

Adopted Budget Fiscal Year 2021-22



Sonoma County California

Cover Photo

Carrington Coast Ranch

Carrington Coast Ranch hosts a diversity of natural habitats, including coastal prairie, coastal scrub, freshwater and saltwater wetlands, and tidal marsh. The ranch is primarily open grassland, which affords spectacular views of the ocean.

The 335-acre coastal property just north of Salmon Creek will eventually be open to the public as a regional park and open space preserve providing a critical segment of the 1,200-mile California Coastal Trail and link to public lands to the north and south. The development of public trails on the Carrington property will provide a safe route for hikers between Marshall Gulch and Salmon Creek.

Photo Courtesy of Sonoma County Regional Parks

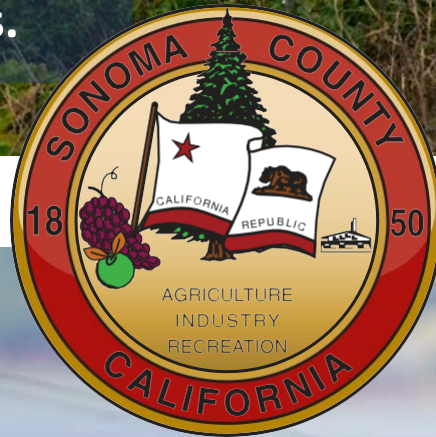
Mission Statement Photos

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.





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Sonoma County
California**

For the Fiscal Year Beginning

July 1, 2020

Christopher P. Morill

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to Sonoma County, California for its Annual Budget for the fiscal year beginning July 1, 2020.

In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as a financial plan, as an operations guide, and as a communications device.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

COUNTY OF SONOMA

**ADOPTED BUDGET
FISCAL YEAR 2021-22**

Presented in June 2021 to the

Board of Supervisors

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

By

Sheryl Bratton
County Administrator

Erick Roeser
Auditor-Controller

Susan Gorin
District 1



David Rabbitt
District 2



Chris Coursey
District 3



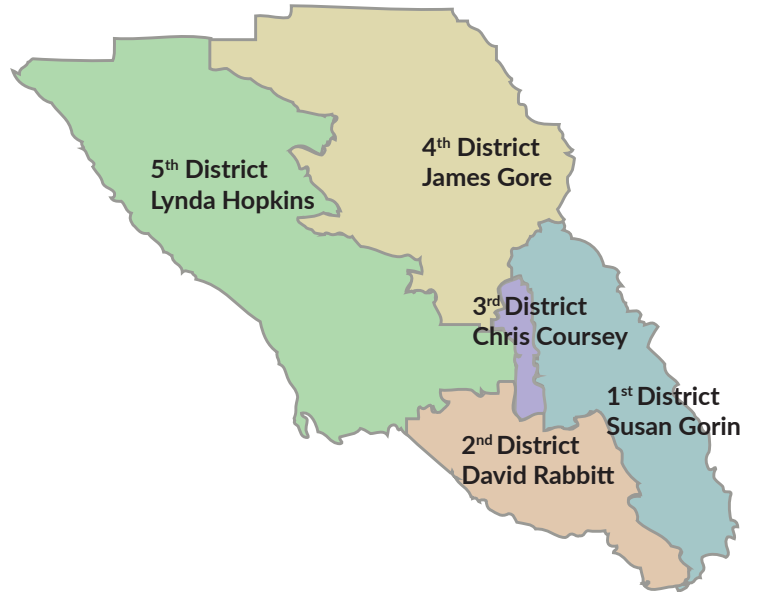
James Gore
District 4



Lynda Hopkins
District 5



County of Sonoma Board of Supervisors



(707) 565-2241

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	Susan Gorin
Supervisor, District Two	David Rabbitt
Supervisor, District Three	Chris Coursey
Supervisor, District Four	James Gore
Supervisor, District Five	Lynda Hopkins
Auditor-Controller-Treasurer-Tax Collector	Erick Roeser
County Clerk-Recorder-Assessor	Deva Marie Proto
District Attorney	Jill Ravitch
Sheriff-Coroner	Mark Essick

Appointed Officers & Department Heads

Agricultural Commissioner-Sealer of Weights & Measures	Andrew Smith
Agricultural Preservation and Open Space District General Manager	Misti Arias
Child Support Services Director	Jennifer Traumann
Community Development Commission Interim Executive Director	David Kiff
County Administrator	Sheryl Bratton
County Counsel	Robert Pittman
Economic Development Director	Sheba Person-Whitley
Emergency Management Director	Christopher Godley
General Services Director	Caroline Judy
Health Services Interim Director	Tina Rivera
Human Resources Director	Christina Cramer
Human Services Director	Angela Struckmann
Independent Office – Law Enforcement Review/Outreach Director	Karlene Navarro
Information Systems Director	John Hartwig
Office of Equity	Alegria De La Cruz
Permit & Resource Management Director	Tennis Wick
Chief Probation Officer	David Koch
Public Defender	Kathleen Pozzi
Regional Parks Director	Bert Whitaker
Transportation & Public Works Director	Johannes J. Hoevertsz
U.C. Cooperative Extension Director	Stephanie Larson
Water Agency General Manager	Grant Davis

ACKNOWLEDGMENTS

The following individuals are gratefully acknowledged for their contributions to the production of the budget document.

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ABOUT THE BUDGET

Welcome to the budget for the Fiscal Year (FY) 21-22 which begins July 1, 2021. This section of the budget document is designed to help readers understand the purpose and content of the budget.

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; 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-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 are: 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 has prepared a comprehensive and sound plan, conforming to the constraints of available financing and policy, it is made available 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 Administrator's Recommended Budget is complimented with supplemental budget adjustments, which represent programmatic changes that are in alignment with Board direction, but were not developed in time to be included in the Recommended Budget.

During development of the FY 2020-21 Budget, departments were forced to make reductions to match the diminished resources available due to the COVID-19 pandemic. While the Board was able to restore some of these reductions using either ongoing revenues or one-time sources programmed over three years, many departments still were forced to reduce their budgets. Fortunately, improving conditions have meant that departments are not expected to make across the board reductions in FY 2021-22. However, certain departments experienced financial constraints due to a decrease in revenues or increases in expenditures 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.

In addition, some departments have experienced needs to update their service delivery models; these changes are described in “program change requests”. 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.

During the Board of Supervisors’ public budget hearings, they consider the Recommended Budget and supplemental adjustments, add-back requests, and departmental program change requests. The County Administrator prioritizes the add-back and program change requests for consideration in the FY 2021-22 budget hearings. The Board of Supervisors deliberates the Recommended Budget, supplemental adjustments, add-back and program change requests during the public budget hearings and approves the result of deliberations and straw votes as part of 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.

- January: Governor releases the proposed state budget for the upcoming fiscal year, which provides significant funding to a number of county departments/agencies.
- March: Departmental budget requests are submitted to the County Administrator. Staff prepares the Recommended Budget working with departments to incorporate established policy direction and fiscal targets.
- April: Annual Budget Workshops include department presentations on their preliminary budgets for early information to the Board.

County Administrator staff reviews department submitted budget requests and balances the Recommended Budget. The County Administrator and Auditor-Controller-Tax-Collector produces the budget document, and supplemental budget changes verified by the Auditor-Controller-Treasurer-Tax-Collector in preparation for budget hearings. Third quarter budget estimates and adjustments are presented and adopted, as needed.
- May: Governor releases the “May Revision” budget, which may impact County departments/agencies that significantly rely on state funding. The Recommended Budget is published online.
- June: Board of Supervisors conducts budget hearings and adopts the Recommended Budget with changes as determined at the budget hearings. The County Administrator and the Auditor-Controller-Tax-Collector request delegated authority to make administrative budget adjustments to close out the fiscal year.
- August: County Administrator and Auditor-Controller-Tax Collector present to the Board the year-end close results.
- September/October: County Administrator and Auditor-Controller-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 and the analysis will include new ongoing revenue levels and further consideration of the prioritized restoration list.
- November: Update annual revenue plan. The County Administrator’s Office and the Auditor-Controller-Treasurer-Tax-Collector establish fund level targets. The County Administrator’s Office establishes department General Fund targets.

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 Administrator. The letter from the County Administrator 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 2021-22 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 is identified separately to allow the reader to see the net (true) program cost; this is illustrated in the Revenue Budget Details table under Revenues, in the row called "Transfers/Reimbursements within the County".
5. **Accomplishments and Objectives** – Lists the department's major accomplishments achieved in the prior year and priority activities to focus on in the upcoming fiscal year.
6. **Department Highlights** – This portion of the narrative addresses the major variances in the department's budget. It also includes Key Issues, which highlight the 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. Additional information on Capital Projects, including recommendations for the distribution of the annual General Fund contribution to Capital Projects, will be included in the additional budget materials, which will be made available prior to Budget Hearings.

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



COUNTY OF SONOMA
BOARD OF SUPERVISORS

575 ADMINISTRATION DRIVE, RM. 100A
SANTA ROSA, CALIFORNIA 95403

(707) 565-2241
FAX (707) 565-3778



MEMBERS OF THE BOARD

LYNDA HOPKINS
CHAIR

CHRIS COURSEY
VICE CHAIR

DAVID RABBITT

JAMES GORE

SUSAN GORIN

Dear Neighbors,

The past year indeed has been another challenging one on several fronts. We recognize that many of our residents have continued to struggle with issues related to the pandemic, the economic downturn, fire recovery or possibly all three. In these times, a budget may seem like the least important concern. Yet it is through our budget that we are able to lay out our plans to address these crises, provide support services and continue on our path toward recovery and economic expansion. The County of Sonoma's \$1.96 billion Fiscal Year 2021-22 Adopted Budget highlights our commitment to addressing these challenges while also positioning us to move toward the future, guided by the roadmap within the Strategic Plan that the Board of Supervisors adopted in March. Some highlights from the budget include:

COVID Response:

- In order to ensure a continued response to the COVID-19 pandemic, \$47 million is programmed for ongoing COVID-19 response.
- The County will receive \$96 million in federal funding under the American Rescue Plan Act. The Board approved a process for distribution including \$20 million for direct response, with the remainder to be allocated to departmental programs and directly to the community to ensure lasting recovery from the medical and economic crisis and increased preparedness for the future.
- Provided \$350,000 for local chambers of commerce and visitors bureaus to ensure that they can continue to support businesses and provide local resources in unincorporated communities.

Emergency Preparedness

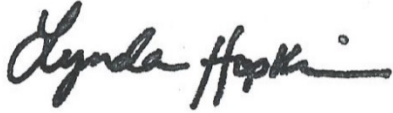
- Dedicated \$3.5 million additional dollars, including \$1.5 million in ongoing general fund support, to help support fire agencies and enable consolidations that will increase capacity and efficiency in emergency response throughout the county.
- Set aside \$3 million for a Disaster Response Fund to ensure resources are available for immediate response to any future disasters.
- Set aside \$2.5 million for removal of hazardous trees to reduce risk of fires.
- Approved \$140,000 to assist in rehousing the County Archives from Los Guilicos to reduce risk of loss in a fire.

Strategic Initiatives and Fiscal Sustainability:

- Set aside \$5 million to be distributed later this year to move key priorities from the Board's adopted Strategic Plan forward in FY 2021-22.
- Dedicated \$2 million for non-congregate shelter sites and safe parking options for homeless residents.
- Provided \$350,000 for Septic Infrastructure Mapping to enable better compliance with new state requirements.
- Ended reliance on one-time PG&E settlement funds to support permanent positions.
- Dedicated \$3.75 million in year-end fund balance to help pay down pension liabilities.

To learn more about the budget, please visit our website at www.sonoma-county.ca.gov. If you have any questions, please contact us at publicaffairs@sonoma-county.org.

Sincerely,

A handwritten signature in black ink that reads "Lynda Hopkins". The signature is written in a cursive style with a horizontal line extending from the end.

Lynda Hopkins
Chair and Fifth District Supervisor

SONOMA COUNTY FY 2021-22 RECOMMENDED BUDGET

COUNTY ADMINISTRATOR'S MESSAGE

Dear Board of Supervisors,

I wish for a time when this message can begin without a recounting of the crises faced by Sonoma County. My preference would be to focus on new initiatives, our successes, and even the more mundane changes to our budget for the year to come. Unfortunately, this is not the case. The last year saw our lives upended by a global pandemic with effects that are ongoing. Our County once again scarred by wildfires that destroyed far too many homes and forced massive evacuations at a time when the normal methods for emergency shelters were not safe. It closes with us facing severe drought and, once again, looking at how we can conserve that most basic and necessary of resources, water.

The COVID-19 pandemic has clearly put our County, our nation, and our world to the test. As of mid-May, nearly 30,000 Sonoma County residents have suffered from the virus, and 314 Sonoma County residents have died from it. In all, 578,000 Americans and 3.2 million people worldwide have died from the disease. This, indeed, has been a time of grief. The disruption to our lives has been extreme, and as is too often the case, those who have the least have often suffered the most.

And yet the year also closes with profound hope. Vaccinations, developed and delivered far faster than we could have imagined a year ago, combined with the efforts of our public health staff and our community have enabled restrictions to be lifted in our County. We are returning to some semblance of normal life. Our economy, while battered, has proved far more resilient than we might have imagined. Our response to the LNU Complex and Glass Fires has shown how much emergency response has improved in this County since 2017, with better warnings, better information, and a more coordinated response even in the face of a pandemic. Even as we have faced these disasters, we have moved the work of the County forward, most notably with your Board's adoption of the new Strategic Plan. It is this hope, rather than the disasters we have faced, that permeates the Fiscal Year 2021-22 Recommended Budget.

COVID-19

One year ago when we presented the Recommended Budget, the County was in a lockdown. All but essential businesses were closed, residents were ordered to shelter in place, and the economy was in the midst of the most rapid contraction of the Post-World War II era. Today, we are well into the process of reopening. This reopening is not driven by denialism or wishful thinking but by steadily improving conditions and the diligence of our county's residents. We enter with a strong and justified hope for the future.

The most important aspect driving our hope is the steady progress in vaccinations. As of mid-May, more than half of all residents who are 16 and older have been fully vaccinated, and more than 70 percent have at least a first dose. For residents over 70, who are most at risk of the worst outcomes of COVID-19, more than 75 percent are fully vaccinated. Appointments for vaccinations are now readily available, and the number of vaccinated individuals grows daily. However, there is still work to be done. Vaccination rates remain lower in the Latinx community and in neighborhoods that score lowest on the Healthy Places Index, which looks at factors such as income, education, and access to health care. Equity is one of our County's core values, and we will not relax our efforts while these disparities remain. Meanwhile, the Pfizer vaccine has just been approved for those ages 12 to 15, which has expanded the County's vaccine-eligible population by some 23,000 residents. Encouraging this age group to get vaccines will be challenging given that the school year is winding to a close and that studies show there is greater vaccine hesitancy among parents of younger children than older age groups. Nonetheless, the County will continue to work toward expanding vaccinations to all parts of our community as equitably as possible.

The Recommended Budget does not include most costs for COVID-19 response, which will be added during budget hearings as our estimates are refined. However, significant testing, contact tracing, and vaccination efforts will continue into Fiscal Year 2021-22. Current estimates are for \$43.3 million to be required. Fortunately, our Federal partners have stepped forward and these direct costs are supported by funding from FEMA and the American Rescue Plan Act (ARPA).

In addition to the direct response costs, there will be continued need to support our community's recovery and to increase our capacity to respond in the future. As the wildfires of 2017 showed us, deficiencies in our alert and warning system and fire preparedness spurred ongoing efforts at improving our systems of response and our mitigation efforts to lessen the impact of fires, so too this pandemic must lead to improvements in our health system. Our public health lab, which recently may have seemed like a luxury, now is a clear necessity and will need to be moved as we vacate its current location on the Chanate site. While economic activity and employment are rebounding, many residents are still struggling from the impacts of COVID-19. In FY 2020-21, the County allocated \$35.6 million in rental assistance, much of which will go out in FY 2021-22, and spent more than \$5 million to support our non-profits in providing food to those in need. These needs will not go away when the Fiscal Year ends. Fortunately, ARPA will provide an infusion of \$96 million to help us emerge from the pandemic with a stronger community and County organization.

County staff has faced many challenges as well, yet we have rededicated ourselves to our common goals of public service and equity, objectives that have motivated us to enter this line of work. We have spent 770,000 staff hours and \$121 million responding directly to the pandemic. What is more, we have kept all necessary county services running. This has involved changing the way we do business. We have moved more of our services online. That said, we have not been solely focused on the pandemic and maintaining status-quo services. Even as we worked through this disaster, the Board adopted a new Strategic Plan to guide the County into the future.

Strategic Plan

In March, the Board of Supervisors adopted a new [Five-Year Strategic Plan](#), developed over more than a year with input from the community and highlighting the values of our county. At the core of the Strategic Plan is the County's mission: "To enrich the quality of life in Sonoma County through superior

public services.” It recognizes the core values of equity, excellence, accountability, collaboration, and innovation, and it calls for all actions to be guided by the principles of geographic equity, leveraging funds, and partnerships with cities and community stakeholders all of which are designed to ensure that we maximize our impact.

The Strategic Plan itself is built upon five pillars: Healthy and Safe Communities; Racial Equity and Social Justice; Organizational Excellence; Climate Action and Resiliency; and Resilient Infrastructure. It is not only an aspirational document of high-minded statements. Upon these pillars rest goals representing the outcomes we will strive to achieve, and objectives that measure our progress toward these goals. Each objective has a lead assigned to it going forward. To ensure accountability on our progress, we will be setting up an online dashboard tracking progress on all of our objectives. A key task for the coming year will be the development of specific implementation plans to achieve these objectives and the identification of resources to do so. Even as these are being developed, many objectives will already be moved forward under the funding provided in the Recommended Budget.

Fiscal Sustainability

Achieving our goals in the Strategic Plan will require that we maintain a sustainable fiscal base. When I wrote last year, we were projecting serious revenue losses, and there was significant risk that the short-term economic damage of the initial shutdown would turn into new great depression. By the time the budget was adopted, on a delayed schedule in September, the worst case scenarios had faded, but we still adopted a budget that included \$18.3 million in reductions to departments and had another \$8.9 million funded through one-time sources, some over three years.

This year we enter in a stronger position thanks to the difficult choices that your Board has made over the last two years. Most of the departmental Recommended Budgets submitted here include no service reductions. The Executive Summary that follows this message provides more details about the specifics of the budget, including more information on the sources and uses of funds. However, one point should be noted. The budget is structurally balanced insofar as it does not rely upon savings from FY 2020-21 to achieve balance. However, during the FY 2020-21 budget hearings, the board allocated PG&E settlement funding over a three-year period to some departments, as well as some discretionary fund balance. The Recommended Budget does include \$7.5 million of this one-time funding that will drop out after FY 22-23. In addition, we face future cost increases, including the need to staff the Behavioral Health Unit at the Main Adult Detention Facility, which is expected to come online in FY 2022-23.

Looking ahead, the economic recovery continues but unevenly. By all accounts, the housing market has remained strong, and it now seems unlikely that we will experience a drop in property taxes, as was seen during the Great Recession. In fact, the documentary transfer tax, which is charged on transfer of properties and thus can be a leading indicator, is on target to be the highest in FY 2020-21 since at least 2005-06, at the height of the housing boom. Still, the impact of these sales on property tax collections will be mitigated by several factors. First, the low Consumer Price Index of 1 percent, which means that properties that do not transfer will only see their values go up by 1 percent rather than the cap of 2 percent. In addition, because the roll is set based on January 1 values, the 2021 tax roll will be impacted by the slow sales during the shutdown in the spring of 2020 as well as the faster sales during the second half of the year. Finally, while the residential market has been strong, the commercial property market has struggled. While much less dependent on commercial property taxes than more urban areas, this will reduce growth in the County’s tax base.

Sales tax revenues have rebounded in Sonoma County and statewide, however they remain below pre-pandemic levels. In addition, this rebound is impacted by the uneven recovery across industries. While the building and construction, and business and industry sectors have remained strong, hospitality and travel sectors such as restaurants and hotels have been hard hit. This also impacts collections of transient occupancy tax. In addition, the pandemic has accelerated the shift from brick-and-mortar shopping to online sales. Fortunately, local jurisdictions do receive sales tax from most online sales, but the long-term impact on the local economy of this trend is uncertain.

One major component of fiscal sustainability is maintaining healthy reserves. During FY 2020-21 budget hearings, your Board chose to utilize \$8.5 million of the PG&E settlement funds to restore General Fund reserves that were drawn down following the 2017 wildfires. This brought total reserves to \$52.8 million, or about 10.4 percent of General Fund operating revenues. This is above the minimum level set by policy of one month reserves (8.3 percent), but is still \$31.8 million short of the target of two months operating reserves.

Acknowledgements

The FY 2021-22 Recommended Budget is the result of a collaboration between the County Administrator's Office (CAO) and the County's many agencies and departments. A great thanks is owed to the fiscal staff in all of the departments and agencies who worked to develop balanced budgets within their allotted resources, and to the members of the CAO Budget and Operations team who thoroughly and tirelessly review each of the budgets and work with departments to ensure that they are accurate and complete. This year the County's financial staff deserve special recognition for their work during this difficult year. Developing the budget is a months-long process that begins in the fall and runs through budget hearings. Because the FY 2020-21 budget adoption was delayed until September due to COVID-19, staff have essentially been working non-stop on budgets for a year and a half, even as they have continued with their roles supporting day-to-day operations and responding to multiple disasters.

Additional mention is merited by some departments for their close collaboration on this product. In particular: the Auditor-Controller-Treasurer-Tax Collector's Office works diligently to verify the overall balancing and accuracy of the budget and of the tables presented in this book and maintains the Enterprise Financial System, which provides the platform for budget development and implementation; the Human Resources Department works to verify all approved position allocations and to produce updated tables; and the Information System's Department for assistance in remediation of these documents and for uploading and hosting the online version of the Recommended Budget.

Finally and most importantly, a special thanks is due to each of the more than 4,000 County employees who have served the Community through this difficult year. At the end of the day, the budget is nothing more than the tool by which we enable these dedicated women and men to do their jobs and make Sonoma County a better place.

Conclusion

Over the last three and a half years, Sonoma County has experienced a lifetime worth of disaster and disruption. This last year, with pandemic and fire, has tried us as much as any. Yet we emerge from it with hope, ready to move forward and embrace new challenges. Our County's finances have stabilized. We can see a return to normality from our COVID-disrupted lives. We are ready to embrace the future.

And we enter FY 2021-22 with a clear vision of how we will not just embrace, but build that future. The Strategic Plan, carefully crafted to reflect the values of our community, is both a challenge and a guide. It lays out the values and vision that we must strive for and a path to achieve them. We will not achieve all of our goals in the next year, but we will begin the journey toward them.

We do not know what turns the next year will bring. What we do know is that we are more resilient and better prepared to face whatever comes than we have ever been. We have seen that our community and our organization, through its staff at all levels and across departments under the leadership of your Board, are ready to rise to any challenge.



EXECUTIVE SUMMARY

BUDGET OVERVIEW

The total recommended uses (less operating transfers) for FY 2021-22 is \$2.12 billion. This is financed by \$1.91 billion in sources and \$209 million in use of fund balance. Use of fund balance includes use of accumulated revenues or bond funding for capital projects and other one-time costs, and total use of fund balance is decreasing from the FY 2020-21 adopted budget.

Table 1 provides a comparison of total expenditure and revenue appropriations between the FY 2020-21 Adopted Budget and the FY 2021-22 Adopted Budget.

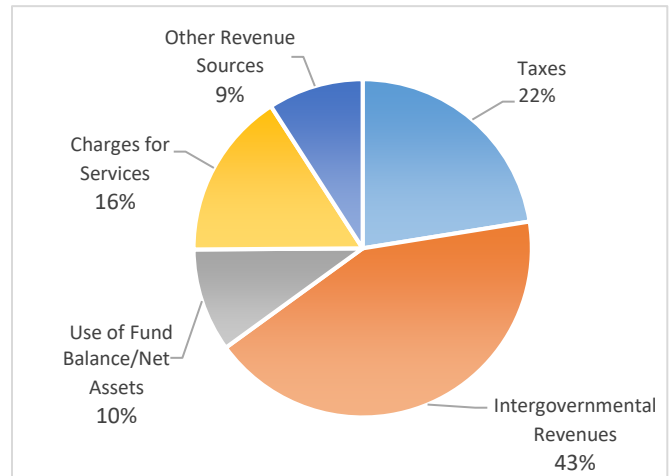
Table 1. Adopted Sources, Uses, and Net Cost/Use of Fund Balances

	FY 2020-21 Adopted	FY 2021-22 Recommended	FY 2021-22 Adopted	Change from Adopted to Adopted	Percent Change
Revenues	1,728,006,229	1,784,673,634	1,906,028,175	178,021,946	10.3%
Net Cost/Use of Fund Balance	211,849,651	200,117,457	209,085,864	(2,763,787)	(1.3%)
Total Sources	1,939,855,880	1,984,791,091	2,115,114,039	175,258,159	9.0%
Total Uses	1,939,855,880	1,984,791,091	2,115,114,039	175,258,159	9.0%
<i>Total Permanent Positions</i>	4,106.73	4,106.03	4,155.73	(0.70)	0.0%

A Look at Sources

Anticipated financing sources in the countywide Adopted Budget for FY 2021-22 totals \$2.12 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. These sources include special revenue funds, special districts, Debt Service Fund, and Capital Projects Fund, as well as internal service and enterprise proprietary funds. The \$ 2.12 billion in sources includes \$373 million in General Fund general purpose revenues and \$1.74 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 2021-22 Total Sources: All Funds; \$2.12 Billion



General purpose revenues total \$373 million and represent approximately 21% of the total Adopted Budget. Once the County fulfills maintenance of effort (MOE), local funding match, or finances County services net cost, the Board of Supervisors then uses their discretion to determine which programs receive the remaining general purpose revenue. Table 2 provides details on the sources of General Fund, and general purpose revenue. It does not include \$ 11.8 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 voter approved measure.

