317              |
| West County Trail Joe Rodota Bridge Replacement Phase 2                        | This project replaces bridges #1 and #3, providing temporary bridges during construction, installing new abutments, retaining walls, bridges, and paving at the approaches.   | \$ 295,171                 | \$ 576,828                 | \$ 10,000              | \$ 586,828              |
| West County Trail-Occidental Road  | Acquisition, planning and construction for a 0.87 mile Class 1 trail paralleling Occidental Road from Highway 116 to the trail/road intersection.   | \$ 202,524                 | \$ 197,990                 | \$ 75,000              | \$ 272,990              |
| West County Trail-Wright to Seb Road   | Design and construct a midblock crosswalk at North Wright Road and a 0.18-mile Class 1 trail connecting to Sebastopol Road.   | \$ 0                       | \$ 0                       | \$ 5,000               | \$ 5,000                |
| Willow Creek   | This project focuses on collaborating with public and private partners for planning public access to Willow Creek environs including SCAPOSD protected lands.   | \$ 13,817                  | \$ 5,468                   | \$ 0                   | \$ 5,468                |

Capitral Projects Status Report  
 Fiscal Year 2024-25  
**Regional Parks Projects**

| Project Title               | Project Description  | Total Expenditures To Date | FY 2024-25 Rollover Budget | FY 2024-25 New Funding | Total FY 2024-25 Budget |
|-----------------------------|--|----------------------------|----------------------------|------------------------|-------------------------|
| Wohler Beach Improvements   | Planning and design, environmental review, permitting, and construction of a new multi-use trail connecting to Riverfront Regional Park. The project includes a section of trail to be constructed through Sonoma Water property, requiring new security measures to protect the public water system. The project also includes a new restroom, parking area, possible staff / caretaker housing, picnic sites and trail signs, and related amenities. | \$ 2,434,130               | \$ 275,871                 | \$ 0                   | \$ 275,871              |
| Wohler Maintenance Facility | Planning, design and construction of new maintenance facility on Wohler Road.  | \$ 905                     | \$ 49,095                  | \$ 50,000              | \$ 99,095               |
|                             | <b>TOTAL REGIONAL PARKS</b>  | <b>\$ 43,051,953</b>       | <b>\$ 31,546,770</b>       | <b>\$ 6,992,964</b>    | <b>\$ 38,539,734</b>    |
|                             | <b>GENERAL SERVICES CAPITAL PROJECTS</b>   | <b>\$ 98,202,483</b>       | <b>\$ 102,757,639</b>      | <b>\$ 33,192,375</b>   | <b>\$ 135,950,014</b>   |
|                             | <b>REGIONAL PARKS CAPITAL PROJECTS</b>   | <b>\$ 43,051,953</b>       | <b>\$ 31,546,770</b>       | <b>\$ 6,992,964</b>    | <b>\$ 38,539,734</b>    |
|                             | <b>GRAND TOTAL CAPITAL PROJECTS</b>  | <b>\$ 141,254,436</b>      | <b>\$ 134,304,409</b>      | <b>\$ 40,185,339</b>   | <b>\$ 174,489,748</b>   |



# POSITION LISTINGS

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# PERMANENT POSITION SUMMARY