Chart 2. General Fund General Purpose Revenues; \$373 Million

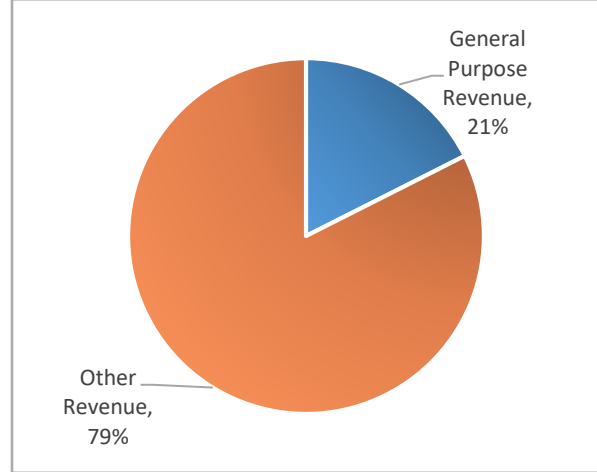


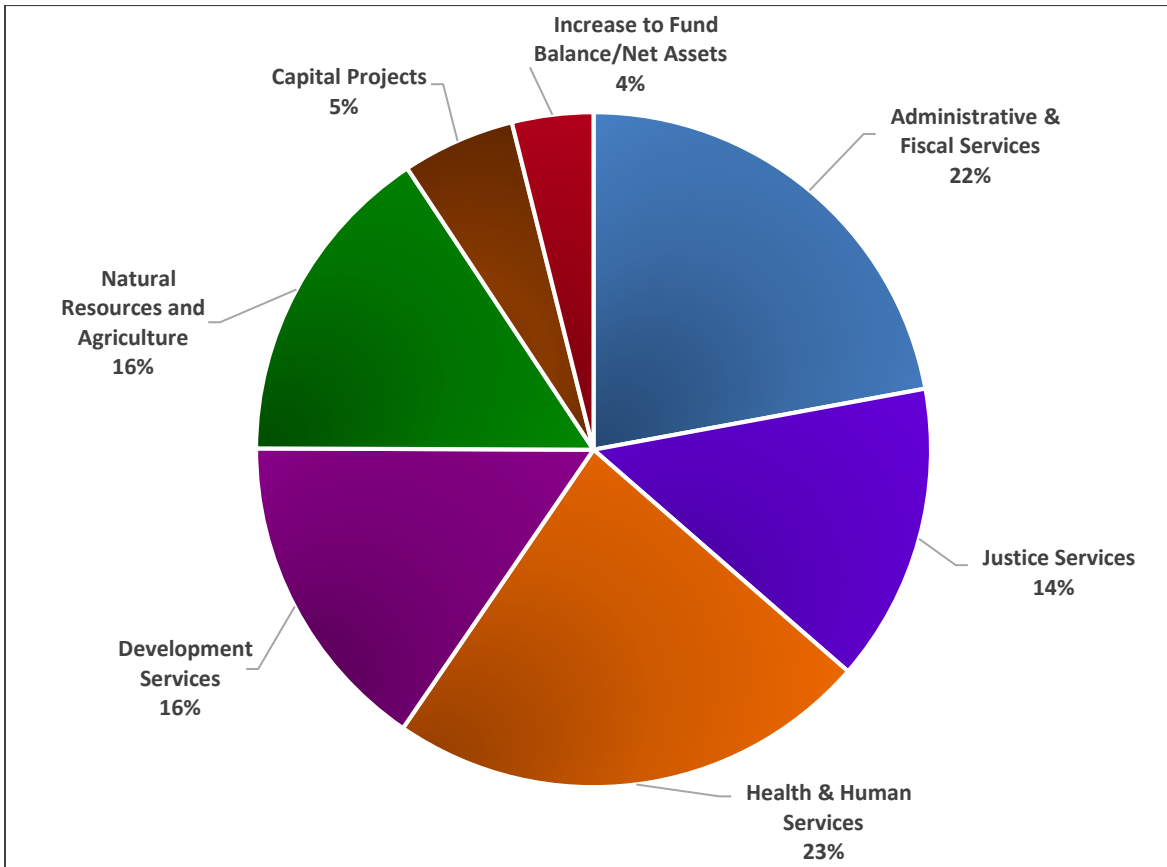
Table 2. General Fund General Purpose Revenues

Description	FY 2020-21 Adopted	FY 2021-22 Adopted	\$ Change from FY 2020-21	% Change from FY 2020-21	% Share of Budget
Property Tax	\$271,392,957	\$280,009,140	\$8,616,183	3.2%	79.9%
Sales Tax	\$20,177,000	\$23,702,000	\$3,525,000	17.5%	6.7%
Cost Plan	\$13,786,074	\$8,806,157	(\$4,979,917)	(36.1%)	2.5%
RDA	\$6,000,000	\$10,000,000	\$4,000,000	66.7%	1.7%
Teeter Prop Tax Penalties	\$5,204,148	\$3,404,148	(\$1,800,000)	(34.6%)	1.0%
Interest Earnings	\$4,189,000	\$4,390,000	\$201,000	4.8%	1.3%
Transient Occupancy Tax	\$3,734,258	\$3,900,000	\$165,742	4.4%	1.1%
State Grant Revenue	\$3,500,000	\$0	(\$3,500,000)	(100.0%)	0.0%
Doc Transfer Tax	\$3,464,123	\$5,500,000	\$2,035,877	58.8%	1.6%
Utilities Franchise Fees	\$3,100,000	\$3,200,000	\$100,000	3.2%	0.9%
Prop Tax Admin Fees	\$2,700,000	\$2,850,000	\$150,000	5.6%	0.8%
Reinvestment and Revitalization Fund	\$2,500,000	\$10,600,000	\$8,100,000	324.0%	0.7%
Tribal Mitigation Reimbursement	\$1,523,000	\$1,452,273	(\$70,727)	(4.6%)	0.2%
Federal Geothermal	\$1,659,000	\$1,808,000	\$149,000	9.0%	0.5%
State Homeowners Property Tax Relief	\$1,200,000	\$1,100,000	(\$100,000)	(8.3%)	0.3%
Other Taxes & Revenue	\$514,381	\$530,000	\$15,619	3.0%	0.2%
Other Govt Agencies	\$202,000	\$202,000	\$0	0.0%	0.1%
Release of one-time fund balance	\$28,034,004	\$11,714,416	(\$16,319,588)	(58.2%)	0.6%
Total General Purpose Sources	\$372,879,945	\$373,168,134	\$288,189	0.1%	100.0%

A Look at Uses

Chart 3 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 3. Total Adopted Uses: All Funds; \$2.12 Billion



**Administrative & Fiscal Services includes Independent Office of Law Enforcement Review and Outreach (IOLERO), Department of Emergency Management, and Court Support/Grand Jury.*

Table 3 shows how the \$373 million of general-purpose revenues, or 21% of total countywide budget sources, will be spent in FY 2021-22. Approximately \$292 million of these funds are allocated to operating departments to cover the costs of programs that are not funded by state/federal contracts, 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	FY 2020-21 Adopted	FY 2021-22 Adopted	\$ Change from FY 2020-21	% Change from FY 2020-21	% Share of Budget
Agricultural Commissioner	2,212,526	2,217,063	4,537	0.2%	0.8%
Auditor-Controller-Treasurer-Tax Coll.	6,009,154	6,523,560	514,406	8.6%	2.2%
Clerk Recorder Assessor	13,883,537	13,751,563	(131,973)	(1.0%)	4.7%
County Administrator/Board of Supervisors	9,325,523	10,398,010	1,072,487	11.5%	3.6%
County Counsel	0	1,025	1,025	0.0%	0.0%
Court Support/Grand Jury	8,271,049	8,924,863	653,814	7.9%	3.1%
Department of Health Services	8,401,246	8,491,427	90,181	1.1%	3.0%
District Attorney's Office	18,413,372	19,497,076	1,083,704	5.9%	6.6%
Emergency Management	2,101,601	2,449,224	347,623	16.5%	0.7%
General Services	17,459,543	18,771,486	1,311,943	7.5%	6.3%
Human Resources	7,340,112	9,529,781	2,189,669	29.8%	3.3%
Human Services	24,040,736	26,609,876	2,569,140	10.7%	9.2%
Independent Office of Law Enf Review	790,184	1,958,190	1,168,006	147.8%	0.6%
Information Systems	812,606	1,341,226	528,619	65.1%	0.3%
Office of Equity	616,229	930,361	314,132	51.0%	0.3%
Permit Sonoma	3,616,547	3,635,235	18,688	0.5%	1.3%
Probation	34,430,714	36,108,261	1,677,547	4.9%	12.3%
Public Defender	12,381,083	12,758,095	377,012	3.0%	4.4%
Regional Parks	4,593,283	4,739,054	145,771	3.2%	1.6%
Sheriff's Office	98,348,805	102,103,529	3,754,724	3.8%	35.3%
Transportation & Public Works	103,478	143,520	40,042	38.7%	0.0%
UC Cooperative Extension	1,166,234	1,191,640	25,406	2.2%	0.4%
Sub-Total for Departments (Net Cost)	274,317,565	292,074,065	\$17,756,501	6.5%	100.0%
Board General Fund Contingency	5,000,000	6,665,693	1,665,693	33.3%	8.0%
Time-limited funding to Departments	15,096,647	6,402,731	(8,693,916)	(57.6%)	6.1%
Reserve for upcoming needs	8,707,313	2,834,332	(5,872,981)	(67.4%)	3.0%
COVID 19 Support	20,000,000	0	(20,000,000)	(100.0%)	0.0%
Capital Project Plan Contribution	0	5,500,000	5,500,000	0.0%	8.7%
Deferred Maintenance Fund	5,256,745	7,906,745	2,650,000	50.4%	12.6%
City of Santa Rosa (Annexation Roads)	662,000	662,000	0	0.0%	1.1%
City of Santa Rosa (Annexation Payment)	800,000	800,000	0	0.0%	1.3%
Community Development Commission	3,711,604	1,716,969	(1,994,635)	(53.7%)	2.7%
Employee Programs	3,802,653	3,745,970	(56,683)	(1.5%)	6.0%
Local Agency Formation Commission Share	279,718	293,753	14,035	5.0%	0.5%
Non-Departmental County Expenses	8,388,604	13,371,653	4,983,049	59.4%	15.1%
Pension Obligation Bond 2003B Interest	1,075,200	1,075,200	0	0.0%	1.7%

Department/Program/Initiative	FY 2020-21 Adopted	FY 2021-22 Adopted	\$ Change from FY 2020-21	% Change from FY 2020-21	% Share of Budget
Increase to reserves	1,100,000	0	(1,100,000)	(100.0%)	0.0%
FEMA Audit Reserve	3,970,804	2,209,196	(1,761,608)	(44.4%)	0.0%
Disaster Response Fund	0	3,000,000	3,000,000	0.0%	0.0%
Reinvestment & Revitalization Fund	6,000,000	10,000,000	4,000,000	66.7%	9.5%
Roads: Operations and Pavement Pgm.	14,711,092	14,909,827	198,735	1.4%	23.7%
Sub-Total for Programs/Initiatives	98,562,380	81,094,069	(17,468,311)	(17.7%)	100.0%
Total	372,879,945	373,168,134	288,190	0.1%	100.0%

Position Summary

Table 5 illustrates changes in full-time equivalent (FTE) positions by department. The Adopted Budget decreases allocations by 0.7 from the FY 2020-21 revised positions. Departments are requesting 11.00 FTE be added back to services and programs and will be considered by the Board at budget hearings in June.

Table 5. Position Summary

Department*	FY 2020-21 Adopted	FY 2020-21 Revised	FY 2021-22 Recommended	Supplemental Changes	Total w/Supplemental	Hearing Actions	FY 2021-22 Final Adopted*
ACTTC	103.00	103.00	103.00	5.00	108.00	0.00	108.00
Ag Pres/Open Space District	28.50	30.50	30.50	1.00	31.50	0.00	31.50
Agricultural Commissioner	38.50	38.50	38.50	0.00	38.50	0.00	38.50
BOS/CAO	64.20	65.20	63.20	5.50	68.70	0.00	68.70
Child Support Services	81.00	81.00	78.00	0.00	78.00	-1.00	77.00
Clerk-Recorder-Assessor	106.55	106.55	103.55	0.25	103.80	0.00	103.80
Community Development	52.00	55.00	54.00	0.00	54.00	0.00	54.00
County Counsel	41.25	41.25	41.25	0.00	41.25	1.00	42.25
District Attorney	127.55	127.55	127.55	0.20	127.75	1.00	128.75
Emergency Management	11.00	11.00	11.00	0.00	11.00	1.00	12.00
Economic Develop Board	14.00	14.00	14.00	1.00	15.00	0.00	15.00
General Services	107.50	108.50	106.00	0.00	106.00	0.50	106.50
Health Services	568.93	586.93	579.43	3.00	582.43	0.00	582.43
Human Resources	62.70	63.00	63.00	0.00	63.00	1.00	64.00
Human Services**	926.55	933.55	932.55	1.00	933.55	8.00	941.55
IHSS Public Authority	1.00	1.00	1.00	0.00	1.00	0.00	1.00
Ind Office Law Enf & Out	3.00	5.00	5.00	0.00	5.00	0.00	5.00
Information Systems	116.50	116.50	114.50	2.00	116.50	1.00	117.50
Office of Equity	2.00	2.00	2.00	1.00	3.00	0.00	3.00
Permit and Resource Mgmt	151.50	151.50	151.50	0.00	151.50	-1.00	150.50
Probation	279.00	279.00	263.00	0.00	263.00	10.00	273.00
Public Defender	52.00	52.00	52.00	1.00	53.00	0.00	53.00
Regional Parks	122.00	128.00	128.00	0.00	128.00	0.00	128.00
Sheriff/Adult Detention	629.50	629.50	626.50	0.00	626.50	1.50	628.00
Transport & Public Works	170.00	171.00	171.00	0.00	171.00	2.00	173.00
UC Cooperative Extension	6.00	5.00	5.00	0.00	5.00	1.75	6.75
Water Agency	241.00	241.00	241.00	2.00	243.00	0.00	243.00
TOTALS (FTE)	4,106.73	4,147.03	4,106.03	22.95	4,128.98	26.75	4,155.73

**The Final Adopted column reflects department allocation totals after vacant allocations have been deleted effective July 1, 2021, and filled allocations have been deleted effective October 5, 2021.

***The number of Human Services' FY 2020-21 Adopted allocations was incorrectly listed as 927.55 in the FY 2020-21 Budget. This number has been corrected.

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 more than 12 months are swept in the Recommended Budget as a supplemental item.

Budget Process – Next Steps

Budget hearings are scheduled to begin on June 15, 2021, 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 will adopt the budget, containing such revisions as the Board of Supervisors determines at the conclusion of the 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 list of add-back and addition requests submitted by departments that have been prioritized by the County Administrator's Office to best align with the Board of Supervisor's strategic priorities. The Board of Supervisors, during Budget Hearings, will weigh add-back and program change requests against any available ongoing or one-time resources.

During public hearings, the Board of Supervisors 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 adopt the budget as modified per the Board's direction and the budget will serve as the operating plan for Fiscal Year 2021-22.

After the State of California adopts its budget and/or as needs arise after the close of the property tax roll and the County's Fiscal 2020-21 books, staff will return with budget adjustments for the Board of Supervisors' consideration.



Financial Policies



FINANCIAL POLICIES FOR FY 2021-22 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 2021-22 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.

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.

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 that materially affect the County's financial position. Periodic review and updates of the County's Directory of Funds balances in excess of \$3 million, not including non-cash assets, as of prior fiscal year end, will be incorporated as part of the Board of Supervisors Budget Policy Workshop. Also, disposition of accumulated year-end fund balances will occur when there has been no activity in the past year and the County Administrator and Auditor-Controller-Treasurer-Tax Collector have identified them as no longer needed for their original purpose.

- **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)** shall maintain as a restricted reserve an amount equal to 2% 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 the purpose of balancing the budget. In order to finance an additional one-time Roads Pavement preservation investment on November 3, 2015, the Board temporarily reduced the reserve target to 1.25% and will re-establish the 2% reserve from the future collection of penalties.
- **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.

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
Buildings and Improvements	\$25,000	15-50 Years
Infrastructure	\$100,000	25-50 Years
Software	\$25,000	3-10 Years
Machinery and Equipment	\$5,000-\$25,000	5-15 Years

- 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.

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.

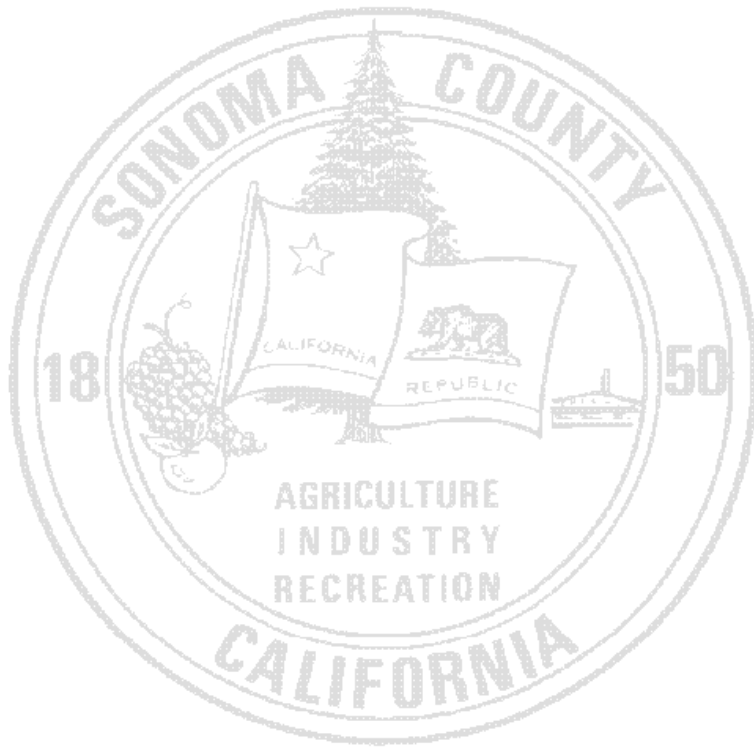
At the time the budget is prepared, the total year-end outstanding liability for the budget year is not known. When this information becomes available from the actuary during the budget year, the change in the total outstanding liability is recorded to the budgeted account Accrued Benefits Adjustment 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.



COUNTY OVERVIEW



GOVERNMENT

DIRECTORY OF ELECTIVE & APPOINTED OFFICERS

Elected Officers

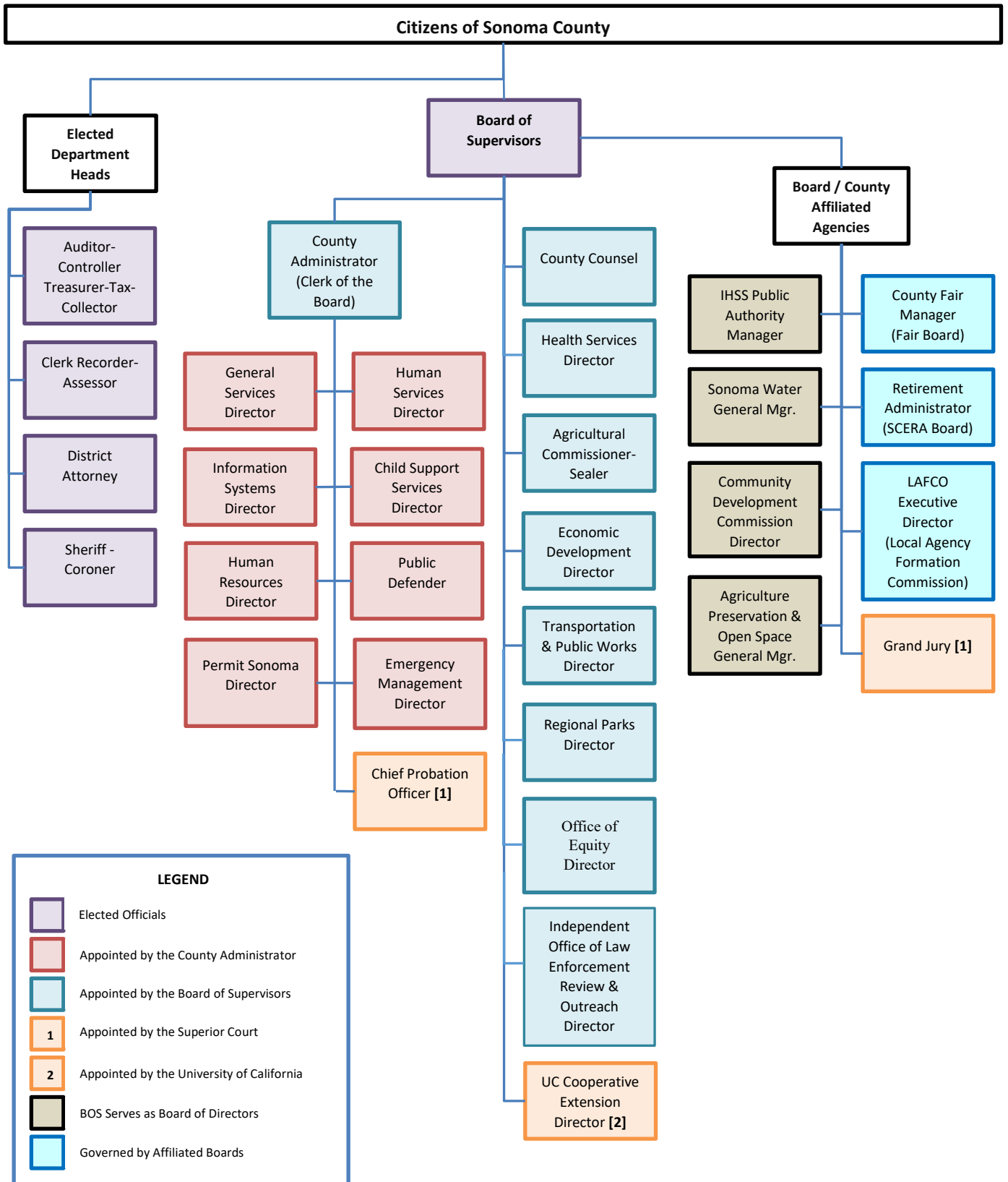
Board of Supervisors

Supervisor, District One	Susan Gorin
Supervisor, District Two	David Rabbitt
Supervisor, District Three	Chris Coursey
Supervisor, District Four	James Gore
Supervisor, District Five	Lynda Hopkins
Auditor-Controller-Treasurer-Tax Collector	Erick Roeser
County Clerk-Recorder-Assessor	Deva Marie Proto
District Attorney	Jill Ravitch
Sheriff-Coroner	Mark Essick

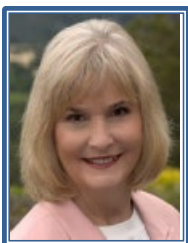
Appointed Officers & Department Heads

Agricultural Commissioner-Sealer of Weights & Measures	Andrew Smith
Agricultural Preservation & Open Space District General Manager	Misti Arias
Child Support Services Director	Jennifer Traumann
Community Development Commission Interim Director	David Kiff
County Administrator	Sheryl Bratton
County Counsel	Robert Pittman
Economic Development Director	Sheba Person-Whitley
Emergency Management Director	Christopher Godley
General Services Director	Caroline Judy
Health Services Interim Director	Tina Rivera
Human Resources Director	Christina Cramer
Human Services Director	Angela Struckmann
Independent Office – Law Enforcement Review/Outreach Director	Karlene Navarro
Information Systems Director	John Hartwig
Office of Equity	Alegria De La Cruz
Permit & Resource Management Director	Tennis Wick
Chief Probation Officer	David Koch
Public Defender	Kathleen Pozzi
Regional Parks Director	Bert Whitaker
Transportation & Public Works Director	Johannes J. Hoevertsz
U.C. Cooperative Extension Director	Stephanie Larson
Water Agency General Manager	Grant Davis

COUNTY ORGANIZATIONAL CHART



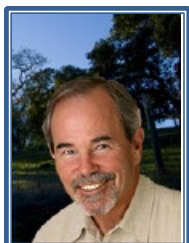
BOARD OF SUPERVISORS



Susan Gorin
First District



David Rabbitt
Second District



Chris Coursey
Third District



James Gore
Fourth District



Lynda Hopkins
Fifth District

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/>. The Supervisors' Chambers is located in the Sonoma County Administration Building at 575 Administration Drive, Room 102A, Santa Rosa, California, 95403, Phone (707) 565-2241.

COUNTY OVERVIEW

Sonoma County is located at the threshold between the commerce-driven San Francisco Bay Area and the spectacular beauty of northern California. The county extends over 1,500 square miles with a diverse economy that includes a world class wine region, stunning natural resources, and dozens of tourist destinations. Sonoma County is home to 493,041, with approximately 35 percent of the population residing in Santa Rosa. Residents all over Sonoma County enjoy a unique quality of life with access to cultural events, an academic community via Sonoma State University, economic opportunity, and low crime rates.

Governance

Sonoma County plays a dual role to residents, providing municipal services such as law enforcement and fire protection to unincorporated areas and providing the day-to-day operation of state and federally mandated programs. As a general-law county, Sonoma County abides by state laws that determine the number and duties of county elected officials. The county is divided into five districts that are approximately equal in population size. Each district has an elected Supervisor. District boundaries are adjusted every ten years following the release of federal census data.

The Board of Supervisors

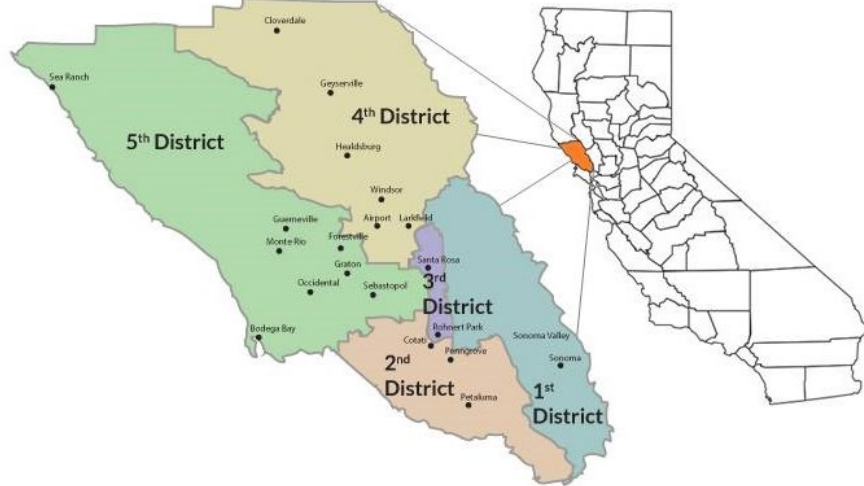
The Board of Supervisors is comprised of five members, one from each of the five districts, elected to four-year terms. The Board establishes policies concerning growth and development, and sets priorities for all activities within the county. In addition, they oversee the many departments and agencies of county government that provide county-wide services, health and welfare programs, elections, and public safety programs. The Board is the governing body that provides municipal services to unincorporated areas outside of cities. The Board of Supervisors acts as the governing Board of the Sonoma County Water Agency, the Agricultural Preservation and Open Space District, various county sanitation districts, and the Community Development Commission.

The County Administrator

The Board of Supervisors appoints the County Administrator who assists the Board in managing, directing, and coordinating the operations of all county departments. The County Administrator also prepares the county budget and makes recommendations to the Board of Supervisors to promote sustainable economic growth and effective delivery of county services.

COUNTY PROFILE

SONOMA COUNTY, CALIFORNIA

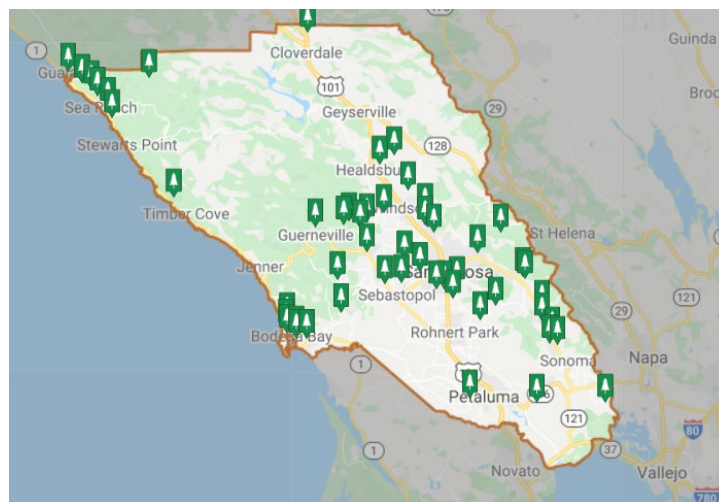


REGIONAL PARKS

Sonoma County Regional Parks

Number of Parks	58
Park Acres	16,275
Volunteer Service Hours	37,255
Education & Recreation Program Participants	23,713
Membership and Access Passes	33,494

Source: Sonoma County Regional Parks



Visit a Sonoma County Park: <http://parks.sonomacounty.ca.gov/Visit/Find-a-Park/>

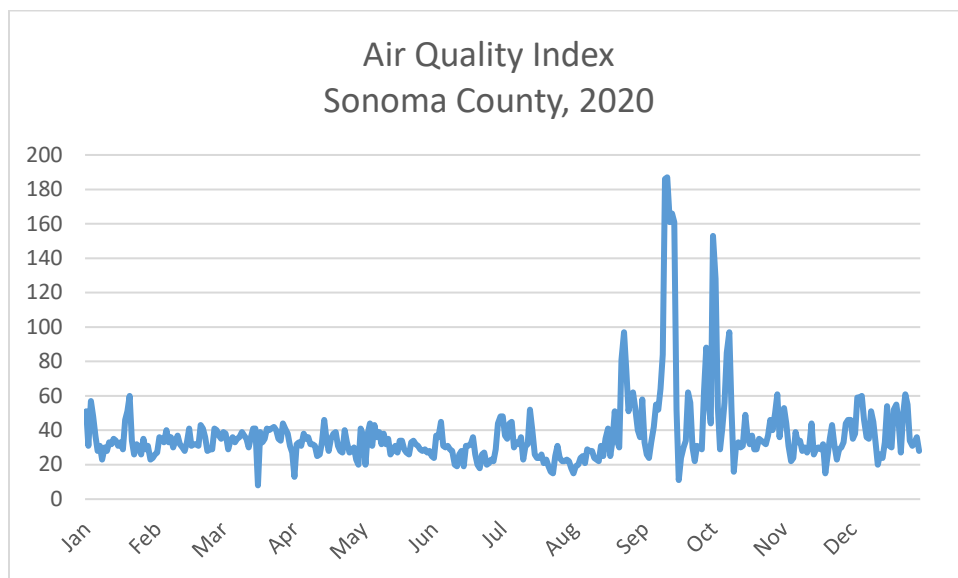
ROADWAYS IN SONOMA COUNTY

Maintained by	Bridges	Road/Highway Miles
City*	111	1,010.50
County	238	1,369
State	113	240.4
Federal	0	2.25

Source: Transportation & Public Works, CalTrans

AIR QUALITY INDEX

The Air Quality Index measures how much pollution and particulate matter is in the air. A value from 0-50 is considered good air quality. In 2020, Sonoma County’s median AQI was 33. This number is equal to the 2019 median AQI of 33. Sonoma County’s air quality index has historically remained between 30 and 40.

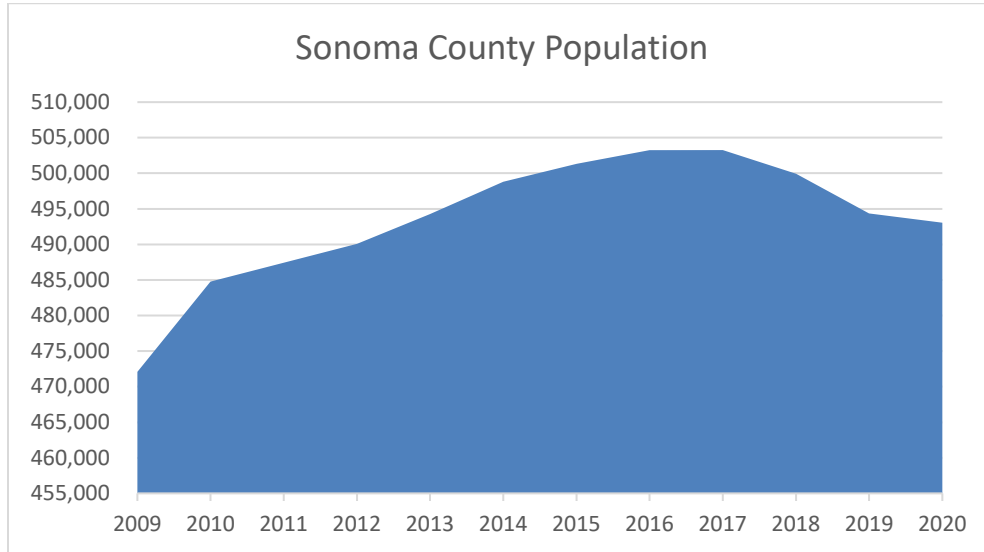


Source: [Environmental Protection Agency](#); [Sonoma County Economic Development Board](#)

DEMOGRAPHIC PROFILE

POPULATION

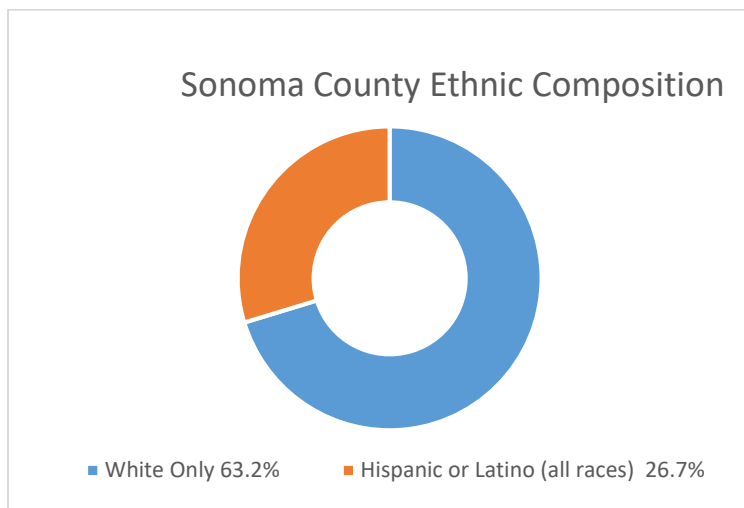
Sonoma County's populations continues to shrink, marking the fourth year of decline in a row. In 2020, Sonoma County was home to an estimated 493,041 residents, which is 10,208 less than in 2016. Prior to 2016 Sonoma County had experienced continuous population growth; devastating wildfires and rising housing costs could be responsible for a lack of inbound migration.



Source: [US Census Bureau](#); [Sonoma County Economic Development Board](#)

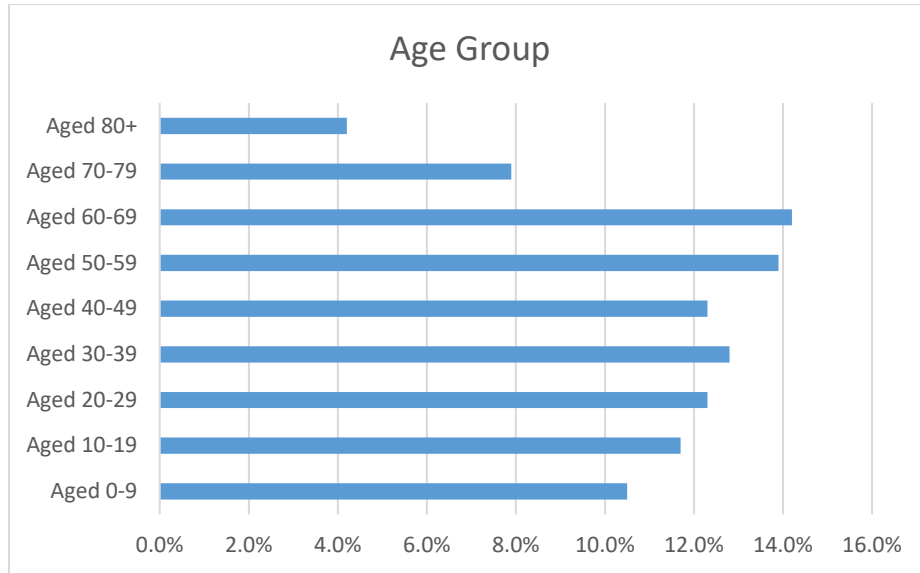
POPULATION CHARACTERISTICS

Ethnicity: In 2020, 26.7% of residents in Sonoma County identified as Hispanic. This compares to 24.9% in 2010. By 2026, it is projected that 29.9% of residents will identify as Hispanic.



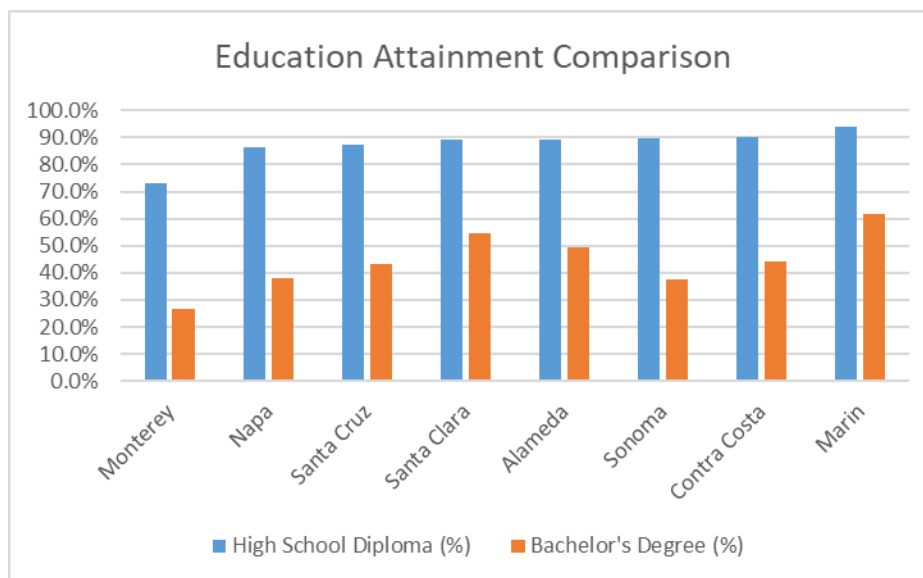
Source: [Sonoma County Economic Development Board](#)

Age: Sonoma County is experiencing a gradual ageing of its population and workforce. In 2020, residents aged 0-39 comprised 47.3% of the total population, residents aged 40-79 comprised 48.3%, and residents aged 80+ comprised 4.2%.



Source: [US Census Bureau](#)

Education Attainment: Over the past several years, Sonoma County has seen a moderate increase in residents, 25 years of age and over, that hold a high school diploma or higher. In 2020, 89.6% of Sonoma County residents held those academic credentials. This compares favorably to the state average (84.3%) and the national average (88.6%). In 2010, Sonoma County residents that held a high school diploma or higher was 86.5%, showing that the county's educational attainment has increased in the last 10 years. 37.5% of the county's population holds a Bachelor's Degree or higher.



Source: [Sonoma County Economy Development Board](#)

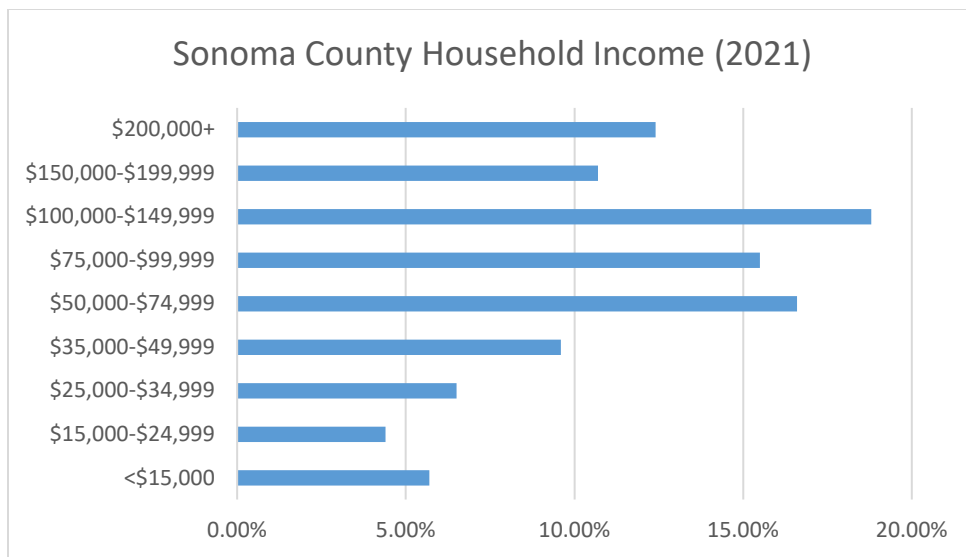
ECONOMICS

MEDIAN HOUSEHOLD INCOME

According to forecasts by Esri BAO, Sonoma County's median household income is estimated to be \$84,978 in 2021.

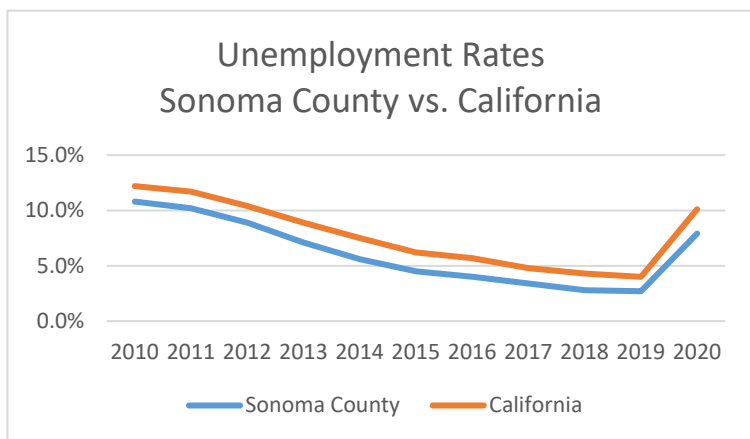
HOUSEHOLDS BY INCOME

According to Esri BAO, Sonoma County's largest income bracket groups in 2021 are \$100,000-\$149,999 (18.8%) and \$50,000-\$74,999 (16.6%). The county's bottom three income brackets, which make up \$0-\$35,000, account for 16.6% of households. 41.9% of households earn over \$100,000 in Sonoma County. This places the county eighth among nine bay area counties for "high-value" households.



UNEMPLOYMENT RATES

In 2020, Sonoma County's annual unemployment rate was measured at 7.9%. Sonoma County's unemployment rate ranks fourth lowest in the Bay Area, among 9 counties. From 2013-2019 Sonoma County's unemployment rate dropped from 7.1% to 2.7%, its lowest since 1999. However, the onset of COVID-19 drove the unemployment rate up to 15.4% in April 2020 before settling down to 6.6% in December. Although 2020 hosted high unemployment rates, numbers have been on a downward trend through 2021, reporting at 5.3% in May.



Source: [State of California Employment Development Department](#)

TOP PRIVATE EMPLOYERS

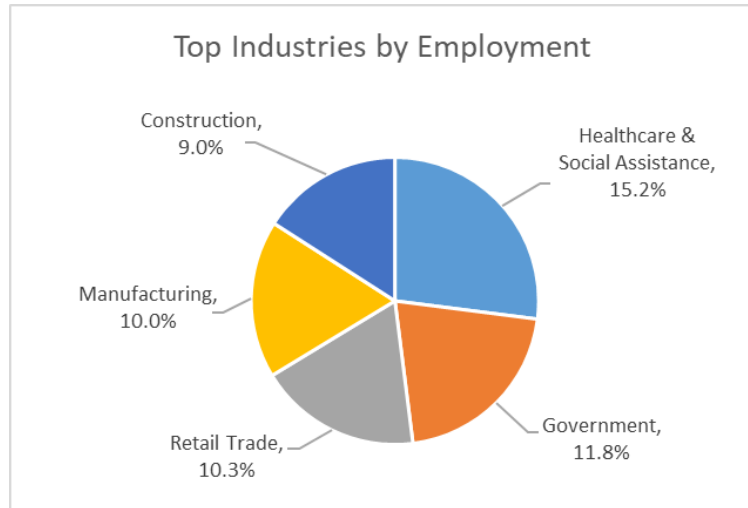
In 2020, the top private employers were dominated by Healthcare, Technology, and the Food & Beverage industries. In sum, the top employers in healthcare, Kaiser Permanente, Joseph Health, and Sutter Santa Rosa Regional Hospital, employ 5,576 workers. Within the Food & Beverage industry, Jackson Family Wines, Oliver's Market, and Amy's Kitchen employ 3,124 workers. Keysight Technologies employs 1,528 workers in the Technology industry. Redwood Credit Union, Ghilotti Construction Company, Inc., and Hansel Auto Group are the other three employers to make the top private employers list for the Banking & Finance, Construction, and Automotive industries respectively.

Rank	Employer	Industry	Employees
1	Kaiser Permanente Santa Rosa	Healthcare	3,015
2	Keysight Technologies	Technology	1,528
3	St. Joseph Health	Healthcare	1,476
4	Jackson Family Wines- Kendall-Jackson Winery	Food and Beverage	1,153
5	Sutter Santa Rosa Regional Hospital	Healthcare	1,085
6	Oliver's Market	Food and Beverage	1,040
7	Amy's Kitchen	Food and Beverage	931
8	Redwood Credit Union	Banking & Finance	663
9	Ghilotti Construction Company, Inc.	Construction	456
10	Hansel Auto Group	Automotive	450

Source: [North Bay Business Journal](#)

TOP 5 INDUSTRIES BY EMPLOYMENT

In 2020, Sonoma County's top five industries by employment were Healthcare & Social Assistance (15.2%), Government (11.8%), Retail Trade (10.3%), Manufacturing (10.0%), and Construction (9%). From 2020 to 2021, Arts, Entertainment & Recreation, Retail Trade, and Accommodation & Food Services all experienced a 1% loss in job growth. This trend was likely exacerbated by the pandemic, however job growth rates for those industries have been recorded at 1% or less over the last 10 years. Alternatively, the Construction industry has grown by 58% in the past 10 years alongside Health Care & Social Assistance (45%).



Source: [EMSI \(www.economicmodeling.com\)](http://www.economicmodeling.com)

FASTEST GROWING OCCUPATIONS



An occupation is defined by skills and can span across industries. From 2016 to 2021 the occupation with the largest job growth was Healthcare Support Occupations (31%). Other occupations experiencing significant growth are Construction and Extraction Occupations (27%), Protective Service Occupations (17%), Community & Social Service Occupations (12%), and Business & Financial Operations Occupations (7%).

Source: [Sonoma County Economic Development Board](#); [Emsi](#)



TOP AGRICULTURE COMMODITIES

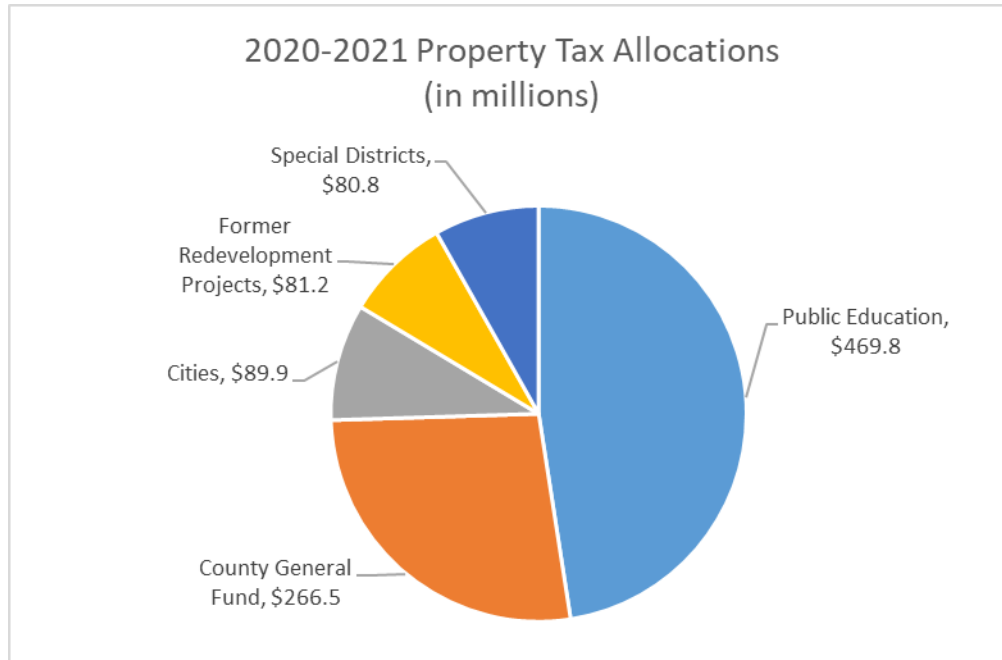
The top producing commodity in Sonoma County in 2019, by a vast margin, was Winegrapes (all varieties) at \$654,020,500. This was followed by Market Milk (\$127,054,600), Miscellaneous Livestock, Poultry, and Related Products (combined total of \$74,027,300), and Cattle and Calves (\$19,094,248).

Type	Revenue
Winegrapes - All	\$654,020,500
Market Milk	\$127,054,600
Miscellaneous Livestock and Poultry	\$42,710,400
Miscellaneous Livestock and Poultry Products	\$31,316,900
Cattle and Calves	\$19,094,248
Nursery - Ornamentals	\$21,936,800
Nursery - Miscellaneous	\$20,143,468
Sheep and Lambs	\$5,761,400
Vegetables	\$9,288,800
Nursery - Cut Flowers	\$4,657,900
Nursery - Bedding Plants	\$6,133,592
Apples - Late Varieties	\$2,665,000
Rye and Oat Silage Crops	\$1,432,000
Apples - Gravenstein	\$1,348,500
Rye and Oat Hay Crops	\$904,000

Source: Sonoma County Department of Agriculture/Weights & Measures
 Agricultural revenue data is from 2019; please refer to the Sonoma County Department of Agriculture's 2020 Crop report when it is approved and published:
<https://sonomacounty.ca.gov/Agriculture-Weights-and-Measures/Crop-Reports/>



WHERE DO YOUR PROPERTY TAX DOLLARS GO?



Source: Auditor-Controller-Treasure-Tax Collector, FY 2020-21

PRINCIPAL TAXPAYERS

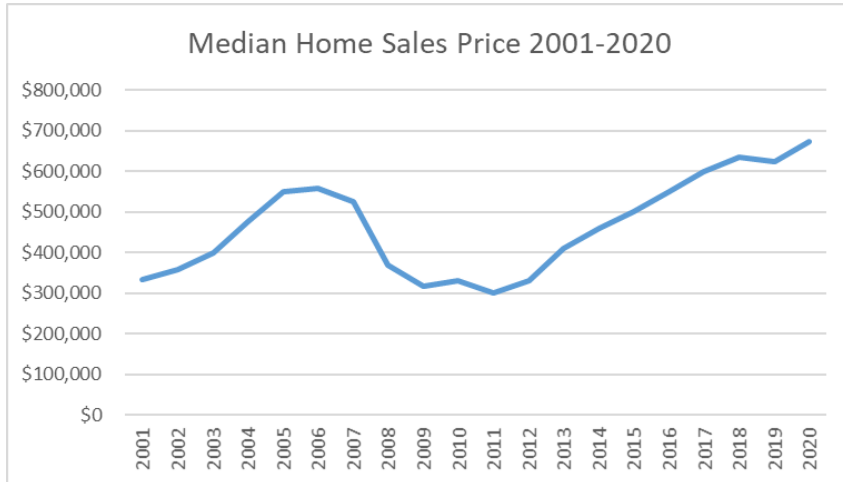
(Dollar Amounts in Thousands)

Taxpayer	Total Taxes	Percentages
Pacific Gas & Electric	\$17,528	1.72%
Geysers Power Company LLC	\$16,504	1.70%
Keysight Technologies Inc.	\$3,386	0.33%
Foley Family Farms LP	\$1,755	0.19%
Enclave Apartments Property Owner LLC	\$1,706	0.18%
Pacific Bell Telephone Company	\$1,485	0.17%
Jackson Family Investments III LLC	\$1,367	0.16%
Gallo Vineyards INC	\$1,223	0.14%
CWI-Fairmont Sonoma Hotel LLC	\$1,195	0.13%
Foley Family Farms LLC	\$1,179	0.12%
Total	\$47,328	4.84%

Source: Auditor-Controller-Treasure-Tax Collector, FY 2020-21

HOUSING

MEDIAN HOME SALES

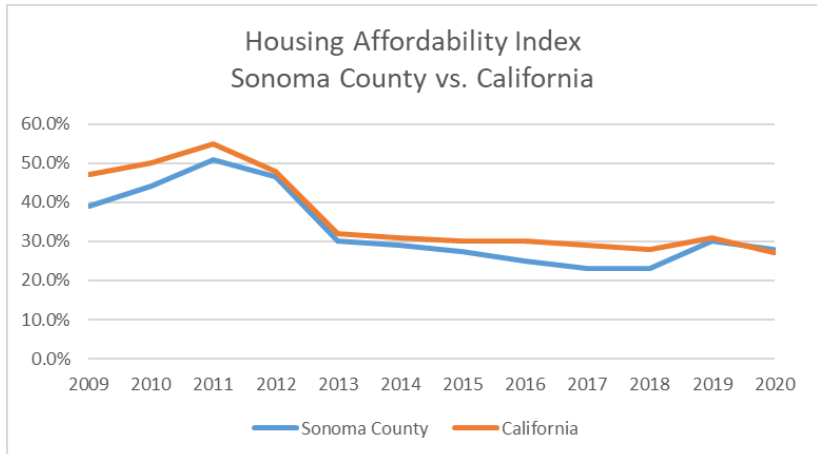


The median home sales price for Sonoma County in 2020 was \$675,000. This is approximately an 8% increase from the previous year. Apart from the 43% dip in median home sales price during the recession years of 2006-2009 and a slight drop in price from 2018 to 2019 (-1.7%), Sonoma County has seen a steady rise in median home sales prices in the last 20 years.

Source: [Bareis](#)

HOUSING AFFORDABILITY INDEX

The Housing Affordability Index is an indicator which measures whether the median household income is high enough to qualify for a mortgage of the median priced home. A score of 100% indicates the median household income is exactly enough for the median priced home, and a score of 50 indicates the income is half of what is required to qualify. In 2020, Sonoma County's Housing Affordability Index was 28%. This compares favorably to California, at 27%.



Source: [California Association of Realtors](#)





FINANCIAL SUMMARIES

This section contains a number of different summaries of the total Adopted Budget information. It shows the use of fund balance for each of the major fund groups (such as the General Fund or Special Revenue Funds), total financing sources by type (such as taxes or monies from other governments), total financing uses by groups of functions or services (such as Administration and Fiscal Services or Justice Services), and total financing uses by types of expenditures (such as salaries and benefits or fixed assets).

For more information on individual departmental budgets, see the following sections of this budget document which are grouped according to similar functions or types of services.

For financial summaries presented in the required State of California schedule format, see the section labeled "State Financial Schedules" toward the end of the document.