| Department                             | FY 2023-24 Adopted | FY 2023-24 Revised | Time Limited Expire 06/30/24 | FTE Reduction | FY 2024-25 Recommended* | Variance from FY 2023-24 Revised |
|--|--------------------|--------------------|------------------------------|---------------|-------------------------|----------------------------------|
| Auditor-Controller-Treas-Tax Collector | 107.00             | 107.00             | 0.00                         | 0.00          | 107.00                  | 0.00                             |
| Ag Preservation/Open Space District    | 35.00              | 36.00              | 0.00                         | 0.00          | 36.00                   | 0.00                             |
| Agriculture/Weights & Measures         | 38.50              | 38.50              | 0.00                         | 0.00          | 38.50                   | 0.00                             |
| Board of Supervisors/County Admin      | 80.00              | 80.00              | 0.00                         | 0.00          | 80.00                   | 0.00                             |
| Dept of Child Support Services         | 65.00              | 65.00              | 0.00                         | (3.00)        | 62.00                   | (3.00)                           |
| Clerk-Recorder-Assessor                | 116.00             | 116.00             | 0.00                         | 0.00          | 116.00                  | 0.00                             |
| Community Development Commission       | 54.50              | 52.50              | 0.00                         | 0.00          | 52.50                   | 0.00                             |
| County Counsel                         | 41.25              | 41.25              | 0.00                         | 0.00          | 41.25                   | 0.00                             |
| District Attorney                      | 131.00             | 135.50             | 0.00                         | 0.00          | 135.50                  | 0.00                             |
| Emergency Management                   | 15.00              | 15.00              | 0.00                         | 0.00          | 15.00                   | 0.00                             |
| Economic Develop Board                 | 16.00              | 16.00              | 0.00                         | 0.00          | 16.00                   | 0.00                             |
| Department of Health Services          | 677.73             | 720.83             | (1.00)                       | 0.00          | 719.83                  | (1.00)                           |
| Human Resources                        | 65.50              | 66.50              | 0.00                         | 0.00          | 66.50                   | 0.00                             |
| Human Services Department              | 989.55             | 1,019.55           | (2.00)                       | 0.00          | 1,017.55                | (2.00)                           |
| IHSS Public Authority                  | 1.00               | 1.00               | 0.00                         | 0.00          | 1.00                    | 0.00                             |
| Ind Office Law Enforcement & Outreach  | 6.00               | 6.00               | 0.00                         | 0.00          | 6.00                    | 0.00                             |
| Information Systems Dept               | 117.50             | 118.50             | 0.00                         | 0.00          | 118.50                  | 0.00                             |
| Office of Equity                       | 9.00               | 9.00               | 0.00                         | 0.00          | 9.00                    | 0.00                             |
| Permit Sonoma                          | 181.50             | 183.50             | (8.50)                       | 0.00          | 175.00                  | (8.50)                           |
| Probation                              | 270.00             | 270.00             | 0.00                         | 0.00          | 270.00                  | 0.00                             |
| Public Defender                        | 59.00              | 61.00              | 0.00                         | 0.00          | 61.00                   | 0.00                             |
| Public Infrastructure**                | 270.50             | 271.50             | 0.00                         | 0.00          | 271.50                  | 0.00                             |
| Regional Parks                         | 141.00             | 142.00             | 0.00                         | 0.00          | 142.00                  | 0.00                             |
| Sheriff/Adult Detention                | 633.50             | 634.50             | 0.00                         | 0.00          | 634.50                  | 0.00                             |
| UC Cooperative Extension               | 6.00               | 6.00               | 0.00                         | 0.00          | 6.00                    | 0.00                             |
| Sonoma Water (Water Agency)            | 260.00             | 262.00             | 0.00                         | 0.00          | 262.00                  | 0.00                             |
| <b>TOTALS (FTE)</b>                    | <b>4,387.03</b>    | <b>4,474.63</b>    | <b>(11.50)</b>               | <b>(3.00)</b> | <b>4,460.13</b>         | <b>(14.50)</b>                   |

\*The FY 2024-25 Recommended column reflects departments' allocation totals effective as of March 4, 2024, which include the deletion of vacant allocations effective July 1, 2024. Position changes made between March 5, 2024 and May 7, 2024 will appear as part of Supplemental Adjustments.

\*\*Public Infrastructure contains allocation information for General Services and Transportation and Public Works.



# GLOSSARY

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# BUDGET TERMS

**ADD-BACK** - Existing program services, supplies, or positions that are being reduced in the baseline Recommended Budget, which the department is requesting for consideration for restoration.

**ADOPTED BUDGET** - The budget approved by the Board of Supervisors as the spending plan for the year. According to the State Budget Act legislation the Board must approve the Adopted Budget by October 2 each year.

**ACCRUAL BASIS** - A basis of accounting in which transactions are recognized at the time they are incurred, as opposed to when cash is received or spent.

**APPROPRIATION** - An 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.

**APPROPRIATION LIMITS** - Refers to the Gann Initiative (Proposition 4 on the November 1979 ballot), which imposed limits on the allowable annual appropriations of tax revenue of the state, schools, and most local agencies; limit is generally prior year appropriations factored by per capita cost increases and population changes.

**APPROPRIATIONS FOR CONTINGENCIES** - A budgetary amount, not to exceed 15% of specified appropriations of the fund in which it is appropriated, which is set aside to meet unforeseen expenditure requirements.