CHANGES IN FUND BALANCES ADOPTED FY 2021-21

Description	Estimated Available Fund Balance & Net Position available for Budgeting June 30, 2021	Total Adopted Financing Sources (Revenues & Use of Fund Balances*)	Total Adopted Financing Uses (Expenditures & Contributions to Reserves or Designations)	Estimated Available Fund Balance & Net Position available for Budgeting June 30, 2022
General Funds	345,324,774	655,571,995	681,528,405	319,368,364
Special Revenue Funds	335,587,694	723,294,784	739,779,226	319,103,252
Debt Service Funds	0	12,234,370	12,234,370	0
Subtotal - County Operating	680,912,468	1,391,101,149	1,433,542,001	638,471,616
Capital Projects	6,279,083	101,225,824	116,248,887	(8,743,980)
Subtotal County Funds	687,191,551	1,492,326,973	1,549,790,888	629,727,636
Less: Operating Transfers	0	(169,106,054)	(169,106,054)	
Total County Funds	687,191,551	1,323,220,919	1,380,684,834	629,727,636
Enterprise Funds	43,274,488	71,731,548	76,770,543	38,235,493
Internal Service Funds	87,192,732	96,054,763	120,415,031	62,832,464
Special Districts	293,367,779	374,961,364	418,658,731	249,670,412
Grand Total	1,111,026,550	1,865,968,594	1,996,529,139	980,466,005
Retirement Internal Service Fund	(122,799,785)	126,349,300	122,467,100	(118,917,585)

*Use of fund balance included in this column is limited to the amount needed to finance increases to reserves/designations.

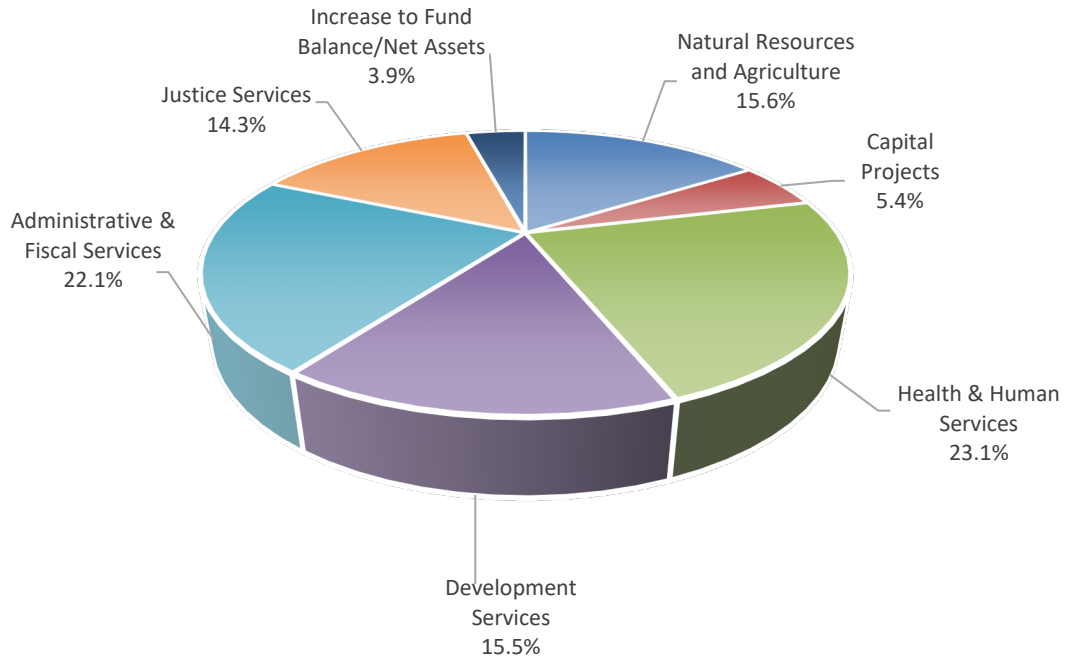
All other uses of fund balance are determined based on the excess of Financing Uses over Financing Sources and reflected as a decrease to the estimated ending fund balance.

COUNTY BUDGET FINANCING SOURCES AND USES SUMMARY FY 2019-20 THROUGH FY 2021-22

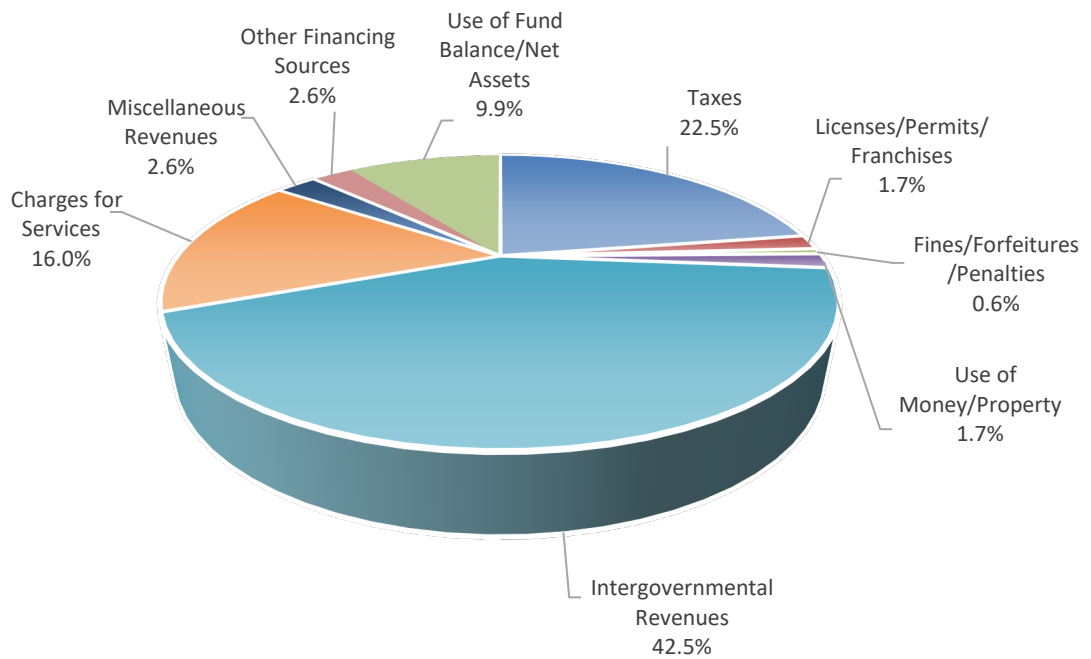
Description	Actual 2019-20	Estimated 2020-21	Recommended 2021-22	Adopted 2021-22
Financing Sources:				
Taxes	420,927,951	414,181,244	445,758,616	475,102,616
Licenses/Permits/Franchises	33,706,526	32,038,560	35,078,245	35,078,245
Fines/Forfeitures/Penalties	16,981,725	13,980,186	12,988,908	12,988,908
Use of Money/Property	45,602,570	33,553,053	34,996,594	34,996,594
Intergovernmental Revenues	630,141,893	814,091,427	808,500,564	899,883,109
Charges for Services	296,357,468	327,358,989	338,071,040	338,071,040
Miscellaneous Revenues	49,427,161	236,080,748	54,206,627	54,450,830
Other Financing Sources	51,720,465	132,035,010	55,076,302	55,456,833
Use of Fund Balance/Net Assets	76,519,260	126,875,055	203,999,657	209,085,864
Total Financing Sources	1,621,385,019	2,130,194,272	1,988,676,553	2,115,114,039
Uses of Financing by Function:				
Administrative & Fiscal Services	309,154,298	462,756,599	445,023,957	467,477,125
Justice Services	260,490,205	279,474,910	298,430,064	302,529,490
Health & Human Services	391,701,272	432,981,375	443,961,365	489,578,854
Development Services	235,169,262	266,256,380	309,812,970	328,017,265
Natural Resources and Agriculture	251,058,547	307,659,035	330,434,462	330,619,262
Capital Projects	22,586,235	110,551,852	111,810,952	114,484,524
Increase to Fund Balance/Net Assets	151,225,200	270,514,121	49,202,783	82,407,519
Total Financing Uses	1,621,385,019	2,130,194,272	1,988,676,553	2,115,114,039
Uses of Financing by Type:				
Salaries & Benefits*	590,016,882	715,927,710	768,187,304	791,691,879
Services & Supplies	571,148,205	622,305,990	664,693,881	706,153,819
Other Charges	463,382,961	497,502,161	574,454,914	604,331,321
Fixed Assets	91,917,098	235,618,777	249,446,019	252,803,754
Operating Transfers	62,054,523	116,803,765	56,281,420	57,996,162
Reimbursements	(308,359,850)	(331,061,094)	(378,589,768)	(386,936,108)
Appropriations for Contingencies	0	2,582,842	5,000,000	6,665,693
Increase to Fund Balance/Net Assets	151,225,200	270,514,121	49,202,783	82,407,519
Total Financing Uses	1,621,385,019	2,130,194,272	1,988,676,553	2,115,114,039
*Total Permanent Positions (FTE)	4,061.33	4,085.63	4,106.03	4,155.73

COUNTY BUDGET – ALL FUNDS

FY 2021-22 \$2.1 Billion Uses - All Funds

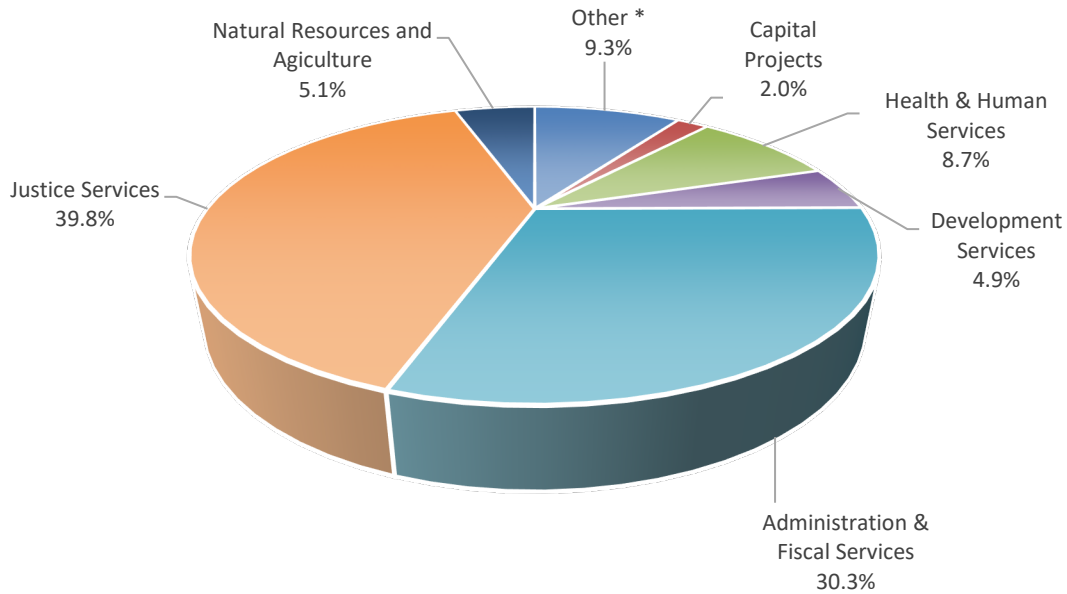


FY 2021-22 \$2.1 Billion Sources - All Funds



GENERAL FUND

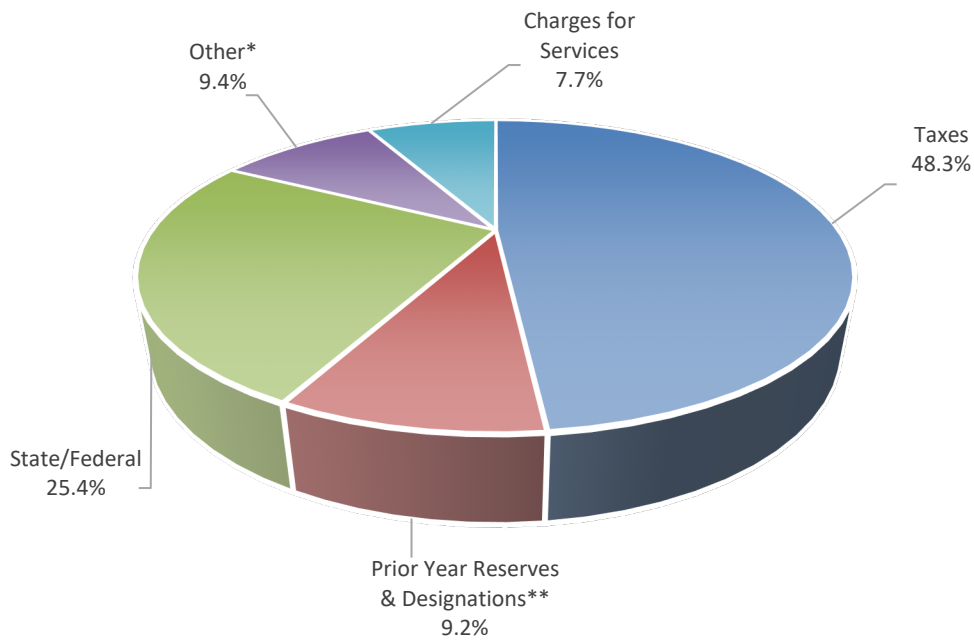
FY 2021-22 \$674.3 Million Uses – General Fund



(Excludes General Reserve Fund and Accumulated Capital Outlay (ACO) Funds)

*Other - Includes General Government Transfers (\$26.2 million), and Increases to Fund Balance (\$36.5 million)

FY 2021-22 \$674.3 Million Sources – General Fund



(Excludes General Reserve Fund and Accumulated Capital Outlay (ACO) Funds)

*Other - Includes Licenses/Permits/Franchises (\$23.3 million), Fines/Forfeitures/Penalties (\$9.7 million), Use of Money/Property (\$5.2 million), Miscellaneous Revenues (\$3.8 million), and Other Financing Sources (\$21.1 million).

**Use of Prior Year Fund Balance - Includes \$62.1 million carryover fund balance.



ADMINISTRATIVE SUPPORT & FISCAL SERVICES

Board of Supervisors / County Administrator

County Counsel

Human Resources

General Services

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

Sheryl Bratton
County Administrator

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.

ADOPTED BUDGET AT A GLANCE	FY 2021-22
Total Expenditures	\$17,582,539
Total Revenues/Use of Fund Balance	\$7,184,529
Total General Fund Contribution	\$10,398,010
Total Staff	68.70
% Funded by General Fund	59.14%

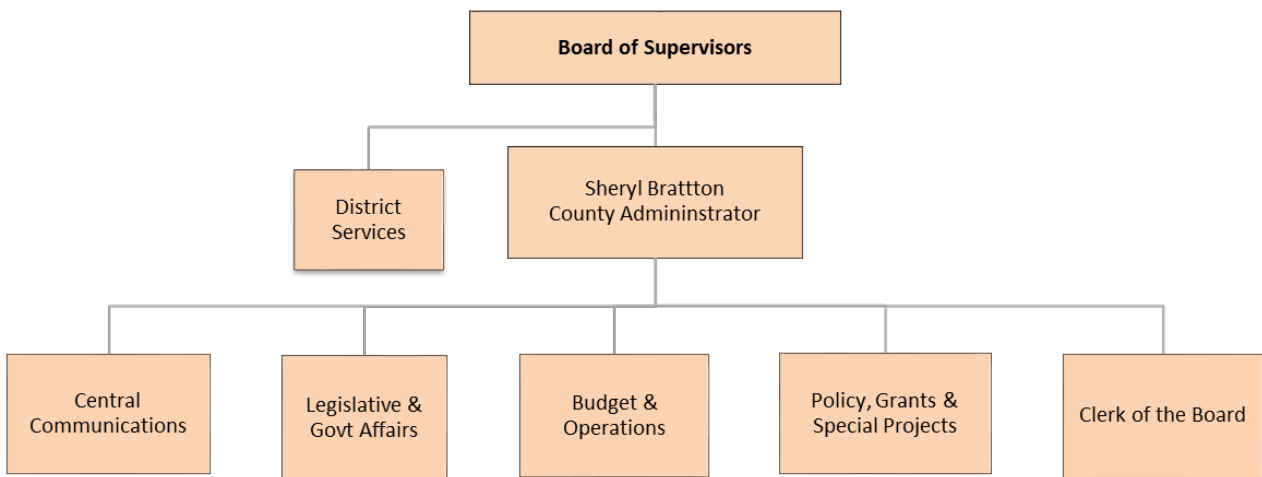
DEPARTMENT OVERVIEW

The **Board of Supervisors** is the elected legislative and executive body of Sonoma County and the governing body for such special districts as the Sonoma County Water Agency, Community Development Commission, Sonoma County Agricultural Preservation and Open Space District, and Sonoma County Public Finance Authority. Major activities include: Supervisorial District services including intake of residents’ concerns, data research, and the Community Investment Grant Program (formerly Advertising) grants facilitation; and Clerk of the Board functions such as record keeping and meeting coordination including Assessment Appeals.

The **County Administrator’s Office** 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 community, the Board of Supervisors and County Administrator’s Office actively implement 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. Major activities include overall County budget and policy coordination, comprised of fiscal planning, resource allocation recommendations, Strategic Plan Implementation; and Community Engagement through legislative advocacy, public information, and community outreach. In addition, the County Administrator’s Office staff oversees Non-Departmental, Court Support Operations, and Capital Project budgets, which are included in separate sections of the budget document.

For more information, call (707) 565-2431, or visit <http://sonomacounty.ca.gov/CAO>.

DEPARTMENT ORGANIZATIONAL CHART



FINANCIAL SUMMARIES

Expenditures by Program Area

	FY 2020-21 Adopted Budget	FY 2021-22 Recommended Budget	Change from FY 2020-21 Adopted	% Change from FY 2020- 21 Adopted
Board of Supervisors	6,118,767	6,495,110	376,343	6.2
County Administrator	9,576,061	9,801,962	225,901	2.4
Total Expenditures by Program	15,694,828	16,297,072	602,244	3.8

Permanent Positions by Program Area

	FY 2020-21 Adopted Budget	FY 2021-22 Recommended Budget	Change from FY 2020-21 Adopted	% Change from FY 2020- 21 Adopted
Board of Supervisors	26.00	26.00	0.00	0.0
County Administrator *	38.20	37.20	(1.00)	(2.6)
Total Permanent Positions	64.20	63.20	(1.00)	(1.6)

* 1.0 FTE Agenda Coordinator added at mid-year FY 2020-21 that is offset by a decrease in 2.0 Term Limited Communications Specialist positions expiring on June 30, 2021.

Department Budget Details

	FY 2020-21 Adopted Budget	FY 2021-22 Recommended Budget	Change from FY 2020-21 Adopted	% Change from FY 2020-21 Adopted
Expenditures by Character				
Salaries and Benefits	11,965,267	12,644,491	679,224	5.7
Services and Supplies	3,501,569	3,624,589	123,020	3.5
Capital Expenditures	200,000	0	(200,000)	(100.0)
Transfers within the County	27,992	27,992	(0)	(0.0)
Total Expenditures by Character	15,694,828	16,297,072	602,244	3.8
Revenues/Reimbursements/Use of Fund Balance (Sources)				
General Fund Contribution	9,325,523	10,249,266	923,743	9.9
Fees and Charges for Services	643,137	639,727	(3,410)	(0.5)
Other Departmental Revenue*	956,132	849,942	(106,190)	(11.1)
Internal County Reimbursements and Transfers**	4,770,036	4,558,137	(211,899)	(4.4)
Total Revenues/Use of Fund Balance	15,694,828	16,297,072	602,244	3.8

*Includes Board of Supervisors/Contributions, LAFCO Quarterly Revenues, and 1-time FEMA Reimbursement.

**PG&E Settlement Funds, Community Investment Fund, Cannabis, and Total Maximum Daily Load (TMDL) Reimbursements.

ACCOMPLISHMENTS AND OBJECTIVES

FY 2020-21 Accomplishments

- Completed adoption of a 5-Year Strategic Plan, organized into five pillars: Healthy and Safe Communities, Organizational Excellence, Racial Equity and Social Justice, Climate Action and Resiliency; and Resilient Infrastructure.
- Implemented the Centralized Communications Division that supports countywide needs under one cohesive strategy while augmenting staffing available for disaster events.
- In coordination with Human Resources, completed a plan and timeline to assemble and conduct the Retirement Employee and Management Committee that will engage to identify liability and operational cost reductions to mitigate the long-term impact of retirement costs on the County's operating budget.
- Presented recommendations to the Board for PG&E settlement fund allocation and received approval to enhance a vegetation mapping tool, to establish a grant program to distribute up to \$4.0 million to community organizations for vegetation management work, and to award \$500,000 to the Santa Rosa Junior College to fund vegetation management workforce development.

FY 2021-22 Objectives

- Develop recommendations and funding plan for the new administration campus project, which will assist the County in addressing several decades of deferred maintenance and improve public service delivery.
- Find permanent solutions such as annexation into existing fire protection districts to enhance fire services in the area currently protected by 11 volunteer fire companies under contract with the County and continue to support other important fire service needs.
- Implement a software system that meets the Board's interests in tracking constituent issues and service requests.
- Develop execution plan to implement consultant recommendations intended to improve the delivery of homeless and housing services currently being provided by the Community Development Commission, Department of Health Services, and Human Services Department.

- Support the 15-member commission that will assist the Board in redrawing supervisorial district boundaries using new 2020 Census data.
- Co-lead with Human Resources and employee organizations, the Retirement Benefits Committee to review and assess viable options to reduce unfunded liabilities.
- Pursue Measure G 2.0 (Sonoma County Wildfire Prevention, Emergency Alert and Response Measure), in June 2022. Work with existing partners to expand the coalition to obtain broader community input.

DEPARTMENT HIGHLIGHTS

Major Variances

- Salary and Benefits increases are due to cost of living adjustments, and the redirect of allocated salary and benefits associated with a shared Administrative Services Officer from the Office of Equity and Independent Office of Law Enforcement Review and Outreach (IOLERO). Salary and benefits associated with this position were budgeted in each department in FY 2020-21, but are being centralized in the County Administrator's Office/Board of Supervisors budget, offset by reimbursements from those departments.
- Increases to Services and Supplies are largely due to internal services increases for County Counsel and Information Systems Department charges.

Key Issues

- Identifying funding to achieve the new Strategic Plan goals, and execute lead roles distributed amongst all of the County Administrator's Office working teams leaves a very limited capacity for new projects or initiatives not already included in the 2021 Board Significant Items calendar.
- One of the primary tasks of the County Administrator's Office is developing a balanced budget for the County and presenting it to the Board for adoption each year. Presenting this budget in a way that clearly displays the County's finances to the public and the Board by tying budgets to the services that are being provided and the outcomes that are being achieved is an ongoing challenge that will need to be tackled as part of the 5-year Strategic Plan.

BUDGET HEARING CHANGES AND ACTIONS

Adopted as recommended with the following changes:

Supplemental Changes

	FTE	Gross Expenditures	Revenue and Reimbursements	Net Cost
General Fund				
Government Affairs: Upgrade an Administrative Analyst III to a Principal Analyst. This classification change is necessary to address the significant level of autonomy and the complex work conducted by the Government Affairs analyst.	0.00	23,280	0	23,280
Policy, Grants and Special Projects Division/Office of Recovery and Resilience: Transfer \$649,805 and associated position allocations from the former Office of Recovery and Resilience to the new PGSP section; transfer \$845,005 and associated position allocations from the Administrative section to the new PGSP section so that all funding and allocations are accounted for correctly. No net impacts to Department's budget or total allocations. Change is displayed here as appropriations are moving between divisions and Board approval is required.	0.00	0	0	0
Administration: Reduce appropriations by \$214,218 for the transfer of the Climate Analyst to the new Climate subsection (5/11/20, Item #49)	0.00	(214,218)	0	(214,218)
LAFCO: LAFCO Commission approved Resolution 2737 increasing the total FTE's to 3.7. Increasing .50 Administrative Aide to 1.0 FTE, upgrading and increase .90 Admin Analyst II to 1.0 Admin Analyst III and decreasing .80 Admin Analyst III to .70 FTE. Net FTE change is 0.50. Cost increase associated with these changes is reimbursed by LAFCO.	0.50	68,195	68,195	0
Climate Action and Resiliency: Establish new unit by transferring one existing Climate Analyst (Administrative Analyst III) to a new subsection; by adding three new positions (Deputy County Administrator, Principal Analyst, Administrative Aide), funded with PG&E settlement funds; and establish a budget of \$150,000 for services and supplies. (5/11/20, Item #49)	3.00	991,500	777,282	214,218

	FTE	Gross Expenditures	Revenue and Reimbursements	Net Cost
Communications: Upgrade 1.0 County Communications Specialist to a Supervising Communications Specialist effective 7/1/21 in order to improve the span of control within the Central Communications Division. This action results in a zero net FTE change, and includes a salary & benefit adjustment only (5/11/21, Item #14).	0.00	25,099	0	25,099
Communications (ARPA Support): 2.0 Communications Specialist positions focused on COVID will have their end date extended to June 20, 2022. These positions maybe funded by FEMA; any unfunded component will be funded by the American Rescue Plan Act (ARPA).	2.00	391,611	391,611	0

Budget Hearing Actions

	FTE	Gross Expenditures	Revenue and Reimbursements	Net Cost
General Fund				
Restore ongoing General Fund of \$100,005 for a portion of a 1.0 FTE Communications Specialist temporarily funded by one-time PG&E settlement funds in the FY 2020-21 Adopted Budget. This action will make the temporary restorations permanent.	0.00	0	(100,005)	100,005

DEPARTMENT ADOPTED BUDGET DETAILS

	FY 2020-21 Adopted Budget	FY 2021-22 Recommended Budget	FY 2021-22 Adopted Budget	Change from FY 2020-21 Adopted	% Change from FY 2020-21 Adopted
Expenditures by Character					
Salaries and Benefits	11,965,267	12,644,491	13,779,958	1,814,691	15.2
Services and Supplies	3,501,569	3,624,589	3,774,589	273,020	7.8
Capital Expenditures	200,000	0		(200,000)	(100.0)
Transfers within the County	27,992	27,992	27,992	0	0.0
Total Expenditures by Character	15,694,828	16,297,072	17,582,539	1,887,711	12.0
Revenues/Reimbursements/Use of Fund Balance (Sources)					
General Fund Contribution	9,325,523	10,249,626	10,398,010	1,072,487	11.5
Fees and Charges for Services	643,137	639,727	639,727	(3,410)	(0.5)
State, Federal, & Other Govt. Revenue	944,132	837,642	905,837	(38,295)	(4.1)
Other Departmental Revenue*	12,000	12,300	12,300	300	2.5
Internal County Reimbursements & Transfers	4,770,036	4,557,777	5,626,665	856,629	18.0
Total Revenues/Use of Fund Balance	15,694,828	16,297,072	17,582,539	1,887,711	12.0
Total Permanent Positions	n/a	n/a	68.70	n/a	n/a

*Other Departmental Revenue includes Code Enforcement Settlements and Civil Penalty fees paid.



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.

ADOPTED BUDGET AT A GLANCE		FY 2021-22
Total Expenditures		\$11,751,083
Total Revenues/Use of Fund Balance		\$11,750,058
Total General Fund Contribution		\$1,025
Total Staff		41.25
% Funded by General Fund		0.00%

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 each of the five program areas.

The **Infrastructure and Public Works Practice Group** performs legal services related to contracting, real property transactions, public works, fiscal services, and ordinance and policy drafting.