**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.

**ASSET** - Resource owned or held by the County, which has monetary value.

**BASELINE BUDGET** - Baseline is generally considered to be the financial and staff resources needed to provide a level of service provided in the prior year's accomplishments less any one-time sources and uses.

**BUDGET HEARINGS** - Annual multi-day board meeting, generally held in June, when the Board of Supervisors evaluates and ultimately adopts the Recommended Budget, Supplemental Budget Adjustments, and the overall budget for the coming Fiscal Year as the Adopted Budget.

**CAPITAL EXPENDITURES** - Expenditures resulting in the acquisition of, or addition to, the government's general fixed assets.

**CAPITAL IMPROVEMENT PLAN (CIP)** - A multi-year plan for expenditures related to acquisition, expansion or rehabilitation to meet capital asset needs (e.g., land, buildings, and equipment related to construction).

**CAPITAL PROJECTS FUND** - Funds that account for the financial resources used for the acquisition or construction of major capital facilities.

**CASH BASIS** - A basis of accounting in which transactions are recognized only when cash is increased or decreased.

**CERTIFICATES OF PARTICIPATION (COP)** - Certificates issued for the financing of capital assets. COPs represent undivided interests in the rental payments under a tax-exempt lease.

**CHARACTER** - A grouping of expenditure or revenue accounts by like source or purpose, e.g., "Salaries and Benefits," "Tax Revenue," etc.

**COMMUNITY FACILITIES DISTRICT (CFD)** - A special financing entity through which a local government is empowered to levy special taxes and issue bonds when authorized by a 2/3 vote.

**CONTINGENCY** - Appropriation for unforeseen program expenditure requirements.

**CONTRACTED SERVICES** - Expense of services rendered under contract by professionals 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 assembling 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.

**COST ALLOCATION PLAN** - This plan, established under Federal guidelines, identifies, distributes, and allows the County to be reimbursed for the costs of services by support groups (such as Purchasing, Human Resources, County Executive's Office, County Counsel) to those departments performing functions supported by federal/state funds.

**COST-OF-LIVING ADJUSTMENT (COLA)** - An increase in salaries to offset the adverse effect of inflation on compensation.

**DEBT SERVICE FUND** - A fund established to finance and account for the payment of interest and principal on all general obligation debt, other than that payable exclusively from special assessments and revenue debt issued for and serviced by a governmental enterprise.

**DEPARTMENT** - The portion of the total county organization reporting to one individual who has overall management, appointing authority, and budgetary responsibility for a specified group of programs and services.

**DEPARTMENTAL OPERATING EXPENDITURES** - The total expenditures a department uses to provide services. This figure removes duplicate appropriations associated with internal transfers and reimbursements within a given department's budget, which are required for accounting purposes, but overstate the true cost of providing the service. Departmental Operating Expenditures are calculated by deducting transfers and reimbursements that are made within a department's budget from Gross Departmental Expenditures. Transfers of funds to other departments are included in Departmental Operating Expenditures as these represent net use of departmental resources. See also "Gross Departmental Expenditures" and "Internal Departmental Transfers/Reimbursements."

**DEPRECIATION** - A reduction in value over time of capital assets, attributable to wear and tear, deterioration, action of the physical elements, inadequacy, or obsolescence.

**DESIGNATION** - For governmental fund types, a segregation of a portion of the 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** - Monies that are not legally earmarked by the state or federal government for a specified program or use. Included in this category are sales and use taxes, business license and utility user taxes, and property taxes.

**DIVISION** - As used in the County budget, the division is a subset of a department's or agency's budget that is comprised of activities, programs, and services with common objectives, but as a whole are distinct from other groups of activities, programs, and services that the department or agency provides. Movement of appropriations between divisions during the fiscal year requires Board approval.

**EMPLOYEE BENEFITS** - Amounts paid on behalf of employees; these amounts are not included in the gross salary. They are fringe benefit payments and, while not paid directly to employees, they are nevertheless a part of the cost of overall employee compensation. Examples of employee benefits include employer payments toward group health or life insurance, contributions to employee retirement, Social Security taxes, workers' compensation payments, and unemployment insurance payments.

**ENCUMBRANCES** - An obligation in the form of a purchase order, contract, or other commitment that is chargeable to an appropriation. Available appropriations and fund balances are reduced by the amount of outstanding encumbrances.