The **Health and Human Services Practice Group** provides 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.

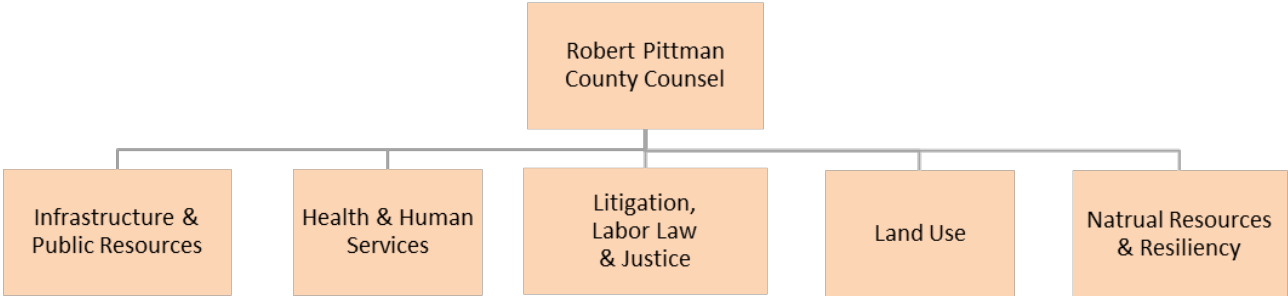
The **Litigation, Labor Law, and Justice Practice Group** performs a variety of legal services in connection with trial and appellate litigation in state and federal courts, coordination with outside counsel, administrative hearings, ordinance enactments, policy adoptions, and labor and employment issues.

The **Land Use Practice Group** performs 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.

The **Natural Resources and Resiliency Practice Group** performs legal services related to post-disaster recovery and resilience, natural resources management, and the ongoing implementation of the Recovery and Resiliency Framework.

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

DEPARTMENT ORGANIZATIONAL CHART



FINANCIAL SUMMARIES

Expenditures by Program Area

	FY 2020-21 Adopted Budget	FY 2021-22 Recommended Budget	Change from FY 2020-21 Adopted	% Change from FY 2020- 21 Adopted
Infrastructure & Public Resources	2,260,497	1,972,063	(288,434)	(12.8)
Health & Human Services	2,218,892	2,591,854	372,962	16.8
Litigation, Labor Law & Justice	2,704,275	2,479,164	(225,111)	(8.3)
Land Use	2,385,309	2,746,801	361,492	15.2
Natural Resources & Resiliency	1,872,191	1,831,201	(40,990)	(2.2)
Total Expenditures by Program	11,441,164	11,621,083	179,919	1.6

Permanent Positions by Program Area

	FY 2020-21 Adopted Budget	FY 2021-22 Recommended Budget	Change from FY 2020-21 Adopted	% Change from FY 2020- 21 Adopted
Infrastructure & Public Resources	8.15	7.00	(1.15)	(14.1)
Health & Human Services	8.00	9.20	1.20	15.0
Litigation, Labor Law & Justice	9.75	8.80	(0.95)	(9.7)
Land Use	8.60	9.75	1.15	13.4
Natural Resources & Resiliency	6.75	6.50	(0.25)	(3.7)
Total Permanent Positions	41.25	41.25	0.00	0.0

Department Budget Details

	FY 2020-21 Adopted Budget	FY 2021-22 Recommended Budget	Change from FY 2020-21 Adopted	% Change from FY 2020-21 Adopted
Expenditures by Character				
Salaries and Benefits	10,560,061	10,746,452	186,391	1.8
Services and Supplies	857,589	851,117	(6,472)	(0.8)
Transfers within the County	23,514	23,514	0	0.0
Total Expenditures by Character	11,441,164	11,621,083	179,919	1.6
Revenues/Reimbursements/Use of Fund Balance (Sources)				
General Fund Contribution	0	1,025	1,025	0.0
Fees and Charges for Services	5,115,108	4,332,930	(782,178)	(15.3)
Other Departmental Revenue*	66,998	119,238	52,240	78.0
Internal County Reimbursements and Transfers	6,259,058	7,167,890	908,832	14.5
Total Revenues/Use of Fund Balance	11,441,164	11,621,083	179,919	1.6

*Other Departmental Revenue includes Code Enforcement Settlements and Civil Penalty fees paid.

ACCOMPLISHMENTS AND OBJECTIVES

FY 2020-21 Accomplishments

- Negotiated and drafted legal documents supporting the Community Development Commission's purchase of two hotels to provide critical housing for the homeless under Project Homekey.
- Provided legal counsel and support to the Office of Recovery and Resiliency (now Policy, Grants, and Special Projects) on: (1) development of recommendations for use of PG&E settlement funds related to the 2017 Sonoma Complex Fires; (2) coordination and development of countywide vegetation/fuels management programs; (3) implementation of all elements of the Recovery and Resiliency Framework; and (4) continuing work of the Climate Ad Hoc Committee.
- Resolved numerous code enforcement matters in the County's favor, and secured a notable legal victory in *County of Sonoma v. Quail*. This precedent setting case upheld the "super priority lien" rights of a court appointed Receivers' costs and fees, ahead of banks and others, ensuring properties in code enforcement cases can be meaningfully leveraged to fund their clean up, thereby promoting the public interest.
- Expanded in-house litigation capacity; handled largest trial ever handled by County Counsel attorneys; and coordinated several state and federal-wide affirmative litigation efforts for the County and its related agencies and districts, including: obtaining the largest settlement in history with PG&E regarding the 2017 wildfires (\$149.3 million) and obtaining a favorable decision with the California Public Utilities Commission (CPUC) to allow the County to seek recovery of its legal costs against PG&E, contesting and managing the County's claims related to PG&E's bankruptcy, coordinating the County's legal efforts to seek compensation for the 2019 Kincadee wildfire, and managing the County's participation in the nation-wide Opioid litigation.
- Provided legal services and leadership on County's responses to a series of emergencies to include the LNU Complex Fires [Walbridge and Meyers], the Glass Fire, and PG&E Public Safety Power Shutoff events—including emergency response, drafting orders and urgency ordinances, and providing legal support for debris removal and watershed protection programs. Additionally, the department continues to provide support for the ongoing COVID pandemic—including supporting the Department of Health Services' response, setting up Alternative Care Sites and Non-Congregate Care Sites, providing other emergency contracting needs, drafting emergency paid sick leave and eviction defense ordinances.

FY 2021-22 Objectives

- Expand the Office's competency and capacity in areas of probate conservatorships and decedent's estates in order to assist the Public Guardian/Public Administrator with mandated services and court filings for persons who have no one willing and able to act on their behalf.
- Provide legal advice and leadership to General Services to support the County team for the new County Government Center project and update the County's procurement policies and assist Purchasing with implementation of the same to address recent changes to applicable law and streamline County's procurement processes to ensure better compliance with competitive bidding requirements and maximize eligibility for Federal Emergency Management Agency (FEMA) reimbursements during disasters.
- Perform in-depth legal analysis and review for Permit Sonoma's programmed comprehensive planning efforts, including the Zoning Code update, contemplated specific plans for the Springs and Sonoma Development Center, tree ordinance, events in the right of way, the winery events process, vacation rental ordinance, and General Plan update.
- Continue to deepen the Office's in-house litigation capacity to handle as much litigation in-house as possible and advance the strategic goals of the County through affirmative litigation such as seeking damages from PG&E for the 2019 Kincade Fire, seeking compensation from the Pharmaceuticals responsible for the opioid crisis, and pursuing breach of contract actions to recover the additional expenses incurred by the County due to Consultant's failure to perform.
- Continue to counsel and provide ongoing legal support to the County and Sonoma Water on efforts to reach a two-basin solution for the future of the Potter Valley Project, including formation of a regional entity through a joint powers agreement and special legislation.

DEPARTMENT HIGHLIGHTS

Major Variances

- In FY 2021-22, Charges for Services is expected to decrease by \$782,178 and Reimbursements to increase by \$908,832 from the prior year due to a budgeting change that aligns departmental revenues with how County department clients record payment for legal services. Other Department revenues are increasing by \$52,240 as a result of executed Code Enforcement settlements anticipated next fiscal year.

Key Issues

- Responding to emergencies played a large part in shaping County Counsel's accomplishments during FY 2020-21. County Counsel has played an important coordination and resource role in the Emergency Operations Center (EOC) as the Legal Officer as part of the Management Section. In this capacity the department provided support and counsel to the EOC Director. At critical times the Office staffed the Legal Officer position on a 24 hour basis handling a wide range of legal issues and helping to coordinate important efforts related to providing services to access and functional needs (AFN) communities and coordinating repopulation efforts in burn areas related to health concerns.
- The diversion of legal resources to support the County's emergency responses to various crises in the prior fiscal year limited the Office's capacity and impeded County Counsel's ability to meet a large portion of our performance goals, but our achievements and contributions during these events underscore the dedication and resiliency of our team. During FY 2020-21, County Counsel expended more than 8,000 hours of attorney time supporting the County's response to the Covid-19 pandemic. (For reference, during a normal month, County Counsel attorneys collectively bill 3,200 hours.) In addition, County Counsel provided legal advice and support to the EOC's response to the LNU-Complex Fires (Myers Grade and Walbridge) and the Glass Fire, and continues to provide ongoing legal support to the Debris Task Force and the Watershed Task Force for both fires. These challenges have strained both our human and fiscal resources and will continue to do so for the early part of the FY 2021-22.
- For FY 2021-22, the key challenges facing the office will be: continued reduction in capacity to deliver core services and undertake new assignments during the first half of the year as a result of the ongoing legal support for the County's COVID-19 response and related protocols; recruitment of experienced public law

attorneys to replace the six departures during the past 12 months; and the limitations of current technology. Over the next year, the Office will work to streamline service delivery models to offset the impacts caused by COVID-related personnel leaves. One approach the Office has already employed is to retain outside counsel to assist with projects where feasible, but this model is not sustainable long term. County Counsel continues to partner with Human Resources and the newly created Office of Equity to integrate an equity lens to improve our recruitment process. Finally, County Counsel will work with the Information Systems Department to identify technological options and explore the feasibility to implement to position the office for the future by maximizing efficiency and flexibility of our workforce.

BUDGET HEARING CHANGES AND ACTIONS

Adopted as recommended with the following changes:

Supplemental Changes

None

Budget Hearing Actions

	FTE	Gross Expenditures	Revenue and Reimbursements	Net Cost
General Fund				
Add time-limited 1.0 FTE Legal Assistant, Confidential with one-year term to provide paralegal probate support to the Public Administrator, Public Conservator and Public Guardian. Position costs will be reimbursed by the Human Services Department.	1.0	130,000	130,000	0

DEPARTMENT ADOPTED BUDGET DETAILS

	FY 2020-21 Adopted Budget	FY 2021-22 Recommended Budget	FY 2021-22 Adopted Budget	Change from FY 2020-21 Adopted	% Change from FY 2020-21 Adopted
Expenditures by Character					
Salaries and Benefits	10,560,061	10,746,452	10,876,452	316,391	3.0
Services and Supplies	857,589	851,117	851,117	(6,472)	(0.8)
Transfers within the County	23,514	23,514	23,514	0	0.0
Total Expenditures by Character	11,441,164	11,621,083	11,751,083	309,919	2.7
Revenues/Reimbursements/Use of Fund Balance (Sources)					
General Fund Contribution	0	1,025	1,025	1,025	0.0
Fees and Charges for Services	5,115,108	4,332,930	4,332,930	(782,178)	(15.3)
Other Departmental Revenue*	66,998	119,238	119,238	52,240	78.0
Internal County Reimbursements & Transfers	6,259,058	7,167,890	7,297,890	1,038,832	16.6
Total Revenues/Use of Fund Balance	11,441,164	11,621,083	11,751,083	309,919	2.7
Total Permanent Positions	n/a	n/a	42.25	n/a	n/a

*Other Departmental Revenue includes Code Enforcement Settlements and Civil Penalty fees paid.

HUMAN RESOURCES

Christina Cramer
Director

Human Resources provides comprehensive human resources and risk management services, through leadership, and guidance supporting organizational effectiveness for an outstanding workforce.

ADOPTED BUDGET AT A GLANCE		FY 2021-22
Total Expenditures		\$115,841,949
Total Revenues/Use of Fund Balance		\$106,312,168
Total General Fund Contribution		\$9,529,781
Total Staff		63.00
% Funded by General Fund		8.23%

DEPARTMENT OVERVIEW

Human Resources consists of two divisions: Human Resource Services, and Risk Services, Administration and Fiscal.

Human Resource Services Division supports the County organization through five program areas:

Employee Relations/Human Resources Information System (HRIS) oversees the County’s labor relations program including negotiating and administering Memorandums of Understanding with employee organizations, advises departments on labor relations, employee relations, and performance management; and administers the County’s Human Resources Information System.

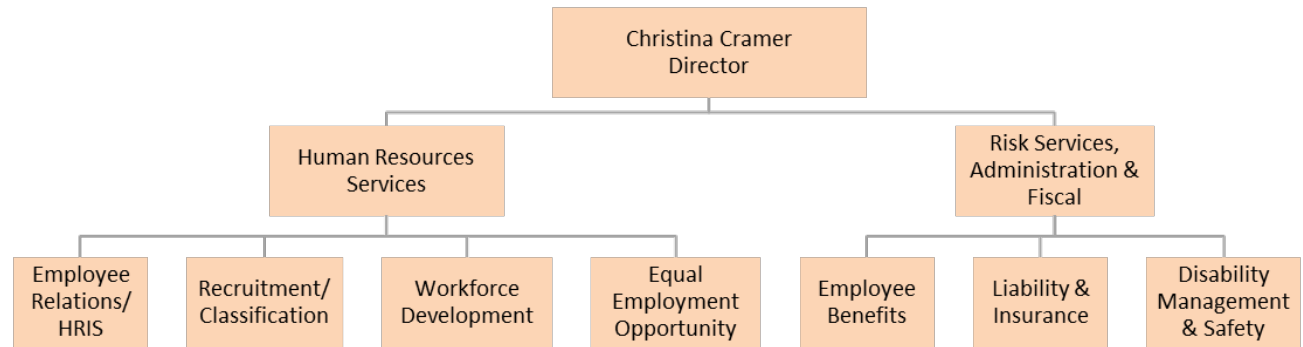
Recruitment and Classification conducts recruitments, administers the County’s job classification and compensation plan, advises departments on organizational structure, and oversees the County’s use of contingent workers, including interns, volunteers, and extra help. **Workforce Development** administers County- wide training and organizational development. **Equal Employment Opportunity**, oversees the County’s compliance with laws governing equal employment opportunity and non-discrimination, and accessibility, investigates complaints of potential violations of the County’s equal employment and anti-discrimination policy and related laws, and provides support to the Board of Supervisors’ Human Rights and Status of Women Commissions. **Human Resources Administration** oversees and provides central support for the department and the division.

Risk Services, Administration and Fiscal Division consists of four program areas:

Employee Benefits administers the County’s health and welfare and retiree medical benefit programs. **Liability and Insurance** administers self-insured tort claims and litigation filed against the County; and maintains all other liability insurance programs protecting County assets. **Disability Management and Occupational Safety** manages the self- insured Workers’ Compensation and leave management programs, and provides support and guidance to departments on safety and risk mitigation programs in compliance with Cal-OSHA regulations. **Risk Services, Administration and Fiscal** oversees the County’s purchased insurance programs, administers the Department’s budget and self-insured insurance programs, and provides general administrative support to the department.

For more information, call (707) 565-2331, or visit <http://sonomacounty.ca.gov/Human-Resources/>.

DEPARTMENT ORGANIZATIONAL CHART



FINANCIAL SUMMARIES

Expenditures by Program Area

	FY 2020-21 Adopted Budget	FY 2021-22 Recommended Budget	Change from FY 2020-21 Adopted	% Change from FY 2020- 21 Adopted
HR-Human Resource Services	1,956,845	2,117,675	160,830	8.2
HR-Employee Relations/HRIS	1,943,008	2,077,329	134,321	6.9
HR-Recruitment & Classification	2,487,296	2,743,091	255,795	10.3
HR-Workforce Development	664,923	683,140	18,217	2.7
HR-Equal Employment Opportunity	481,479	555,474	73,995	15.4
Risk Services, Administration, and Fiscal	2,225,785	1,888,281	(337,504)	(15.2)
Risk-Employee Benefits*	46,695,831	49,172,902	2,477,071	5.3
Risk-Liability & Insurance	20,228,908	25,445,450	5,216,542	25.8
Risk-Disability Management & Occ. Safety	31,146,345	31,158,607	12,262	0.0
Total Expenditures by Program	107,830,420	115,841,949	8,011,529	7.4

*Employee Benefits includes Other Post-Employment Benefits; contributions toward which appear as Charges for Services.

Permanent Positions by Program Area

	FY 2020-21 Adopted Budget	FY 2021-22 Recommended Budget	Change from FY 2020-21 Adopted	% Change from FY 2020- 21 Adopted
HR-Human Resource Services	3.00	3.00	0.00	0.0
HR-Employee Relations/HRIS	10.00	10.00	0.00	0.0
HR-Recruitment & Classification	14.00	14.00	0.00	0.0
HR-Workforce Development	3.00	3.00	0.00	0.0
HR-Equal Employment Opportunity	4.00	4.00	0.00	0.0
Risk Services, Administration, and Fiscal	6.00	6.00	0.00	0.0
Risk-Employee Benefits	8.00	8.00	0.00	0.0
Risk-Liability & Insurance	5.50	5.50	0.00	0.0
Risk-Disability Management & Occ. Safety	9.50	9.50	0.00	0.0
Total Permanent Positions	63.00	63.00	0.00	0.0

Department Budget Details

	FY 2020-21 Adopted Budget	FY 2021-22 Recommended Budget	Change from FY 2020-21 Adopted	% Change from FY 2020-21 Adopted
Expenditures by Character				
Salaries and Benefits	11,237,019	11,770,582	533,563	4.7
Services and Supplies	64,641,148	70,576,678	5,935,530	9.2
Other Expenses	31,533,818	33,073,854	1,540,036	4.9
Transfers within the County	418,435	420,835	2,400	0.6
Total Expenditures by Character	107,830,420	115,841,949	8,011,529	7.4
Revenues/Reimbursements/Use of Fund Balance (Sources)				
General Fund Contribution	7,340,112	9,529,781	2,189,669	29.8
Fees and Charges for Services	69,251,178	74,147,210	4,896,032	7.1
State, Federal, & Other Govt. Revenue	491,000	441,100	(49,900)	(10.2)
Other Departmental Revenue*	2,590,400	2,705,500	115,100	4.4
Use of Fund Balance**	23,251,664	24,299,285	1,047,621	4.5
Internal County Reimbursements and Transfers	4,906,066	4,719,073	(186,993)	(3.8)
Total Revenues/Use of Fund Balance	107,830,420	115,841,949	8,011,529	7.4

*Other Departmental Revenue includes Interest Earnings and Miscellaneous Revenue including Rebates.

**The use of fund balance primarily represents larger insurance premium and legal costs in the General Liability Internal Service Fund.

ACCOMPLISHMENTS AND OBJECTIVES

FY 2020-21 Accomplishments

- Implemented the Hiring + Diversity: A Best Practices Toolkit for all County departments and special districts. The Toolkit supports the County's strategic plan pillar, Racial Equity and Social Justice, and related objectives that the County's workforce is diverse and representative of the community.
- Developed and implemented the structure, guidance, and procedures related to employer/employee focused COVID-19 related legislation, public health orders, safety standards, pay and benefits, and remote work arrangements for the County organization; supported Public Health and the County in fulfilling Disaster Service Worker and contingent staffing needs in support of COVID-19 response and vaccine missions; coordinated and staffed vaccination clinics; worked collaboratively with labor organizations to address work place impacts and changed working conditions caused by the pandemic.
- Supported emergency operations and fulfilled Disaster Service Workers needs for LNU and Glass Fires; managed significant number of property claims for County losses and remediation oversight for Los Guilicos Village, Juvenile Justice Center, Valley of the Moon Children's Home, and various other County partner and non-profit locations/functions to expedite the ability to resume operations and services.
- Used new technology tools, Learning Management System, and e-Forms to complete a County-wide training objective on anti-harassment training, and completed a process improvement project to administer employee exit interview and data collection to an electronic format.
- Conducted Request for Proposals (RFP) and selected providers, and negotiated improved pricing with the County's pharmacy provider for the County's self-insured health plan resulting in improved benefits to active employees and retirees and a projected savings of approximately \$568,000 over the FY 2020-21 and 2021-22 years.

FY 2021-22 Objectives

- Coordinate and participate in the retirement benefits committee with the County's employee organizations that will review and assess ideas and parties' interests related to retirement benefits, which may be viable options that could reduce costs and/or unfunded liabilities.
- Develop and implement an ongoing Telework policy that will replace the interim pandemic-caused guidelines, and a disaster pay policy to address employee pay issues when the County's operations are impacted by emergencies and disasters.
- Implement strategies in support of the Organizational Excellence strategic pillar regarding improving and streamlining administrative processes and increasing authority for routine and frequent administrative matters.
- In coordination with the Office of Equity, lead implementation efforts of the Racial Equity and Social Justice Strategic pillar such as the development of diversity, equity, and inclusion related learning programs; and establishment of an organization demographics dashboard for transparency and accountability toward the objective of the County workforce being diverse and reflective of the community it serves.
- In order to better manage County risk, re-assess the County's Cyber liability insurance to review appropriate coverage, terms, and limits, and implement coverage changes as necessary to ensure County is sufficiently insured and protected against modern cyber threats; better align/integrate earthquake insurance purchases with the County's other seismic risk mitigation activities such as the Hazard Mitigation Plan, Continuity of Operations Plan, and new structure seismic resiliency strategy; work with departments who have recent, elevated worker's compensation and/or liability claims and evaluate practices and processes to mitigate claims experience.

DEPARTMENT HIGHLIGHTS

Major Variances

- The 27.3% major variance in General Fund Contribution between the FY 2020-21 Adopted Budget and the FY 2021-22 Budget is primarily attributed to the Property Insurance Program. This is due to premium costs continuing to rise due to hardening insurance markets.
- The 9.2% major variance in Services and Supplies is primarily attributed to the increases within the County's self-insurance programs for liability. These are increasing due to a mixture of nation-wide tightening of the insurance market and local factors, including four major fires in the last four years. The change is a combination of direct increases to rates and a reassessment of funds reserves.
- Revenue from Fees and Charges for Services increase by 7.1%, primarily due to increased charges to departments to support General Liability insurance which is increasing as discussed above, as well as to increased collections from departments for workers compensation insurance and for retiree medical benefits, in line with increases to total payroll.

Key Issues

- One of the inherent challenges of Human Resources is the numerous employment related legislation that is passed yearly. Implementing new legislation in an organization the size and scope of the County can be a significant, unplanned, and un-resourced project. The COVID pandemic and legislation and guidance related to employee pay, benefits, and safety protocols has been unprecedented. More legislative changes are in process and are being watched. The Department will respond accordingly; however, other priorities and services may be deferred or delayed in order to allocate the resources needed to implement new requirements.
- The COVID pandemic and the role of the County, and particularly the Department of Health Services, has had a significant impact on staffing needs, particularly the need for instant staff ramp up and flexible staffing. Human Resources has had to divert staff to support this challenge and will continue to prioritize staffing needs for the pandemic response in the fiscal year.

BUDGET HEARING CHANGES AND ACTIONS

Adopted as recommended with the following changes:

Supplemental Changes

None

Budget Hearing Actions

	FTE	Gross Expenditures	Revenue and Reimbursements	Net Cost
General Fund				
Add 1.0 FTE Human Resource Analyst to meet the demands of increasing workload in the Recruitment and Classification and Employee Relations Units. The position will also be assigned work related to County strategic priorities. Costs for the position can be incorporated in existing appropriations due to increased revenues received from Sonoma Water beginning in FY 2020-21 as reimbursement for services provided.	1.0	0	0	0

DEPARTMENT ADOPTED BUDGET DETAILS

	FY 2020-21 Adopted Budget	FY 2021-22 Recommended Budget	FY 2021-22 Adopted Budget	Change from FY 2020-21 Adopted	% Change from FY 2020-21 Adopted
Expenditures by Character					
Salaries and Benefits	11,237,019	11,770,582	11,770,582	533,563	4.7
Services and Supplies	64,641,148	70,576,678	70,576,678	5,935,530	9.2
Other Expenses*	31,533,818	33,073,854	33,073,854	1,540,036	4.9
Transfers within the County	418,435	420,835	420,835	2,400	0.6
Total Expenditures by Character	107,830,420	115,841,949	115,841,949	8,011,529	7.4
Revenues/Reimbursements/Use of Fund Balance (Sources)					
General Fund Contribution	7,340,112	9,529,781	9,529,781	2,189,669	29.8
Fees and Charges for Services**	69,251,178	74,147,210	74,147,210	4,896,032	7.1
State, Federal, & Other Govt. Revenue	491,000	441,100	441,100	(49,900)	(10.2)
Other Departmental Revenue***	2,590,400	2,705,500	2,705,500	115,100	4.4
Use of Fund Balance	23,251,664	24,299,285	24,299,285	1,047,621	4.5
Internal County Reimbursements & Transfers	4,906,066	4,719,073	4,719,073	(186,993)	(3.8)
Total Revenues/Use of Fund Balance	107,830,420	115,841,949	115,841,949	8,011,529	7.4
Total Permanent Positions	n/a	n/a	64.00	n/a	n/a

*Other Expenses mainly include Internal Service Fund expenses and Debt Service payments.

**Fees and Charges for Services primarily include payments for retirement collected from departments and employees, which adjust based on overall county wages.

***Other Departmental Revenue includes Teeter Tax Loss Penalties (annual ongoing allocation), Parking Fines, and Sonoma County Energy Independence Program (SCEIP) Interest Earnings, and revenues associated with repayment of the Tobacco Settlement Bonds.

GENERAL SERVICES

Caroline Judy
General Services Director

The mission of the General Services Department is to efficiently plan, provide, and manage quality facilities; the purchasing of goods and services; the procurement and maintenance of vehicles and equipment; and the energy and sustainability services to support Sonoma County departments and agencies in the accomplishment of their goals.

ADOPTED BUDGET AT A GLANCE	FY 2021-22
Total Expenditures	\$45,361,427
Total Revenues/Use of Fund Balance	\$26,589,940
Total General Fund Contribution	\$18,771,487
Total Staff	107.50
% Funded by General Fund	41.38%

DEPARTMENT OVERVIEW

The General Services Department provides a variety of internal service functions supporting County departments. The Department includes six divisions: Energy and Sustainability, Fleet Operations, Purchasing, Veterans Memorial Buildings, Facilities Development and Management, and Administration.

Energy and Sustainability provides effective planning, management and control of energy use and sustainability for major portions of County operations.

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

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.