**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 is financed or recovered primarily through user charges.

**FEES AND CHARGES FOR SERVICES** - Revenues gathered from fees paid for permits and services provided to customers. May include both charges to external customers, such as the public or other governmental entities, and charges to internal customers such as other departments.

**FISCAL YEAR** - Twelve-month period for which a budget is applied. The County's fiscal year is July 1 to June 30.

**FIXED ASSETS** - Long-lived tangible assets obtained or controlled as a result of past transactions, events, or circumstances. Fixed assets include land, buildings, improvements, and equipment.

**FULL-TIME EQUIVALENT POSITION (FTE)** - A full-time equivalent is equal to 2,080 hours over a fiscal year, the equivalent of a full-time schedule.

**FUNCTION/FUNCTIONAL AREAS** - A group of related activities aimed at accomplishing a major service for which a governmental unit is responsible. Example: "Public Protection" and "Health and Human Services" are examples of functions or functional areas in our state reporting and budget groupings, respectively.

**FUND** - A legal entity that provides for the segregation of monies or other revenue sources for specific restrictions, or limitations. A separate set of accounts must be maintained for each fund to show its assets, liabilities, reserves, and surplus (fund balance), as well as its income and expenditures. The assets of a fund may also be placed into separate accounts to provide for limitations on specified fund income or expenditures. Discussion on the different types of funds can be found in the Financial Policies tab.

**FUND BALANCE** - The excess of fund assets over its liabilities. A portion of this balance may be available to finance the succeeding year's budget, see "Fund Balance Available for Budgeting."

**FUND BALANCE AVAILABLE FOR BUDGETING** - The amount of funding available at year-end after deducting encumbrances, reserves, liabilities, and certain assets (e.g., fixed assets).

**FUNDING SOURCES** - The major categories of financing necessary to fund departmental activities and operations or Capital needs. Funding sources can include revenues (charges for services, tax receipts, grants, and other state and federal subventions), reimbursements, and internal transfers (generally represents movement of funds internal to the department's budget unit), use of fund balance, and General Fund Contribution that combined together provide financing of the cost of individual departmental budget activities.

**FUNDING USES** - Combined together the departmental costs for operations and some capital expenditures. The budget narratives show these funding uses in categories or major program activities.

**GAAP (Generally Accepted Accounting Principles)** - Uniform minimum standards for financial accounting and recording, encompassing the conventions, rules, and procedures that define accepted accounting principles.

**GASB (Governmental Accounting Standards Board)** - The authoritative accounting and financial reporting standard-setting body for government entities.

**GENERAL FUND** - The fund used to account for all countywide operations except those required to be accounted for in another fund.

**GENERAL FUND CONTRIBUTION** - The amount of funding needed to finance the gap between departmental expenditures and all other funding sources (revenues, reimbursements, and use of other funds' available balances), also referred to as General Fund Net Cost. Balances at year end are swept back to the General Fund balance.

**GENERAL FUND GENERAL PURPOSE REVENUES** - Revenues available for the Board of Supervisors to use at their discretion; sources are predominantly property and sales taxes.

**GENERAL OBLIGATION BONDS** - A pledge of the general taxing power for the payment of debt obligations. Bonds carrying such pledges are referred to as general obligation bonds or full faith and credit bonds.

**GOVERNMENT FINANCE OFFICER ASSOCIATION (GFOA)** - A non-profit organization that represents public finance officials throughout the United States and Canada. The association's members are federal, state/provincial, and local finance officials deeply involved in planning, financing, and implementing thousands of governmental operations in each of their jurisdictions. GFOA's mission is to promote excellence in state and local government financial management. The organization provides best practice guidance, consulting, networking opportunities, publications including books, e-books, and periodicals, recognition programs, research, and training opportunities for those in the profession.

**GOVERNMENTAL FUND TYPES** - Funds used to account for acquisitions and other uses of balances of expendable financial resources and related current liabilities, except for transactions and accounted for in proprietary and

fiduciary funds. Under current GAAP, there are four governmental fund types: general, special revenue, debt service, and capital projects.

**GRANT** - A contribution of funding from one entity to another, usually made for a specific purpose and time period.

**GROSS DEPARTMENTAL EXPENDITURES** - The total expenditures in a department's budget, including internal transfers and reimbursements. This includes internal transfers within the department which are required for accounting purposes (for example to move funds from one fund to another), but which overstate the true cost of providing the service. See also "Departmental Operating Expenditures" and "Internal Departmental Transfers/Reimbursements."