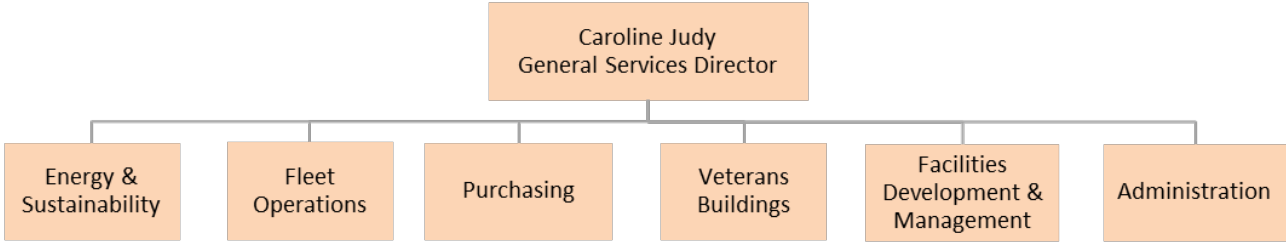
The **Veterans Memorial Buildings** Program provides meeting space for the county's Veterans organizations and for public and non-profit groups.

Facilities Development and Management performs major and minor construction improvements to County facilities as well as providing building, equipment and janitorial maintenance and leasing; acquisition and sale of real property; and security and parking enforcement.

Administration provides administrative, fiscal, and human resources internally within General Services, and security and parking support services for employees and the public.

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

DEPARTMENT ORGANIZATIONAL CHART



FINANCIAL SUMMARIES

Expenditures by Program Area

	FY 2020-21 Adopted Budget	FY 2021-22 Recommended Budget	Change from FY 2020-21 Adopted	% Change from FY 2020-21 Adopted
Energy and Sustainability	9,266,975	9,607,241	340,266	3.7
Fleet Operations	13,254,608	14,559,562	1,304,954	9.8
Purchasing	1,408,393	1,438,162	29,769	2.1
Veterans Buildings	791,670	933,108	141,438	17.9
Facilities Development & Mgmt	14,417,939	14,170,453	(247,486)	(1.7)
Administration	2,376,734	2,315,356	(61,378)	(2.6)
Total Expenditures by Program	41,516,319	43,023,882	1,507,563	3.6

Permanent Positions by Program Area

	FY 2020-21 Adopted Budget	FY 2021-22 Recommended Budget	Change from FY 2020-21 Adopted	% Change from FY 2020-21 Adopted
Energy and Sustainability	9.00	9.00	0.00	0.0
Fleet Operations	23.00	23.00	0.00	0.0
Purchasing	8.00	8.00	0.00	0.0
Veterans Buildings	2.50	2.50	0.00	0.0
Facilities Development & Mgmt	52.50	51.00	(1.50)	(2.9)
Administration	12.50	12.50	0.00	0.0
Total Permanent Positions	107.50	106.00	(1.50)	(1.4)

Department Budget Details

	FY 2020-21 Adopted Budget	FY 2021-22 Recommended Budget	Change from FY 2020-21 Adopted	% Change from FY 2020-21 Adopted
Expenditures by Character				
Salaries and Employee Benefits	17,047,497	17,363,980	316,483	1.9
Services and Supplies	17,498,393	16,946,398	(551,995)	(3.2)
Capital Expenditures	4,287,906	5,377,736	1,089,830	25.4
Other Expenditures	2,470,465	2,568,710	98,245	4.0
Transfers within the County	212,058	767,058	555,000	261.7
Total Expenditures by Group	41,516,319	43,023,882	1,507,563	3.6
Revenues/Reimbursements/Use of Fund Balance (Sources)				
General Fund Contribution	17,459,544	17,997,778	538,234	3.1
Use of Fund Balance	1,049,029	2,280,729	1,231,700	117.4
Fees and Charges for Services	3,711,037	3,781,386	70,349	1.9
State, Federal, & Other Govt. Revenue	1,426,144	1,489,734	63,590	4.5
Other Departmental Revenue	2,606,881	2,730,397	123,516	4.7
Internal County Reimb. and Transfers	15,263,684	14,743,858	(519,826)	(3.4)
Total Revenues/Use of Fund Balance	41,516,319	43,023,882	1,507,563	3.6

* Internal County Reimbursements and Transfers includes transfers from departments for Facility and Fleet services as well as funding from capital project costs.

ACCOMPLISHMENTS AND OBJECTIVES

FY 2020-21 Accomplishments

- Implemented a lower interest rate for the Sonoma County Energy Independence Program from 7.00% to 5.99%, and increased participation in 14 virtual educational workshops on solar, battery storage, healthy homes, wildfire, and seismic improvements from 263 registrants in FY 2019-20 to 664 registrants in FY 2020-21.
- Delivered organizational efficiency improvements and cost savings including; reducing fleet rates charged to departments by 15%, resulting in \$1.0 million in savings in departmental budgets, achieving over \$300,000 in ongoing rent reduction annual savings, issuing 62 Request for Proposals (RFP)/Request for Qualifications (RFQ) and 51 bids for goods and construction, and adding 1,369 new bidders to the Supplier Portal.
- Performed baseline airflow testing and assessments in all County owned-occupied buildings, and coordinated with consultant to test County-leased buildings, evaluated results with Risk Management's certified industrial hygienist, formulated and implemented plans for COVID-19 risk-mitigation airflow strategies.
- In response to COVID-19, General Services operated the Receiving, Shipping, and Storage warehouse and delivered personal protective equipment to County departments, community organizations, and health care providers; evaluated 67 commercial properties to identify an alternate care site, secured licenses for COVID-19 test sites, secured licenses for COVID-19 immunization clinic sites, established Commodity Points of Distribution and food distribution sites, and contacted over 200 hotels to secure rooms for COVID at-risk homeless individuals.
- In response to the LNU Lightning Complex and Glass Fires: secured Local Assistance Centers at Maria Carrillo High School and Healdsburg High School; secured staging areas for household hazardous waste collection program for residential property owners; secured staging for state wattle distribution program for residential property owners; provided housing for State Civilian Conservation Corps; and provided a staging area to PG&E

in Los Guilicos to support its fire debris removal activities. Ensured vendors were paid for the over 608 disaster invoices worth \$1.5 million from the LNU Complex fires, Glass Fire, and COVID-19 disaster activations.

FY 2021-22 Objectives

- Implement Strategic Planning objectives to improve equity and the public's ease of use of the Supplier Portal by translating supplier instructions into Spanish, creating videos, and updating key instructional guides.
- Provide \$20.0 million in Sonoma County Energy Independence Program financing by 2026 in order to incentivize property managers and renters to retrofit existing multi-family housing towards achieving carbon neutral buildings.
- By August 2021, oversee the completion of Fleet Operations' Light Equipment Facility rooftop solar array, reducing reliance on the electrical grid by 95% and reducing greenhouse gas emissions by nearly 50 Metric Tons per year.
- Continue County surplus land disposition efforts by completing a geotechnical study, constraints mapping, appraisal, and disposition of Chanate Campus to a private buyer.

DEPARTMENT HIGHLIGHTS

Major Variances

- Facilities Development and Management unit, which is reducing by 1.5 FTE, and \$247,000. The 1.0 FTE is a filled Project Specialist position, which has historically been funded by Capital Projects, however, based on the Department's analysis of future projects, there is not enough project management funding in Capital Projects to continue to fund this position. The 0.5 FTE is vacant and will be deleted.
- Veteran's Buildings revenues and expenditures anticipated to increase as COVID-19 restrictions on gatherings loosen and buildings begin reopening to the public.
- Fleet expenditures are increasing due to the use of Fleet Accumulated Capital Outlay (ACO) as follows: by \$270,000 based on the number and types of vehicles scheduled for replacement in FY 2021-22; \$250,000 for the installation of a new car wash; and \$500,000 to purchase a new Fleet Asset Management/Billing System software in the Capital Expenditures category. Transfers within the County includes funding to Capital Projects including \$225,000 for the Motorized Doors Project and \$200,000 for the Oil Reservoir Project; and a transfer of \$290,000 to return vehicle replacement funds to Department of Health Services for vehicles turned in that will not be replaced. These also account for the increase in the Use of Fund balance.

Key Issues

- More than 80% of facilities are beyond useful life and therefore are expensive to operate, especially given the size of the County's property portfolio. Deferred maintenance funding and operations resources are insufficient to meet the ongoing needs.
- The Strategic Plan's Infrastructure and Climate objectives identify a number of projects some of which are already underway as well as new initiatives. Accomplishing those objectives will require prioritizing and augmenting existing resources as well as identifying new external resources.
- Planning for post-COVID County operations, including re-opening of the Veterans buildings, requires the department to collaborate with risk management and Public Health to meet current protocols. This will be included in budget hearings discussions for allocation of additional COVID-19 resources.

BUDGET HEARING CHANGES AND ACTIONS

Adopted as recommended with the following changes:

Supplemental Changes

None

Budget Hearing Actions

	FTE	Gross Expenditures	Revenue and Reimbursements	Net Cost
General Fund				
Add 1.0 FTE Human Resource Analyst to meet the demands of increasing workload in the Recruitment and Classification and Employee Relations Units. The position will also be assigned work related to County strategic priorities. Costs for the position can be incorporated in existing appropriations due to increased revenues received from Sonoma Water beginning in FY 2020-21 as reimbursement for services provided.	1.0	0	0	0

DEPARTMENT ADOPTED BUDGET DETAILS

	FY 2020-21 Adopted Budget	FY 2021-22 Recommended Budget	FY 2021-22 Adopted Budget	Change from FY 2020-21 Adopted	% Change from FY 2020-21 Adopted
Expenditures by Character					
Salaries and Benefits	11,237,019	11,770,582	11,770,582	533,563	4.7
Services and Supplies	64,641,148	70,576,678	70,576,678	5,935,530	9.2
Other Expenses*	31,533,818	33,073,854	33,073,854	1,540,036	4.9
Transfers within the County	418,435	420,835	420,835	2,400	0.6
Total Expenditures by Character	107,830,420	115,841,949	115,841,949	8,011,529	7.4
Revenues/Reimbursements/Use of Fund Balance (Sources)					
General Fund Contribution	7,340,112	9,529,781	9,529,781	2,189,669	29.8
Fees and Charges for Services**	69,251,178	74,147,210	74,147,210	4,896,032	7.1
State, Federal, & Other Govt. Revenue	491,000	441,100	441,100	(49,900)	(10.2)
Other Departmental Revenue***	2,590,400	2,705,500	2,705,500	115,100	4.4
Use of Fund Balance	23,251,664	24,299,285	24,299,285	1,047,621	4.5
Internal County Reimbursements & Transfers	4,906,066	4,719,073	4,719,073	(186,993)	(3.8)
Total Revenues/Use of Fund Balance	107,830,420	115,841,949	115,841,949	8,011,529	7.4
Total Permanent Positions	n/a	n/a	64.00	n/a	n/a

*Other Expenses mainly include Internal Service Fund expenses and Debt Service payments.

**Fees and Charges for Services primarily include payments for retirement collected from departments and employees, which adjust based on overall county wages.

***Other Departmental Revenue includes Teeter Tax Loss Penalties (annual ongoing allocation), Parking Fines, and Sonoma County Energy Independence Program (SCEIP) Interest Earnings, and revenues associated with repayment of the Tobacco Settlement Bonds.

INFORMATION SYSTEMS

John Hartwig
Department 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.

ADOPTED BUDGET AT A GLANCE	FY 2021-22
Total Expenditures	\$57,187,074
Total Revenues/Use of Fund Balance	\$55,845,846
Total General Fund Contribution	\$1,341,228
Total Staff	117.50
% Funded by General Fund	2.35%

DEPARTMENT OVERVIEW

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

Administration – Maintains internal administrative functions for all divisions. Activities support: operational and project budgeting; procurement and expense management; fair and equitable cost recovery; and human resource functions.

Enterprise Development Services - Provides technical and system integration services to meet departments’ needs relating to the creation, organization, storage, collection, management, and distribution of County data. Work teams provide key services such as application development and support, web hosting and design, document remediation, geographical information systems, document management, and records management. Development teams utilize the full range of technical tools and services to support both countywide and department specific business needs which includes several large-scale environments such as the integrated justice, human resources management, and financial systems.

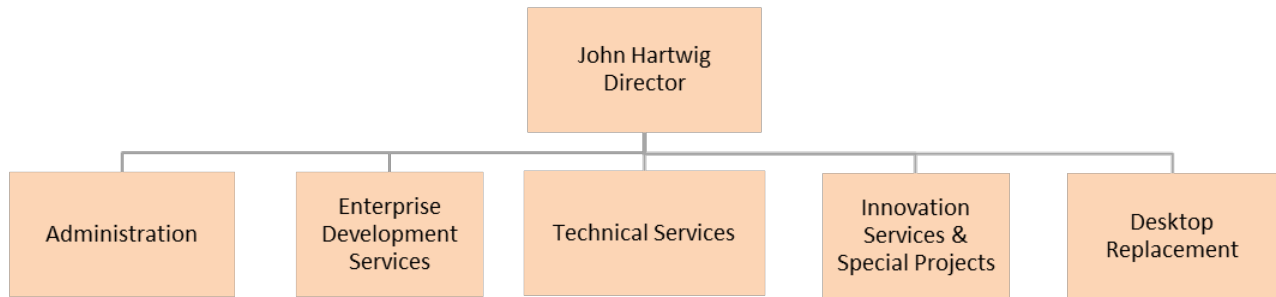
Innovation Services & Special Projects - Innovation Services was created to provide a rapid and flexible response to the implementation of new technologies. Some of these new technologies include Artificial Intelligence (AI), big data, and hybrid cloud tools that are applicable across multiple platforms. Innovation Services 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.

Technical Services - Designs, builds, and supports the core technology infrastructure that helps County workers communicate with their clients, partner agencies, and coworkers. Key infrastructure includes data centers, networks, telecommunications, server farms, storage systems, computers, mobile devices, and software. Work teams perform a variety of functions: maintaining secure access to information critical to departmental operations; providing remote and on-site technical support to customers; and providing programming and support to the multi-agency public safety consortium.

Internal Transfers, Infrastructure, and Desktop Replacement - Provides planned replacement of computers, servers, network routers, software, storage, and telephone systems to ensure assets are replaced before failure, forming a secure, reliable, affordable, and sustainable technology foundation for service delivery.

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

DEPARTMENT ORGANIZATIONAL CHART



FINANCIAL SUMMARIES

Expenditures by Program Area

	FY 2020-21 Adopted Budget	FY 2021-22 Recommended Budget	Change from FY 2020-21 Adopted	% Change from FY 2020- 21 Adopted
Administration	2,599,796	3,426,356	826,560	31.8
Enterprise Development Services	16,463,476	14,556,377	(1,907,099)	(11.6)
Technical Services	24,191,133	25,488,622	1,297,489	5.4
Innovation Services	0	2,477,991	2,477,991	100.0
Desktop Replacement	1,215,532	1,880,780	665,248	54.7
Infrastructure and Replacement	3,711,499	3,814,850	103,351	2.8
Internal Transfers & Reimbursements	5,001,278	4,809,952	(191,326)	(3.8)
Total Expenditures by Program	53,182,714	56,454,928	3,272,214	6.2

Permanent Positions by Program Area

	FY 2020-21 Adopted Budget	FY 2021-22 Recommended Budget	Change from FY 2020-21 Adopted	% Change from FY 2020- 21 Adopted
Administration	16.00	17.00	1.00	6.3
Enterprise Development Services	52.00	48.00	(4.00)	(7.7)
Technical Services	46.50	46.50	0.00	0.0
Innovation Services	2.00	3.00	1.00	50.0
Total Permanent Positions*	116.50	114.50	(2.00)	(1.7)

*The Recommended Budget includes the deletion of 2.0 full time equivalent Mail, Material, and Records Handler positions.

Department Budget Details

	FY 2020-21 Adopted Budget	FY 2021-22 Recommended Budget	Change from FY 2020-21 Adopted	% Change from FY 2020- 21 Adopted
Expenditures by Character				
Salaries and Benefits	20,634,779	22,342,319	1,707,540	8.3
Services and Supplies	18,058,393	19,509,321	1,450,928	8.0
Capital Expenditures	3,711,499	3,814,850	103,351	2.8
Transfers within the County	10,778,043	10,788,438	10,395	0.1
Total Expenditures by Character	53,182,714	56,454,928	3,272,214	6.2
Revenues/Reimbursements/Use of Fund Balance (Sources)				
General Fund Contribution	812,612	815,270	2,658	0.3
Fees and Charges for Services	14,595,196	9,959,937	(4,635,259)	(31.8)
Other Departmental Revenue*	22,000	26,000	4,000	18.2
Use of Fund Balance	4,856,962	4,624,106	(232,856)	(4.8)
Internal County Reimbursements and Transfers**	32,895,944	41,029,615	8,133,671	24.7
Total Revenues/Use of Fund Balance	53,182,714	56,454,928	3,272,214	6.2

*Other Departmental Revenue includes Interest earned on Accumulated Fund balance.

**Internal County Reimbursements and Transfers include income from services provided to client departments as well as transfers from ISD Accumulated Capital Outlay (replacement) funds, Non-Departmental Funds, and Deferred Maintenance for infrastructure replacement.

ACCOMPLISHMENTS AND OBJECTIVES

FY 2020-21 Accomplishments

- Supported the County's emergency response to the COVID-19 pandemic and LNU complex and Glass fires by providing highly active websites and online services, including the SoCoEmergency website, frequently updating critical information for Sonoma County Department of Health Services and the Department of Emergency Management. Efforts supported development of social media and web content for the County Communications Office to increase community awareness and ensure the public remained informed about resources and the County's response to the latest pandemic and fire emergency developments. The Department also increased Sonoma County's emergency preparedness response by improving online mapping and data accessibility tools for fire evacuation zone identification as well as road and property inspection data to support fire and flood damage assessments.
- Systems developed to support the Department of Health Services' efforts to deploy COVID-19 testing and notifications, including implementing a self-register calendar system, bar coding for quicker lab processing, notification of testing results via email and text, and online informational local, regional, and state case data dashboards and reporting.
- Completed Phase 5 of the Accessing Coordinated Care to Enable Self-Sufficiency (ACCESS) Sonoma platform to support interdepartmental multi-disciplinary team working to reduce homelessness, including support for at-risk-COVID-19 homeless populations. Supported the implementation of Cognos data warehouse and dashboards to provide broad cross-departmental access to analytics data essential to targeting wraparound services.
- Deployed remote working technologies to support and ensure continuity of County operations, emergency response efforts, and service delivery to the community due to impacts from COVID-19. This included increasing system and network capacity to support thousands of additional phones and computers for 4,350

supported workers, as well as videoconferencing systems, teleworking infrastructure, and related systems and software.

FY 2021-22 Objectives

- Improve Information Technology resilience to support County operational emergency response, recovery actions, and protect against evolving cyber security threats including development of information technology (IT) resiliency plans that will help the County rationalize and prioritize technology changes that improve our ability to maintain services to the public.
- Complete implementation of a new Enterprise Web Content Management System improving internal and external County website information access, ease-of-use, scalability, resiliency, and compliance with the Americans with Disabilities Act (ADA) to support communication of County department programs and services to members of the public.
- Develop plans and initiate priority projects to reduce costs of paper storage and increase efficiency of work flows embedded in paper-based systems including increasing the pace of automation of forms and conversion to digital workflows and electronic signatures. This program is intended to reduce the storage need for paper files and is a critical component of designing the new County Government Center. This effort has received a recent funding allocation from the Board as part of the New County Government Center program to fund a component of this project.
- Improve consistency of IT across all departments by establishing best practices to maximize resources and ensure the County's overall IT environment is consistent, stable and secure. This program will include expanded cross-departmental service delivery training on technology available through Information Systems and in collaboration with the Human Resources Learning Management System to ensure dependable and secure service delivery to the public as well as technical documentation of system and security standards.
- Provide support and leadership to advance the County 5-Year Strategic Plan goals by aligning technology and information management tools and approaches to help lead to success. Efforts related to IT resiliency, strengthening communications infrastructure, and organizational excellence will be priorities.

DEPARTMENT HIGHLIGHTS

Major Variances

- In FY 2021-22, Salary and Benefit expenditures are increasing by \$1.7 million primarily due to a reduction in salary savings as the Department has restarted recruitment efforts slowed by emergency and disaster response in the prior year, as well as additional staffing costs programmed to support the new County Government Center digitization project, and cost of living adjustments under negotiated labor agreements.
- Services and Supplies are increasing by \$1.45 million as a result of additional expenditures in telecommunications, software and licensing, and Professional Services due to vendor cost increases and the shift to supporting remote work environments, partially offset by savings in other expense categories such as computer equipment, training, and travel, and reductions in the Recommended Budget for the Records unit as a result of reduction to primary General Fund support for records management and storage costs over time.
- Internal County Reimbursements and Transfers are expected to increase by \$8.1 million and Fees and Charges for Services are decreasing by \$4.6 million from the prior year to better align departmental revenues with how County department clients record payment for services. Increased amount includes additional reimbursements because of anticipated growth in services requested by client departments including Communications and Information Technology project needs.
- Other variances in the FY 2021-22 Recommended Budget from the prior year are due to a major organizational restructure approved by the Board on January 14, 2020, and planned for completion by the end of FY 2020-21. These improvements include the addition of Assistant Director and Information Security Officer positions to the Administration program and the restructuring of technical program areas to better meet the County's emerging technical requirements, creating the newly reconfigured Enterprise Development Services and new Innovation Services and Special Projects divisions. As a result, the Administration division expenditures are increasing by \$826,560 due to salary and benefit expenses for the two positions and security related program

expense. The new Innovation Services and Special Projects Division budget of \$2.47 million includes the shift of Electronic Document Management Systems program expense from the Enterprise Development Services division of \$1.65 million and the addition of the new Innovation Services program with planned expenditures of \$826,051 for staffing costs, services and supplies to support staff, and planned department client funded expenditures including professional services and software licensing.

Key Issues

- The Records unit is supported through a combination of General Fund and mail and courier services rates, however the rates collected do not recover records storage and management expenses, which have increased over the last several years outpacing General Fund support. This reduction includes two vacant staff positions that provide direct services for records, mail, and courier services and additional reductions to services and supplies that fund activities of all associated service lines to include facility lease expense, staff training, software licensing, vendor services, and equipment required to deliver these critical functions. Eliminating these service lines would not alleviate the County's need for meeting the records mandates addressed through this combination of services. Information Systems is seeking a one-time restoration of funding to continue providing mandated Records Management services into the next fiscal year pending the completion of an ISD rate review study that is currently underway. The study will provide an analysis and recommendations to create a sustainable financial structure for current and future service delivery while ensuring currently recognized savings and countywide efficiencies are realized.
- Information Systems faces significant technology challenges and opportunities with emergency response, continuity, security, and recovery operations while meeting the needs of client departments seeking to improve response and service to the community. In addition, priority goals defined by Board actions, the Strategic Plan, as well as Department specific mandates create a need to shift our technology foundation to improve resiliency, online services, mobility, security, and flexible access. This change will increasingly utilize services available in the cloud versus reliance on systems currently in campus facilities. Transitional and ongoing investment will be needed to continue efforts to leverage the use of technology as a key foundational component of public service to the community.
- Succession planning is a significant concern with many key staff members eligible for retirement over the next 5 years. This situation requires continued effort to develop and improve staff training to ensure skill levels will continue to provide coverage depth and consistency with required IT management standards and controls. The Department has initiated efforts to further develop internal career path training and recently expanded online training in response to constraints on travel and in-person training.
- Work organization and prioritization is a challenge as Board and client department needs and requirements shift. Resiliency, emergency response, and recovery priorities set high expectations for rapid results, impacting the ability to maintain routine support, upgrade, and security management activities. The Department expects to maintain increased operating workloads with a sustained shift to a mobile and remote workforce. County technology needs are also changing rapidly, so ensuring that we are working on the right things and providing appropriate resources is always one of our top challenges.

BUDGET HEARING CHANGES AND ACTIONS

Adopted as recommended with the following changes:

Supplemental Changes

	FTE	Gross Expenditures	Revenue and Reimbursements	Net Cost
General Fund				
Add 1.0 Business Systems Analyst and 1.0 Information Technology Analyst III time limited positions with terms ending December 31, 2025 to manage the new digitization project which will help reduce redundancy in processes across departments, expand mobile accessibility, and drastically reduce paper storage needs for all departments. Funding for the positions was approved by the Board as part of the new County Government Center project and included in the department's FY 2021-22 Recommended Budget (January 5, 2021, Item #45 and May 11, 2021, Item #14).	2.00	0	0	0
Other Funds				
Program adjustments in the Information Services Replacement Funds to update Device Modernization Program collection totals from departments, to align with FY 2021-22 department budgeted expense per replacement schedule. This program provides the mechanism for the County to financially plan for, and complete, the required replacements of obsolete equipment such as computers, printers, and scanners used by County departments.	0.00	74	227	(153)

Budget Hearing Actions

	FTE	Gross Expenditures	Revenue and Reimbursements	Net Cost
General Fund				
Restore ongoing General Fund net cost in the Records unit for facilities, training, licensing, and equipment necessary to deliver records, mail and courier services.	0.00	421,545	0	421,545
Restore ongoing General Fund net cost for 1.0 Mail, Material and Records Handler position in the Records unit.	1.00	104,414	0	104,414

	FTE	Gross Expenditures	Revenue and Reimbursements	Net Cost
Program appropriations associated with Records unit restorations: \$195,226 to ISD Administration for Records unit allocation of department internal administration charges reimbursed by Records subsection, and \$10,888 for restored Mail, Material and Records Handler position costs reimbursed by client departments through charges for services.	0.00	206,114	206,114	0

DEPARTMENT ADOPTED BUDGET DETAILS

Expenditures by Character	FY 2020-21 Adopted Budget	FY 2021-22 Recommended Budget	FY 2021-22 Adopted Budget	Change from FY 2020-21 Adopted	% Change from FY 2020-21 Adopted
Salaries and Benefits	20,634,779	22,342,319	22,691,287	2,056,508	10.0
Services and Supplies	18,058,393	19,509,321	19,927,227	1,868,834	10.3
Capital Expenditures	3,711,499	3,814,850	3,814,850	103,351	2.8
Transfers within the County	10,778,043	10,788,438	10,753,710	(24,333)	(0.2)
Total Expenditures by Character	53,182,714	56,454,928	57,187,074	4,004,360	7.5
Revenues/Reimbursements/Use of Fund Balance (Sources)					
General Fund Contribution	812,612	815,270	1,341,228	528,616	65.1
Fees and Charges for Services	14,595,196	9,959,937	9,959,937	(4,635,259)	(31.8)
Other Departmental Revenue*	22,000	26,000	26,000	4,000	18.2
Use of Fund Balance	4,856,962	4,624,106	4,623,953	(233,009)	(4.8)
Internal County Reimbursements & Transfers**	32,895,944	41,029,615	41,235,956	8,340,012	25.4
Total Revenues/Use of Fund Balance	53,182,714	56,454,928	57,187,074	4,004,360	7.5
Total Permanent Positions	n/a	n/a	117.50	n/a	n/a

*Other Departmental Revenue includes Interest earned on Accumulated Fund balance.

**Internal County Reimbursements and Transfers include income from services provided to client departments as well as transfers from ISD Accumulated Capital Outlay (replacement) funds, Non-Departmental Funds, and Deferred Maintenance for infrastructure replacement.



NON-DEPARTMENTAL

Sheryl Bratton
County Administrator

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.

ADOPTED BUDGET AT A GLANCE	FY 2021-22
Total Expenditures	\$251,346,567
Total Revenues/Use of Fund Balance	\$535,220,631
Total General Fund Contribution	(\$283,874,064)
Total Staff	0.00
% Funded by General Fund	-112.94%

DEPARTMENT OVERVIEW

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

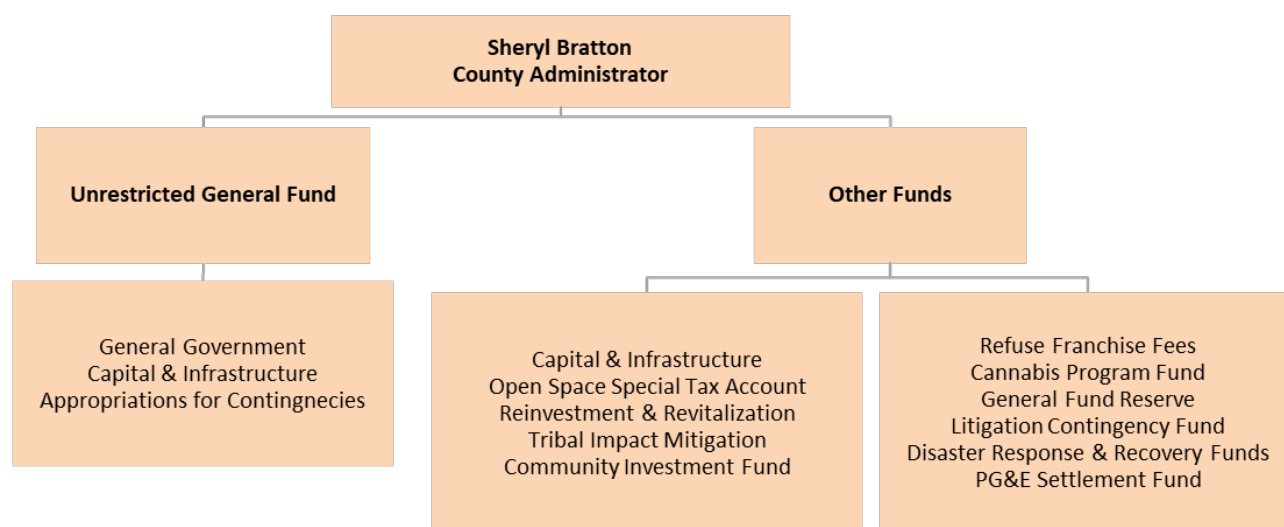
Unrestricted General Fund contains a variety of budgeted revenues and expenditures that are not specific to any one department. This category covers centralized program costs, referred to as **General Government**, such as employee development and recognition programs and specialized consultant services. 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.

Other Funds includes the following non-General Fund special programs and projects: (1) **Capital and Infrastructure** includes tobacco settlement fund contributions towards the Capital Improvement Plan, as well as refuse franchise fees allocated to the Roads Pavement Preservation program; (2) **Open Space Special Tax Account** records the proceeds from bonds issued as a result of Measure F, and transfers funds to the Agricultural and 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) the **Cannabis Program Fund**, which receives all Measure A Cannabis Business Tax revenue and reimburses County departments for their Cannabis program costs; (8) the County's accumulated **General Fund Reserve**, which protects against temporary revenue shortfalls or unpredicted expenditures; (9) the **Litigation Contingency Fund**, which 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; (10) the **Disaster Response and Recovery Funds**, which contain separate funds to record costs related to response and eligible recovery projects related to state and federally declared disasters; and **PG&E Settlement Fund**, which 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.

In addition to the aforementioned expenditure categories, **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.

For more information, call (707) 565-2431, or visit <http://sonomacounty.ca.gov/>.

DEPARTMENT ORGANIZATIONAL CHART



FINANCIAL SUMMARIES

Expenditures by Program Area

	FY 2020-21 Adopted Budget	FY 2021-22 Recommended Budget	Change from FY 2020-21 Adopted	% Change from FY 2020-21 Adopted
<u>Unrestricted General Fund</u>				
General Government	40,910,926	20,799,161	(20,111,765)	(49.2)
Capital and Infrastructure	21,580,650	30,069,822	8,489,172	39.3
Contingency Fund	5,000,000	5,000,000	0	0.0
<i>Internal Transfers & Reimbursements</i>	31,070,804	7,000,000	(24,070,804)	(77.5)
Sub-Total General Fund	98,562,380	62,868,983	(35,693,397)	(36.2)
<u>Other Funds</u>				
Capital and Infrastructure	14,976,096	7,040,441	(7,935,655)	(53.0)
Open Space Debt and Purchases	51,659,857	48,861,769	(2,798,088)	(5.4)
Reinvestment and Revitalization	15,232,463	6,385,940	(8,846,523)	(58.1)
Tribal Impact Mitigation	8,872,443	6,904,460	(1,967,983)	(22.2)
Community Investment Fund	8,774,254	8,431,271	(342,983)	(3.9)
Refuse Franchise Fees	5,204,367	3,762,927	(1,441,440)	(27.7)
Cannabis Program Fund	2,631,540	1,911,375	(720,165)	(27.4)
General Fund Reserve	4,647,107	957,920	(3,689,187)	(79.4)
Litigation Contingency Fund	1,000,000	846,000	(154,000)	(15.4)
Disaster Response and Recovery Funds	20,000,000	214,218	(19,785,782)	(98.9)
PG&E Settlement Funds	14,222,540	40,081,507	25,858,967	181.8
Sub-Total Other Funds	147,220,667	125,397,828	(21,822,839)	(14.8)
Total Expenditures by Program	245,783,047	188,266,811	(57,516,236)	(23.4)

Department Budget Details

	FY 2020-21 Adopted Budget	FY 2021-22 Recommended Budget	Change from FY 2020-21 Adopted	% Change from FY 2020-21 Adopted
Expenditures by Character				
Salaries and Employee Benefits	350,000	300,000	(50,000)	(14.3)
Services and Supplies	11,345,202	9,980,679	(1,364,523)	(12.0)
Other Expenditures*	91,239,512	54,812,413	(36,427,099)	(39.9)
Transfers within the County	142,848,333	123,173,719	(19,674,614)	(13.8)
Total Expenditures by Group	245,783,047	188,266,811	(57,516,236)	(23.4)
Revenues/Reimbursements/Use of Fund Balance (Sources)				
General Fund Tax Revenue	304,837,719	318,827,140	13,989,421	4.6
Transient Occupancy Tax (incl. Measure L)	11,775,137	11,775,137	0	0.0
Other Tax Revenue**	27,843,797	28,609,395	765,598	2.7
Fees and Charges for Services	11,660,478	12,762,703	1,102,225	9.5
State, Federal, & Other Govt. Revenue	14,078,643	16,366,838	2,288,195	16.3
Other Departmental Revenue***	9,713,148	7,894,148	(1,819,000)	(18.7)
Internal County Reimbursements and Transfers	80,277,543	17,897,665	(62,379,878)	(77.7)
Use of Fund Balance	43,824,462	59,688,936	15,864,474	36.2
Total Revenues/Use of Fund Balance	504,010,927	473,821,962	(30,188,965)	(6.0)
General Fund Contribution to Other Depts****	(258,227,880)	(285,555,151)	(27,327,271)	10.6

*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, as well as appropriations for Contingencies.

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

***Other Departmental Revenue includes Teeter tax loss penalties, interest earnings on retirement contribution prepayments, and franchise fees for refuse and utilities.

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

ACCOMPLISHMENTS AND OBJECTIVES

The Non-Departmental budget unit is administered by the County Administrator's staff. Please see departmental accomplishments and objectives under the Board of Supervisors/County Administrator's budget narrative included in the Administrative Support and Fiscal Services section.

DEPARTMENT HIGHLIGHTS

Major Variances

Unrestricted General Fund

- General Government Expenditures are decreasing by \$20.1 million, or 49.2%, from FY 2020-21. The decrease is driven by a decline in one-time funding being passed through to departments including \$8.6 million for Health

Services to support Behavioral Health programs, \$2.0 million to the Community Development Commission to support Project Homekey match, and \$1.7 million in General Fund programmed to the Fire Service Project to replace reduced revenues in FY 2020-21 that have recovered in FY 2021-22. Additional decreases of \$7.8 million include state grant funding passed through for the reconstruction of Camp Newman following the 2017 wildfires and funding set aside for upcoming needs, including anticipated increases to In Home Support Services costs related to labor negotiations that concluded in the fall of 2020, and which were subsequently added to the Human Services budget.

- Capital and Infrastructure funding increases by \$8.5 million due to the restoration of the regular General Fund contribution of \$5.5 million in funding for Capital Projects. In FY 2020-21, the Capital Projects contribution was funded out of proceeds from refinancing Tobacco Settlement Bonds, which is recorded in the “Other Funds” section. In addition, funding toward deferred maintenance and funding toward roads are increasing in line with Board policies.
- Internal Transfers and Reimbursements reflect transfers from the General Fund to other parts of the Non-Departmental Budget, and decrease by \$24.1 million, or 77.5% in FY 2021-22. This is primarily due to the removal of a one-time transfer of \$20.0 million to the COVID-19 Disaster Fund in order to finance portions of the County’s response that were not covered by Federal sources, as well as \$4.0 million in one-time available discretionary funding that was utilized to increase General Fund reserves in order to maintain reserve levels.

Other Funds

- Capital and infrastructure spending from other funds decreases by \$7.9 million, primarily reflecting the use of \$5.5 million in Tobacco Settlement Bond funding used to replace the General Fund annual contribution in FY 2020-21 as well as funding from the Tobacco Fund programmed for use on the Main Adult Detention Facility Inmate Connector project, which is expected to be completed in FY 2020-21.
- Open Space Debt and Purchases decrease by \$2.8 million, or 5.4%, based on a decrease in anticipated expenditures for Open Space District projects, which is further described under the Natural Resources tab in that department’s budget.
- Reinvestment and Revitalization fund decreases by \$8.8 million, or 58.1%, which is primarily due to the allocation of available fund balance toward one-time needs in FY 2020-21, as directed by the Board during budget hearings. See https://sonomacounty.ca.gov/CAO/Public-Reports/Budget-Reports/PDFs/Balancing-Tool-Adoption_FINAL/
- Tribal Mitigation Fund expenditures decrease by \$2.0 million, due to a decrease of \$750,000 in programmed expenditures in the Dry Creek Casino Mitigation fund. Due to the impacts of COVID-19 on casino revenues, including a three-month closure, the Tribe and the County modified their intergovernmental agreement such that the Tribe will not make payments in FY 2020-21 or FY 2021-22, but will extend the agreement for mitigation payments for two additional years. Graton Mitigation payments also decrease, due primarily to one-time fund balance that was programmed to support Health Services programs in FY 2020-21.
- Refuse Franchise fees decrease by \$1.4 million due to the programming of one-time fund balance into the pot of available one-time money programmed during FY 2020-21 Budget Hearings.
- Cannabis program expenditures decrease by \$720,000 from FY 2020-21 due to a decrease of \$250,000 transferred to the General Fund to meet one-time budget hearings direction, as well as a decrease in program expenses associated with ordinance revision and environmental analysis efforts in FY 2020-21 not expected to continue into the new year.
- Expenditures from the General Fund Reserve reflect the programming of funds set aside following the 2017 wildfires in order to fund local cost share for Hazard Mitigation Grant Program projects and other resiliency projects. A large share of Project work was budgeted in FY 2020-21, as many projects approved during the initial grant cycles are nearing completion, leading to a decrease of \$3.7 million in FY 2021-22. General Fund Reserves currently stand at \$52.8 million, not including fund balance allocated toward grant matches.
- Disaster Response costs are decreasing as most disaster-related costs are not included in the Recommended Budget. Additional expenditures and revenues will be added during budget hearings, based on a better understanding of the needs for ongoing disaster response and recovery, particularly related to the ongoing COVID-19 epidemic.
- PG&E Settlement Funds increase by \$25.9 million. During FY 2020-21 Budget Hearings, much of the funding that was allocated was programmed over three years, and only the first year’s expenditures were included in

the Adopted Budget. In addition, during the year the Board approved additional tranches of funding, including those supporting work on disaster-damaged roads and funding for vegetation management, much of which is built into the FY 2021-22 budget. As of this writing, \$26.8 million in PG&E funds have not been allocated, of which \$12.5 million may be used as local match for a Building Resilient Infrastructure and Communities Grant.

Revenues

- General Fund tax revenue increases by \$14.0 million, or 4.6%, due primarily to anticipated increases in property taxes, as well as an expected rebound in Sales Tax following a COVID-impacted decrease in FY 2020-21.
- Fees and Charges for Services increase by \$1.1 million, or 9.5%, due primarily to an anticipated increase in Refuse Franchise Fees in line with the escalator for the minimum payment in the current agreement. Actual payments may exceed this amount depending on actual volume.
- State, Federal, and other Governmental Revenue increases by \$2.3 million, primarily related to an anticipated increase in Graton Tribal Mitigation Revenue. Due to uncertainty about the impact of COVID-19 on the Graton Casino, anticipated revenues, which are tied to casino earnings, were decreased. These are expected to recover in FY 2021-22.
- Other Departmental Revenue decreases by \$1.8 million from FY 2020-21 due to the programming of one-time fund balance from the Teeter tax loss penalty reserve to help fund one-time costs directed during FY 2020-21 Budget Hearings.
- Internal County Reimbursements and Transfers are decreasing by \$62.4 million. This primarily represents the transfer of one-time funding in FY 2020-21 associated with: \$20.0 million of discretionary funds transferred to the COVID-19 disaster fund; \$13.6 million transferred into General Fund Reserves, including \$8.5 million from PG&E Settlement Funds to replenish reserves drawn down in response to the 2017 Wildfires; \$12.3 million in funding from the refinancing of the Tobacco Settlement Bonds; and \$12.6 million transferred to the General Fund from various other available fund balances to support one-time needs, including the transfer to the COVID-19 disaster fund. In addition, reimbursements from departments related to the County Cost Allocation Plan are decreasing by \$4.9 million as a significantly higher share of administrative time was spent responding to disasters and thus was not related to services provided directly to other departments for externally funded work.
- Use of fund Balance increases by \$15.9 million, primarily due to increased expenditures programmed in the PG&E Settlement Fund, which draws down fund balance accrued from FY 2020-21 when those monies were received as revenues. This increase is partially offset by decreases to use of fund balance in various other funds, particularly the Reinvestment and Revitalization Fund and the Graton Tribal Mitigation Fund.

Key Issues

- The continuing impact of COVID-19 on County revenues will be monitored going into FY 2021-22. While some revenue streams such as Sales Tax were not impacted as severely as initially feared, long-term impacts in the form of businesses that permanently closed and changes to people's purchasing patterns (such as an acceleration of the move toward online shopping) remain uncertain. In addition, it is not yet clear how quickly or thoroughly Transient Occupancy Tax, which is dependent on the willingness and ability of people to travel, will recover. All of this adds to uncertainty about revenue projections for FY 2021-22 and beyond.
- PG&E Settlement Funds have provided an opportunity for the County to offset some of the long-term costs of the 2017 wildfires and to provide three-year support for County services that faced cuts due to COVID in FY 2020-21. As this three year funding is set to expire following FY 2022-23, the County will need to begin planning for how to absorb these costs within ongoing revenue streams.
- As of late FY 2020-21, the County has active disaster funds open, including the 2017 Wildfires, the 2019 Floods, the 2019 Kincade Fire, COVID-19, the 2020 LNU Complex Fires, and the 2020 Glass Fire. The County is also in a severe drought. Managing these funds, which have a long life cycle including initial disaster response, completion of approved recovery projects, and potential federal audits of use of funding makes this a significant ongoing workload, particularly in Auditor-Controller-Treasurer-Tax Collector and the County Administrator's Office, even in the event that new disasters do not occur.

BUDGET HEARING CHANGES AND ACTIONS

Adopted as recommended with the following changes:

Supplemental Changes

	FTE	Gross Expenditures	Revenue and Reimbursements	Net Cost
General Fund				
Increase appropriations to recognize additional RDA residual revenues and to transfer those revenues to the Reinvestment and Revitalization fund in line with policy.	0.00	4,000,000	4,000,000	0
Increase revenue appropriations for Sales Tax in line with most recent estimates from HdL sales tax consultant.	0.00	0	344,000	(344,000)
Reduce appropriations for Contingencies to offset increased costs in the Sheriff's Office for Nixle alert and warning software (\$137,871) and in the Department of Emergency Management for preparedness costs (4/13/21, Item #24).	0.00	(327,871)	0	(327,871)
Decrease appropriations in Non-Departmental to balance costs that are now reflected in other departments.	0.00	(163,321)	0	(163,321)
Other Funds				
2017 Wildfire Grant Match Set Aside: Reduce transfer of grant match set aside funds to Emergency Management by \$11,000 as the transfer, which was initially budgeted in FY 21-22, was executed in FY20-21.	0.00	(11,000)	0	(11,000)
PG&E Settlement Funds: Transfer \$660,000 to a designated fund in the Ag & Open Space District to fund a Vegetation Management Coordinator position for 3 years (3/23/21, item #19). Transfer \$777,282 to the new Climate Action Resiliency section in the County Administrator's Office to support 3 new FTEs and provide for service and supply costs (5/11/21, #49)	0.00	1,437,282	0	1,437,282
Non-COVID Disaster Funds: Recognize a total of \$508,125 in revenues from FEMA and Cal-OES for the October Fires the 2019 floods, Kincadee fire, LNU and Glass Fires. Budget expenditures from these funds totaling \$600,000. Sufficient fund balance exists in each fund to fund net costs.	0.00	600,000	508,125	91,875

	FTE	Gross Expenditures	Revenue and Reimbursements	Net Cost
COVID: Appropriate \$3,997,467 for the Emergency Rental Assistance Program, funded with Federal Funds received in FY20-21 (4/6/21, #29). Appropriate \$314,000 in FEMA federal COVID relief funds to support the disaster finance team.	0.00	4,311,467	314,000	3,997,467
COVID - American Rescue Plan Act (ARPA): Recognize the second half of the ARPA allocation award to be received in FY 2021-22; the first half was received in FY 2020-21. Appropriate expenditures for anticipated FY 2021-22 response costs. \$12,262,522 in response costs will be incurred in the Department of Health Services, \$391,611 are appropriated in the County Administrator's Office for 2.0 Communication Specialists, \$827,593 are being appropriated in General Services for enhanced janitorial services, and \$5,684,031 will be expended directly from the Non-Departmental budget. Of the \$96,018,972 total award, there will be an anticipated balance of \$76,853,2315 remained after these supplemental adjustments are made, which will be programmed during FY 2021-22	0.00	19,165,757	48,009,486	(28,843,729)
Reinvestment and Revitalization: Increase appropriations in the Reinvestment and Revitalization fund to recognize additional revenues. Expenditures will be programmed during Budget Hearings.	0.00	0	4,000,000	(4,000,000)

Budget Hearing Actions

	FTE	Gross Expenditures	Revenue and Reimbursements	Net Cost
General Fund				
Transfer \$1.5 M in new on-going general-purpose revenues to the Fire Services fund to encourage consolidation of fire agencies and maintain effective fire services in Sonoma County.		\$1,500,000	\$0	\$1,500,000
Replenish Contingencies drawn down for various projects (\$1,256,871) and direct one-time sources into contingencies for use in FY 2021-22 (\$736,693).		\$1,993,564	\$0	\$1,993,564
Transfer \$2,209,196 to the General Fund Reserve to maintain FEMA audit reserve levels.		\$2,209,196	\$0	\$2,209,196
Transfer \$2,000,000 to Fire Services to help provide support for up to two years to Bodega Bay Fire Protection District, contingent on signing of a Memorandum of Understanding between that district and the Sonoma County Fire Protection District for consolidation of services, and for other Fire Service Project needs.		\$2,000,000	\$0	\$2,000,000
Transfer \$3,000,000 to the newly-established Disaster Response Fund to allow for immediate response to new disasters.		\$3,000,000	\$0	\$3,000,000
Provide funding to the Economic Development Board to support Chambers of Commerce and Visitors Centers in unincorporated areas.		\$350,000	\$0	\$350,000
Provide one-time funding for design services for one-time design, contractor, and permitting costs of a radio antenna for KSVY in Sonoma Valley.		\$30,000	\$0	\$30,000
Provide funding to General Services support work in conjunction with the Sonoma County Library to rehouse Sonoma County Archives from their current location at Los Guilicos.		\$140,000	\$0	\$140,000

	FTE	Gross Expenditures	Revenue and Reimbursements	Net Cost
Provide one-time funding to the Clerk-Recorder-Assessor for the Registrar of Voters to support the June 2022 Gubernatorial Primary election.		\$229,430	\$0	\$229,430
Provide one-time funding to General Services for the Chanate Campus Fire Watch, Security, Vegetation Management and building hardening (through 12/31/2021)		\$575,315	\$0	\$575,315
Provide one-time funding to Probation to restore 3.0 FTE Probation Officer II, 2.0 FTE Probation Officer III, and 1.0 FTE Probation Officer IV position allocations in the Adult Supervision unit using one-time discretionary funding.		\$1,099,760	\$0	\$1,099,760
Provide one-time funding to Probation to restore 1.0 FTE Account Clerk II in the Administration unit using one-time discretionary funding.		\$84,753	\$0	\$84,753
Provide one-time discretionary funding to the Department of Emergency Services for EOC PIO Trailer Lease costs (FY 2021-22 is the last year of a three-year lease).		\$37,980	\$0	\$37,980
Increase appropriations for upcoming needs that do not currently have a place in departmental budgets.		\$1,116,280	\$0	\$1,116,280
Provide \$350,000 for septic system infrastructure mapping and community outreach.		\$350,000	\$0	\$350,000
Receive a transfer of \$500,000 from the Permit Sonoma Fire Prevention fund to the General Fund for hazardous tree removal work.		\$0	\$500,000	(\$500,000)
Receive a transfer of \$2.0 M from Refuse Franchise fees based on available fund balance.		\$0	\$2,000,000	(\$2,000,000)
Receive a transfer of \$8.1 M from the Reinvestment and Revitalization Fund; \$4.1 M in available fund balance and \$4.9 M in available on-going sources.		\$0	\$8,100,000	(\$8,100,000)

	FTE	Gross Expenditures	Revenue and Reimbursements	Net Cost
Receive a transfer from the 2017 PG&E Settlement Funds to support Non-Congregate Shelters		\$0	\$1,000,000	(\$1,000,000)
Receive a transfer from the Graton Tribal Mitigation fund for on-going revenues related to the Rohnert Park Charitable Contribution.		\$0	\$600,000	(\$600,000)
Other Funds				
General Fund Reserve: Direct \$2,209,196 in available one-time funds to maintain FEMA audit reserves at level set by Board policy.		\$0	\$2,209,196	(\$2,209,196)
Refuse Franchise Fees: The Refuse Franchise has a projected available balance of \$2.9 M, as identified in the fund balance review. These franchise fees are designated by Board policy for solid waste obligations, roads infrastructure preservation, and other Board of Supervisors priorities. Staff recommends making \$2.0 M available, while the remainder be maintained against future needs for designated uses of this fund.		\$2,000,000	\$0	\$2,000,000
Tribal Mitigation - Graton: Transfer \$600,000 in unrestricted on-going revenue to the General Fund. Provide \$169,098 in one-time funding for the Sheriff's Office to fill the deputy sheriff to make up for the Tribal revenue short fall.		\$769,098	\$0	\$769,098
Disaster Response Fund: Utilize \$3.0 M in one-time General Fund funds to establish a Disaster Response Fund that will allow for an immediate response to disasters. These funds will be available to provide initial funding for response to new disasters. Replenishment may come from state and federal reimbursements received for individual disasters for which this funding is used.		\$3,000,000	\$3,000,000	\$0

	FTE	Gross Expenditures	Revenue and Reimbursements	Net Cost
Reinvestment and Revitalization: Transfer of Reinvestment and revitalization fund balance to general fund; \$4.0 M on-going for future years, \$4.1 M in one-time for the FY2020-21 accrued fund balance.		\$8,100,000	\$0	\$8,100,000
Disaster Fund - American Rescue Plan Act (ARPA): Transfer \$413,634 to the Human Services Department/Upstream Investment team to fund 1.0 Program Planning and Evaluation Analyst and 1.0 Administrative Aide through December 31, 2024 and related service/supply costs to support community award component of the American Rescue Plan Act.		\$413,634	\$0	\$413,634
Fire Services: Recognize \$1.5 M in on-going general-purpose revenues for Fire Services and \$2.0 M in one-time funding in addition to funds already dedicated to the Fire Service Project. Funding will help provide support for up to two years to Bodega Bay Fire Protection District and is contingent on signing of a Memorandum of Understanding between that district and the Sonoma County Fire Protection District for consolidation of services and for other Fire Service Project needs.		\$0	\$3,500,000	(\$3,500,000)
2017 PG&E Settlement Funds: Appropriate funding for the Climate Resiliency Program Manager in UC Cooperative Extension (\$184,000); reduce transfers totaling \$1,785,846 to departments to support a total of 10.5 FTEs as support for those positions is being covered by on-going revenue sources. Transfer \$1,000,000 to Other Financing Sources to be utilized to support Non-Congregate Shelters.		(\$601,046)	\$0	(\$601,046)

DEPARTMENT ADOPTED BUDGET DETAILS

	FY 2020-21 Adopted Budget	FY 2021-22 Recommended Budget	FY 2021-22 Adopted Budget	Change from FY 2020-21 Adopted	% Change from FY 2020-21 Adopted
Expenditures by Character					
Salaries and Benefits	350,000	300,000	1,084,000	734,000	209.7
Services and Supplies	16,941,397	15,650,155	24,464,188	7,522,791	44.4
Other Expenses*	91,239,512	54,812,413	61,778,532	(29,460,980)	(32.3)
Transfers within the County	142,848,333	123,173,719	164,019,847	21,171,514	14.8
Total Expenditures by Character	251,379,242	193,936,287	251,346,567	(32,675)	(0.0)
Revenues/Reimbursements/Use of Fund Balance (Sources)					
General Fund Contribution	(258,277,880)	(285,555,150)	(283,874,064)	(25,596,184)	9.9
Fees and Charges for Services	11,660,478	12,762,703	12,762,703	1,102,225	9.5
State, Federal, & Other Govt. Revenue	15,512,786	20,537,472	69,369,084	53,856,298	347.2
Other Departmental Revenue*	354,169,801	367,105,819	371,449,819	17,280,018	4.9
Use of Fund Balance	43,816,186	58,727,193	36,371,579	(7,444,607)	(17.0)
Internal County Reimbursements & Transfers**	84,447,871	20,358,250	45,267,446	(39,180,425)	(46.4)
Total Revenues/Use of Fund Balance	251,329,242	193,936,287	251,346,567	17,325	0.0
Total Permanent Positions	n/a	n/a	0.00	n/a	n/a

*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, as well as appropriations for Contingencies.

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

***Other Departmental Revenue includes Teeter tax loss penalties, interest earnings on retirement contribution prepayments, and franchise fees for refuse and utilities.

AUDITOR-CONTROLLER-TREASURER-TAX COLLECTOR

Erick Roeser
Auditor-Controller-Treasurer-Tax Collector

The mission of the Auditor-Controller-Treasurer-Tax Collector 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.