**INDIRECT COST** - A cost necessary for the functioning of the organization as a whole, but which cannot be directly assigned to one service. Includes support services like Budget Preparation, Accounting, Payroll Preparation, Treasury Management, Legal Services, and Human Resources (Personnel). See Cost Allocation Plan for further discussion.

**INFRASTRUCTURE** - The physical assets of the County (e.g., street, water, sewer, public buildings, and parks).

**INTERGOVERNMENTAL REVENUE** - Funds received from federal, state, and other local government sources in the form of grants, shared revenues, and payments in lieu of taxes.

**INTERNAL DEPARTMENTAL TRANSFERS/REIMBURSEMENTS** - Appropriations and revenues necessary to move from one budget unit to another (within a department) to properly account for revenues and expenditures. Similar to operating transfers within a department. See also "Departmental Operating Expenditures" and "Gross Departmental Expenditures."

**INTERNAL SERVICE FUND** - 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.

**LONG-TERM DEBT** - Debt with a maturity of more than one year after the date of issuance.

**MAINTENANCE OF EFFORT (MOE)** - A requirement that a county use a specific amount of its General Fund in order to receive funding from specific state or federal sources.

**MANDATED PROGRAMS** - Mandated programs are those programs and services that the County is required to provide by specific state and/or federal law.

**MATCH** - The term "match" refers to the percentage of local discretionary County monies in the General Fund which, by law, must be used to match a certain amount of state and/or federal funds. For example, for the majority of welfare aid payments, the County must match every 95 state dollars they receive with 5 dollars from the County's General Fund.

**MISSION STATEMENT** - Depicts the department's main public service objective.

**NET COUNTY COST** - The amount of the operation financed by discretionary sources, principally property taxes, (also referred to as General Fund Contribution).

**OBJECTIVE** - Something to be accomplished in specific, well-defined, and measurable terms and that is achievable within a specific time frame.

**OBLIGATIONS** - Amounts that the County may be legally required to meet out of its resources. They include not only actual liabilities, but also encumbrances not yet paid.

**OPERATING TRANSFERS** - Used to describe flows of assets (such as cash or goods) without equivalent flows of assets in return and without a requirement for repayment. Regular operating subsidies are one common example. Operating transfers are strictly limited to activities within the primary government. Equivalent situations involving outside parties, including legally separated units included within the government's financial reporting entity, but not part of the primary government (discretely presented component units) are transactions rather than inter-fund activity, and therefore should be reported as revenues and expenditures/expense rather than as transfers.

**OTHER DEPARTMENTAL REVENUE/OTHER REVENUE SOURCES** - Revenues that are not included in primary revenue categories. Examples include penalties, fines, interest revenue, donations, and contributions.



**OTHER FINANCING USES** - Operating transfers out from one governmental fund to another.

**OTHER POST EMPLOYMENT BENEFITS (OPEB)** - Non-pension benefits, such as contributions toward medical insurance that the employer may offer retirees.

**POSITION** - A position is an employment slot, an approved job for a person or persons working full-time or part-time. A position is usually listed in terms of its classification.

**POSITION ALLOCATION** - Documentation depicting the number and classification of regular full-time, regular part-time, and limited term positions in the County, by department, as authorized by the Board of Supervisors.

**PRIOR-YEAR ENCUMBRANCES** - Obligations from previous fiscal years in the form of purchase orders, contracts or salary commitments which are chargeable to an appropriation, and for which a part of the appropriation is reserved. They cease to be encumbrances when the obligations are paid or otherwise terminated.

**PROGRAM CHANGE REQUESTS** - Department requests for additional resources or new programs.

**PROPOSITION 13** - A tax limitation initiative approved by the voters in 1978. Proposition 13 provided for: 1) a 1% tax limit exclusive of tax rates to repay existing voter-approved bonded indebtedness; 2) 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; 3) a two-thirds vote requirement to increase state taxes; and 4) a two-thirds vote of the electorate for local agencies to impose "special taxes."

**REALIGNMENT** - Refers to 1991 and 2011 transfer of program funding between the state and the counties to reflect responsibilities more accurately. Realigned programs include mental health, indigent health, foster care, welfare services, In-Home Supportive Services, certain juvenile justice programs, jail inmate housing and programs, and other miscellaneous programs.

**RECOMMENDED BUDGET** - The budget recommended by the County Executive to the Board of Supervisors for the coming fiscal year, which is then evaluated for budget adoption during the annual budget hearings.

**REIMBURSEMENT** - Payment of expenses incurred by an agency/budget unit which are paid by a different agency/budget unit. Reimbursements are recorded as a negative expenditure in the agency/budget unit that initially incurred the positive expense so that the total expenditure reported is not overstated by counting the same expense in both units.

**RESOLUTION** - An order by the Board of Supervisors requiring less legal formality than an ordinance or statute.

**REVENUE** - Money received to finance County services, may be ongoing or one-time. Examples: property taxes, sales taxes, fees, and state and federal grants.

**SALES TAX** - A tax levied on the sale of goods or services to the consumer.

**SALARY SAVINGS** - The dollar amount of salaries that can be expected to be saved due to vacancies and turnover of employees.

**SCHEDULE** - A listing of financial data in a form and manner prescribed by the state.

**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.

**SERVICE AREA** - Service areas of a department's budget that helps portray the services it provides.

**SERVICES AND SUPPLIES** - The portion of expenditures reflecting the County's costs for non-salary, capital, debt, and other financing related expenses necessary for the operations of County departments and programs.

**SOURCE OF REVENUE** - Revenues are classified according to their source or point of origin.

**SPECIAL ASSESSMENTS** - Fees that are charged to property owners in certain geographical areas for public improvements. A fee is levied only to those property owners who receive a direct benefit.

**SPECIAL DISTRICTS** - An independent unit of local government established to perform a single specified service. The Special Districts listed in this document are governed by the Board of Supervisors, with the exception of the

Sonoma Valley County Sanitation District, which is managed by the Sonoma County Water Agency (Sonoma Water) and governed by a Board of Directors consisting of two County Supervisors and the Mayor of the City of Sonoma.

**SPECIAL REVENUE FUND** - A revenue fund used to account for the proceeds of specific revenue sources (other than special assessments, or for major capital projects) that are legally restricted to expenditures for specified purposes. The Community Investment Grant Program Fund and Road Fund are examples of special revenue funds.

**STATE, FEDERAL AND OTHER GOVERNMENTAL REVENUE** - Revenues received from other governmental entities, including the state, federal, cities, special districts, and tribal governments.

**SUBVENTION** - Payments by an outside agency (usually from a higher governmental unit) for costs that originate in the County (i.e., federal/state payments to the County to offset the cost of providing health and welfare services).

**SUPPLEMENTAL BUDGET ADJUSTMENTS** - Supplemental Budget Adjustments (often referred to as "Supplementals") allows for changes to the Recommended Budget due to late information that does not involve significant policy decisions or that are reflective of prior Board direction. The Board considers and approves supplemental adjustments as part of the annual budget hearings.

**SUPPLEMENTAL TAX ROLL** - The Supplemental Property Tax Roll is a result of legislation enacted in 1983 and requires an assessment of property when change to the status of the property occurs, rather than once a year, as was previously the case.

**TAXES** - Compulsory charges levied by a governmental unit for the purpose of financing services performed for the common benefit.

**TAX LEVY** - The resultant product when the tax rate per one hundred dollars is multiplied by the tax base.

**TEETER PLAN** - A plan whereby 100% of the secured property taxes levied are apportioned to eligible agencies instead of the historical practice of apportioning 100% of taxes that have been collected. This allows the County to finance all delinquent property taxes.

**TRANSFERS IN/OUT** - Amounts transferred from one fund to another to assist in financing the services for the recipient fund.

**TRANSFERS AND REIMBURSEMENTS WITHIN THE COUNTY** - Transfers and reimbursements either within budget units of a single department or between departments within the County.

**TRANSIENT OCCUPANCY TAX (TOT)** - A tax collected by a motel/hotel operator or the operator of a vacation rental for a percentage of the room rent paid by each transient (hotel guest), which is then due the County. This is sometimes referred to as TOT.

**TRUST FUND** - Used to account for money or other property received by the County in its capacity as trustee or agent to be distributed in accordance with the conditions of the trust.

**UNINCORPORATED AREA** - The areas of the county outside the city boundaries.

**UNSECURED TAX** - A tax on properties such as office furniture, equipment, and boats that are not secured by real property owned by the assessee.

**USE OF FUND BALANCE** - Fund balance available for budgeting used by departments to finance expenses within their departmental budget.