ADOPTED BUDGET AT A GLANCE	FY 2021-22
Total Expenditures	\$167,394,426
Total Revenues/Use of Fund Balance	\$160,870,866
Total General Fund Contribution	\$6,523,560
Total Staff	108.00
% Funded by General Fund	3.90%

DEPARTMENT OVERVIEW

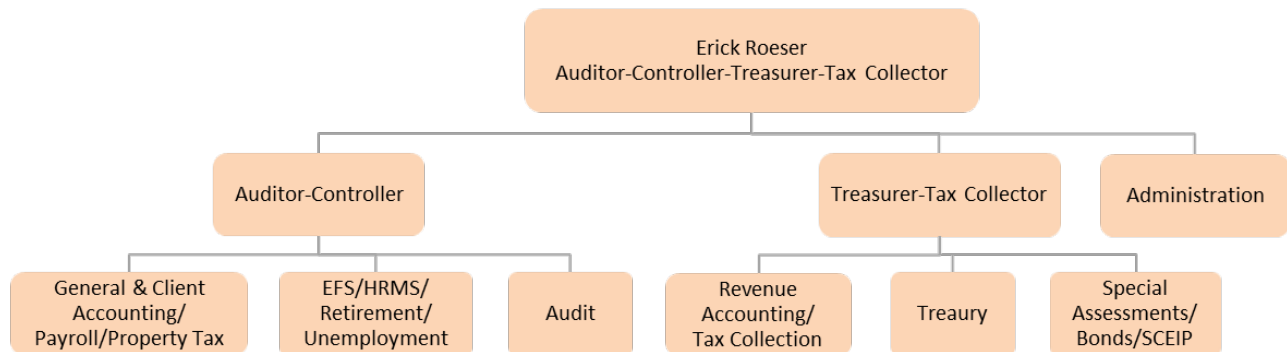
The Auditor-Controller-Treasurer-Tax Collector serves as the Chief Financial Officer of the County. The office operates two major sections, the **Auditor-Controller** and **Treasurer-Tax Collector**, and the **Administration** unit, which is responsible for overseeing department-wide budget development, human resources, and daily office operations.

The **Auditor-Controller** section is responsible for: **General and Client Accounting, Payroll, and Property Tax**, which provide essential accounting services to departments and local government agencies, including payroll processing, check issuances, budget schedules compilation, property tax distribution, debt administration, cost plan development, and financial statement preparation; **Internal Service Funds**, which are used to support the Enterprise Financial System (EFS), the Human Resources Information System (HRIS), the County’s self-insured unemployment program, and the County’s post-employment related activities including assets, liabilities, and employer retirement contributions; and **Audit**, which performs internal audits of County operations and provides financial audit services.

The **Treasurer-Tax Collector** section is responsible for: **Revenue Accounting/Tax Collection**, which performs the collection of local property taxes, Transient Occupancy Taxes (TOT), and cannabis taxes, manages the parking citation administration and adjudication program, and delinquency collections for other County departments; **Treasury**, which manages the safe investment of public funds in the Pooled Investment Fund on behalf of the County, schools, and special districts. The Treasury is also responsible for management of the daily cash flow needs of the Pooled Investment Fund participants, administers the County’s debt policy, maintains the County’s debt ratings, and manages the employee deferred compensation program; and **Special Assessments/Bonds/SCEIP**, which facilitates bond issuances and financing for energy, water conservation, fire hardening, and seismic improvements to qualifying property owners through voluntary assessments on their property tax bills under the Sonoma County Energy Independence Program (SCEIP).

For more information, call (707) 565-2281, or visit <http://sonomacounty.ca.gov/Auditor-Controller-Treasurer-Tax-Collector/>.

DEPARTMENT ORGANIZATIONAL CHART



FINANCIAL SUMMARIES

Expenditures by Program Area

	FY 2020-21 Adopted Budget	FY 2021-22 Recommended Budget	Change from FY 2020-21 Adopted	% Change from FY 2020-21 Adopted
Auditor/Controller				
Accounting/Payroll/Property Tax	8,381,509	8,757,163	375,654	4.5
Audit	1,565,865	1,224,004	(341,861)	(21.8)
Internal Service Funds - ERP/Retirement/Unemployment	130,396,069	133,054,130	2,658,061	2.0
Internal Transfers & Reimbursements	1,407,220	1,570,098	162,878	11.6
Treasurer/Tax Collector				
Tax Collections/Revenue Accounting	4,285,434	4,212,209	(73,225)	(1.7)
Treasury	1,715,004	1,722,966	7,962	0.5
Special Assess/Bonds/SCEIP	26,353,068	13,594,540	(12,758,528)	(48.4)
Internal Transfers & Reimbursements	858,389	714,978	(143,411)	(16.7)
Administration				
Administration	1,781,280	2,544,338	763,058	42.8
Total Expenditures by Program	176,743,838	167,394,426	(9,349,412)	(5.3)

Permanent Positions by Program Area

	FY 2020-21 Adopted Budget	FY 2021-22 Recommended Budget	Change from FY 2020-21 Adopted	% Change from FY 2020-21 Adopted
Auditor/Controller				
Accounting/Payroll/Property Tax	51.00	50.00	(1.00)	(2.0)
Enterprise Resource Planning Systems	11.00	11.00	0.00	0.0
Audit	8.00	6.00	(2.00)	(25.0)
Treasurer/Tax Collector				
Tax Collections/Revenue Accounting	20.00	20.00	0.00	0.0
Treasury	6.00	6.00	0.00	0.0
Special Assess/Bonds/SCEIP	0.00	0.00	0.00	0.0
Administration				
Administration	7.00	10.00	3.00	42.9
Total Permanent Positions	103.00	103.00	0.00	0.0

Department Budget Details

	FY 2020-21 Adopted Budget	FY 2021-22 Recommended Budget	Change from FY 2020-21 Adopted	% Change from FY 2020-21 Adopted
Expenditures by Character				
Salaries and Benefits	51,321,410	52,339,873	1,018,463	2.0
Services and Supplies	15,910,544	16,269,357	358,813	2.3
Other Expenses*	96,971,966	98,458,320	1,486,354	1.5
Transfers within the County	12,539,918	326,876	(12,213,042)	(97.4)
Total Expenditures by Character	176,743,838	167,394,426	(9,349,412)	(5.3)
Revenues/Reimbursements/Use of Fund Balance (Sources)				
General Fund Contribution	6,009,154	6,213,560	204,406	3.4
Fees and Charges for Services**	136,740,100	144,058,719	7,318,619	5.4
Other Departmental Revenue***	19,455,804	6,739,207	(12,716,597)	(65.4)
Use of Fund Balance	695,575	(3,941,347)	(4,636,922)	(666.6)
Transfers & Reimbursements	13,843,205	14,324,287	481,082	3.5
Total Revenues/Use of Fund Balance	176,743,838	167,394,426	(9,349,412)	(5.3)

*Other Expenses mainly include Internal Service Fund expenses and Debt Service payments.

**Fees and Charges for Services primarily include payments for retirement collected from departments and employees, which adjust based on overall County wages.

***Other Departmental Revenue includes Teeter Tax Loss Penalties (annual ongoing allocation), Parking Fines, and Sonoma County Energy Independence Program (SCEIP) Interest Earnings, and revenues associated with repayment of the Tobacco Settlement Bonds.

ACCOMPLISHMENTS AND OBJECTIVES

FY 2020-21 Accomplishments

- Maintained continuity of operations and continued to provide core mandated services to our internal and external customers during the 2020 Glass and LNU wildfires, and the COVID-19 pandemic.
- The Treasury actively sought to invest in securities that support education, provide financing to environmental and economic and social development projects; and implemented the use of third-party ranking systems to evaluate potential investments.
- Went live with a Fraud, Waste and Abuse Hotline to enhance the County's fraud prevention program.
- Continued to lead the County's Disaster Finance Team in the administration of eight (8) active disaster grants related to the 2017 floods, 2017 wildfires, 2019 floods, 2019 wildfires, 2020 wildfires and the COVID-19 pandemic. Staff worked with County departments to file claims, compiled and maintained appropriate supporting documentation to ensure grant compliance, and closed out projects as work was completed.
- Implemented a Transient Occupancy Tax (TOT) database tax collection system to enhance TOT collections enforcement, accounting, and reporting. The new system allows operators the ease to file and pay quarterly returns online and provides enhanced reporting capabilities.

FY 2021-22 Objectives

- Advance the enforcement and collection of TOT through online monitoring of short-term rental operators and a quadrennial audit of Airbnb TOT collections in accordance with the Voluntary Collection Agreement.
- Implement Governmental Accounting Standards Board (GASB) Statement No. 84 - Fiduciary Activities, effective for FY 2020-21 and prepare for the implementation of GASB Statement 87 – Leases, effective for FY 2021-22 financial reporting. Implementation of these GASB statements will better serve the information needs of financial statement users by improving accounting and financial reporting and enhance the relevance and consistency of information reported by governments.
- Implement a conversion of the Cashiering, Treasury Fund Accounting, and Investment Portfolio management systems to a hybrid solution utilizing both in-house and commercially available systems. The new systems will have enhanced reporting capabilities and provide a more stable and reliable environment.
- Implement Proposition 19 (2020) data collection and state reporting requirements in collaboration with the County Assessor. Proposition 19 limits tax benefits for certain transfers of real property between family members and expands tax benefits for eligible homeowners to transfer the property tax base value of their primary residence. Annually, the County Auditor will report to the state the Proposition 19 related tax gain or loss of each local agency, and local agencies may receive reimbursement for all or a portion of any tax losses.
- Provide training and mentoring opportunities to staff to prepare the next generation of managers and leaders. This is an ongoing objective to address succession planning and help to ensure that staff are adequately trained within the organization in order to continue to meet the required mandates of the office, including general accounting and tax collection services.

DEPARTMENT HIGHLIGHTS

The Auditor-Controller-Treasurer-Tax Collector's FY 2021-22 Recommended Budget is \$167.4 million, which is a decrease of \$9.3 million or 5.3% from the FY 2020-21 Adopted Budget.

Major Variances

- The Audit budget was decreased by \$342,000 or 22% due to the reallocation of 2 Audit positions to General Accounting and Administration. The General Accounting position will be utilized to assist in financial reporting and to provide additional support client departments and agencies. The Administration position will assist with Deferred Compensation Program administration and Disaster Finance activities.

- Enterprise Resource Planning (ERP)/Retirement/Unemployment increased by \$2.7 million or 2.0% due mainly to a \$4.0 million increase in Retirement payroll collections offset by a \$1.2 million decrease in Retirement Bond interest expense consistent with established debt payment schedule.
- Special Assessments/Bonds/SCEIP decreased by \$12.8 million or 48% as a result of FY 2020-21 Tobacco Bond refunding that will not be repeated in FY 2021-22.
- The Administration budget increased by \$763,000 or 43% due mainly to transfer of permanent and addition of extra help positions added to support Disaster Finance activities and the internal transfer of Deferred Compensation Program costs from other Auditor-Controller-Treasurer Tax Collector budgets, which was approved by the Board on 6/9/2020.

Key Issues

- An ongoing issue is the ability to perform new and ongoing mandated duties in an effective and beneficial manner while continuing to provide excellent service to our public and internal customers. FY 2021-22 will bring new mandated responsibilities including the implementation of GASB accounting statements and Proposition 19 property tax data collection and annual State reporting. GASB Statement 87 – Leases – will require significant coordination with County departments to catalog all operating and capital leases, and determine the appropriate accounting treatment including amortization schedules on a go forward basis. As part of Proposition 19, the County Auditor is required to report annually to the State the net tax gain or loss of each taxing agency due to the proposition. This requires staff to calculate the net tax change resulting from each qualifying event through the year, then determine the proportional tax impact to each taxing agencies.

BUDGET HEARING CHANGES AND ACTIONS

Adopted as recommended with the following changes:

Supplemental Changes

	FTE	Gross Expenditures	Revenue and Reimbursements	Net Cost
General Fund				
Add 1.0 FTE Accountant II and 4.0 FTE Senior Account Clerks to support Disaster Finance. Positions are term-limited for 5 years and will reduce use of extra help staffing. Funding for positions is provided out of reimbursements from the Disaster funds out of FEMA, Cal OES, and other funding. Positions are added via supplemental adjustments, as are costs in the Disaster Funds. Any additional appropriations needed will be added in Q1 Consolidated Budget Adjustments (April 6, 2021; Item # 1).	5.0	0	0	0

Budget Hearing Actions

	FTE	Gross Expenditures	Revenue and Reimbursements	Net Cost
General Fund				
Provide ongoing General Fund for 1.0 FTE Senior Account Clerk and 1.0 Accountant-Auditor II, as well as extra help staffing, in the Revenue Accounting section to support the Transient Occupancy Tax unit. Temporarily funded by one-time PG&E settlement funds in the FY 2020-21 Adopted Budget. This action will make the temporary restorations permanent.	0.0	0	(310,000)	310,000

DEPARTMENT ADOPTED BUDGET DETAILS

	FY 2020-21 Adopted Budget	FY 2021-22 Recommended Budget	FY 2021-22 Adopted Budget	Change from FY 2020-21 Adopted	% Change from FY 2020-21 Adopted
Expenditures by Character					
Salaries and Benefits	51,321,410	52,339,873	52,339,873	1,018,463	2.0
Services and Supplies	15,910,544	16,269,357	16,269,357	358,813	2.3
Other Expenses*	96,971,966	98,458,320	98,458,320	1,486,354	1.5
Transfers within the County	12,539,918	326,876	326,876	(12,213,042)	(97.4)
Total Expenditures by Character	176,743,838	167,394,426	167,394,426	(9,349,412)	(5.3)
Revenues/Reimbursements/Use of Fund Balance (Sources)					
General Fund Contribution	6,009,154	6,213,560	6,523,560	514,406	8.6
Fees and Charges for Services**	136,740,100	144,058,719	144,058,719	7,318,619	5.4
Other Departmental Revenue***	19,455,804	6,739,207	6,739,207	(12,716,597)	(65.4)
Use of Fund Balance	695,575	(3,941,347)	(3,941,347)	(4,636,922)	(666.6)
Internal County Reimbursements & Transfers	13,843,205	14,324,287	14,014,287	171,082	1.2
Total Revenues/Use of Fund Balance	176,743,838	167,394,426	167,394,426	(9,349,412)	(5.3)
Total Permanent Positions	n/a	n/a	108.00	n/a	n/a

*Other Expenses mainly include Internal Service Fund expenses and Debt Service payments.

**Fees and Charges for Services primarily include payments for retirement collected from departments and employees, which adjust based on overall county wages.

***Other Departmental Revenue includes Teeter Tax Loss Penalties (annual ongoing allocation), Parking Fines, and Sonoma County Energy Independence Program (SCEIP) Interest Earnings, and revenues associated with repayment of the Tobacco Settlement Bonds.



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.

ADOPTED BUDGET AT A GLANCE	FY 2021-22
Total Expenditures	\$23,425,728
Total Revenues/Use of Fund Balance	\$9,674,165
Total General Fund Contribution	\$13,751,563
Total Staff	103.80
% Funded by General Fund	58.70%

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, conflict of interest statements for statutory filers, and notary bonds; 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.

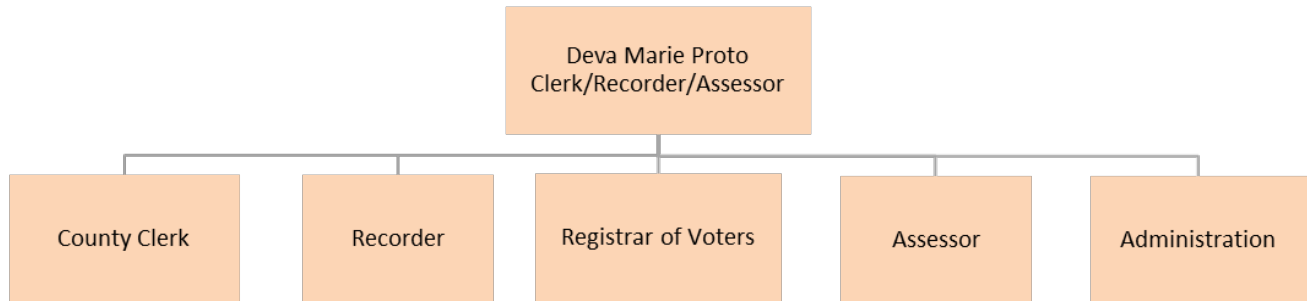
Registrar of Voters conducts federal, state, and local elections; files candidate statements; registers voters; and maintains the voter registration file.

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



FINANCIAL SUMMARIES

Expenditures by Program Area

	FY 2020-21 Adopted Budget	FY 2021-22 Recommended Budget	Change from FY 2020-21 Adopted	% Change from FY 2020-21 Adopted
County Clerk	859,953	893,496	33,543	3.9
Recorder	3,275,263	3,403,350	128,087	3.9
Registrar of Voters	5,473,585	5,654,042	180,457	3.3
Assessor	12,001,442	11,197,498	(803,944)	(6.7)
Administration	1,405,781	1,521,256	115,475	8.2
Internal Transfer & Reimbursements	185,995	459,562	273,567	147.1
Total Expenditures by Program	23,202,019	23,129,204	(72,815)	(0.3)

Permanent Positions by Program Area

	FY 2020-21 Adopted Budget	FY 2021-22 Recommended Budget	Change from FY 2020-21 Adopted	% Change from FY 2020-21 Adopted
County Clerk	5.00	5.00	0.00	0.0
Recorder	11.00	11.00	0.00	0.0
Registrar of Voters	15.00	15.00	0.00	0.0
Assessor	67.55	64.55	(3.00)	(4.4)
Administration	8.00	8.00	0.00	0.0
Total Permanent Positions*	106.55	103.55	(3.00)	(2.8)

*The recommended budget includes a reduction of 2.0 Appraiser I and 1.0 Appraiser Aide time-limited positions with terms ending June 30, 2021.

Department Budget Details

	FY 2020-21 Adopted Budget	FY 2021-22 Recommended Budget	Change from FY 2020-21 Adopted	% Change from FY 2020-21 Adopted
Expenditures by Character				
Salaries and Benefits	15,417,787	14,696,806	(720,981)	(4.7)
Services and Supplies	6,796,350	7,147,483	351,133	5.2
Capital Expenditures	313,718	413,718	100,000	31.9
Transfers within the County	674,164	871,197	197,033	29.2
Total Expenditures by Character	23,202,019	23,129,204	(72,815)	(0.3)
Revenues/Reimbursements/Use of Fund Balance (Sources)				
General Fund Contribution	13,883,536	13,544,928	(338,608)	(2.4)
Fees and Charges for Services	5,443,381	6,197,610	754,229	13.9
State, Federal, & Other Govt. Revenue	266,714	809,509	542,795	203.5
Other Departmental Revenue	371,855	301,888	(69,967)	(18.8)
Use of Fund Balance	272,274	(708,311)	(980,585)	(360.1)
Internal County Reimbursements and Transfers	2,964,259	2,983,580	19,321	0.7
Total Revenues/Use of Fund Balance	23,202,019	23,129,204	(72,815)	(0.3)

ACCOMPLISHMENTS AND OBJECTIVES

FY 2020-21 Accomplishments

- Successfully conducted three elections including the November 2020 Presidential Election and the March and May 2021 Special Elections, all with modifications due to the COVID-19 pandemic. The November 2020 Presidential Election was conducted with an entirely new voting model imposed by changes in legislation which required that all active, registered voters in California be sent a mail ballot, that 20 drop boxes be installed throughout the county, and that 30 in-person voting locations be open for four days. This vote model necessitated multiple changes in processes within the Registrar of Voters (ROV) Office and at the polling places. It also required the Office to introduce new voting technology, and required significant coordination and cooperation from several County departments for information technology support and geographic information system (GIS) maps for voting location placement, online poll worker training, COVID-19 safety protocols, and community outreach and communication. This resulted in a successful election, with record registration, and the highest turnout in the State of California despite the challenges presented by COVID-19. The changes to the voting model for the November General Election allowed the Registrar of Voters (ROV) to gauge the best voting and ballot drop box locations and purchase of equipment for the future move to full mail voting as allowed under the Voter's Choice Act election model. The Voter's Choice Act authorizes a county to send every active, registered voter a ballot in the mail, provide a minimum number of secure ballot drop boxes, and establish regional Vote Centers to replace local polling places.
- Implemented virtual queuing system, "QLess", in partnership with Permit Sonoma to protect the health and safety of Clerk-Recorder-Assessor (CRA) staff and the public against COVID-19. QLess provides benefits by: 1) keeping customer lines organized virtually, 2) collecting name and phone number for contact tracing, and 3) statistics on number of people helped. The queue allows staff to do health checks and place customers into the appropriate queue for service while the customer waits outside until called. This process limits the public in the office only to those actively receiving service. This queuing system allowed the CRA Office to safely open in July 2020 to the public, and through January 2021 served approximately 11,000 members of the public in person. Additionally, the ROV used the QLess system in the final 3 days of early voting and on Election Day in

November 2020, serving 621 individual voters while maintaining appropriate health and safety protocols. While implanted to keep the public safe during COVID-19, the system will continue to improve the customer experience going forward.

- All Assessor customer service request options were made available online to reduce the need for in-person service while still meeting customer needs as a result of impacts from COVID-19. Online services included change of mailing address, calamity claim forms, requests for building records, request for ownership information, and requests for supplemental tax and tax bill questions. Services will continue to be available online following the end of COVID-19. The Assessor's Office also worked with the Auditor-Controller-Treasurer-Tax Collector to adjust 2020-21 tax bills for calamity forms submitted for properties affected by the 2020 LNU Complex and Glass Fires.
- Utilized the Governor's Executive Order N-58-20 allowing marriage licenses to be issued and marriage ceremonies performed on videoconference technology. Using Zoom video telephony and an appointment scheduling system, "Calendly", the County Clerk's Office was able to schedule and perform up to 16 marriage appointments a day. Since May 22, 2020, the County Clerk issued over 2,000 marriage licenses to couples virtually. Additionally, with many County Clerk Offices in other counties remaining closed due to the pandemic, the County Clerk assisted many out of county customers who were unable to obtain a marriage license in their local area.
- Utilized Virtual Machine access for electronic document recording (e-Recording). e-Recordings are electronically submitted documents uploaded by vendors to a secure internet location configured to meet the legal requirements for the State Department of Justice. To access, Recorder division staff log into a secure server to retrieve e-Recordings. Previously, downloading documents required staff to be onsite to log into the secure server. With Virtual Machine access, staff now have the ability to remote into the secure location via a virtual server from any location. This has improved efficiencies and flexibility in e-Recording processing for staff that telecommute. Additionally, in the event of a future emergency or disaster events that may require County campus closure, the Recorder's Office will have the capability to process e-Recordings remotely while continuing to meet customer needs.

FY 2021-22 Objectives

- Successfully conduct Gubernatorial Primary Election on June 7, 2022, and any other special elections called during Fiscal Year 2021-22, while transitioning to the Voter's Choice Act model of elections and continuing to maintain COVID-19 safety protocols for poll workers, voters, and staff.
- Develop strategies to implement Proposition 19, The Home Protection for Seniors, Severely Disabled, Families and Victims of Wildfire or Natural Disasters Act, by updating Assessor Office processes while also meeting current increased workload and mandates. Proposition 19, approved by the California voters in November 2020, changes the number of exclusions that can be claimed for parent/grandparent to child property transfers, and allows eligible homeowners to transfer their assessed value of their primary home to a newly purchased or newly constructed replacement primary residence up to three times. Additionally, continue ongoing process improvements to increase appraisal efficiencies by data cleaning assessment record information, used to prepare the annual assessment roll, in internal outdated databases necessary for data migration to a vendor supported software suite.
- Continue to rescan all maps back to 1850 for increased quality and import imaged 1830-1963 documents including deeds, mortgages/deeds of trusts, liens, declaration of restrictions, leases, agreements, assignment of rents, easements and other land records to allow purchase of older documents using our online web-service.
- Image Torrens files and import into Recorder database to provide public access online, faster searching capabilities, and reduce physical file space in the office. Torrens was an outdated and alternate method of maintaining title to land that required registering land and land transfers by Certificate of Title. The Recorder's Office has approximately 1,444 of Torrens files recorded through 1954 that will be imaged.

DEPARTMENT HIGHLIGHTS

Major Variances

- In FY 2021-22, Capital Expenditures are increasing by \$100,000 from the prior year primarily due to the purchase of 75 additional laptops needed as part of a new election system to conduct elections under the Voter's Choice Act (VCA) model. The Board of Supervisors approved the implementation of the VCA election model on March 16, 2021. Transfers within the County are increasing by \$197,033 due to a one-time reallocation of discretionary funds from the Administration division to the Assessor's division to support the Assessor's base budget due to increasing operational expenses exceeding General Fund baseline contribution. The bulk of this discretionary funding was allocated by the Board of Supervisors during FY 2020-21 budget hearings to restore funding for an Administrative Services Officer position.
- State, Federal, & Other Governmental revenue is increasing by \$542,795 due to the state's matching grant reimbursement to help offset the costs incurred for the replacement of the voting system. The state reimbursement will cover 75% of the new voting system final payment, which will occur in FY 2021-22. Use of Fund Balance is decreasing by \$980,585 as a result of an increase in recording revenues resulting from prolonged low interest rates that has allowed property owners to refinance their mortgages, increase first time home buyers, as well as relocation of new property owners to Sonoma County from larger cities due to the pandemic.

Key Issues

- Proposition 19, The Home Protection for Seniors, Severely Disabled, Families and Victims of Wildfire or Natural Disasters Act, was passed by the voters of California in the November 3, 2020 General Election. The Act adds a number of new mandates to the functions of the Assessor's Office. Proposition 19 reduces the number of exemptions that can be claimed for parent/grandparent to child property transfers thereby increasing the number of reassessments that must be performed for every property where an application is submitted. Proposition 19 also expands the provisions of assessed property base year value transfers for eligible homeowners. There will be an increase in base year value transfers for both intra- and intercountry transfers for homeowners that meet the age, disability or disaster criteria. Two appraisals will need to be conducted for each application - one for the original property and one for the replacement. There will also be new mandated tracking and reporting requirements.
- Antiquated databases in the Assessor's Office are slowing work processes down, and are not designed to handle the new requirements associated with implementing Proposition 19. There are approximately 60-100 databases originally developed by a former in-house Department Information Systems Specialist that are no longer compatible with modern architecture, which creates significant risk in the event of database failure. These databases hold assessment record information used to put together the roll from every area within the Assessor's division. The Department will devote efforts to clean and convert data necessary for database migration.
- Implementing the Voter's Choice Act (VCA) will require extensive work, including creation of an Election Administration Plan (EAP) and formation of the required Language Access Advisory Committee and Voting Access Advisory Committee. The work will include determining the best in-person voting locations, and processes, and holding several public meetings, outreach and comment on the EAP, to ensure the best possible experience for voters, poll workers, and staff. Public comment must be accessible for 14 days prior to a public hearing on the plan and the final plan must be sent to the California Secretary of State for approval prior to the calling of any special election for which the VCA would be implemented.

BUDGET HEARING CHANGES AND ACTIONS

Adopted as recommended with the following changes:

Supplemental Changes

	FTE	Gross Expenditures	Revenue and Reimbursements	Net Cost
General Fund				
Add 1.0 FTE Accountant II and 4.0 FTE Senior Account Clerks to support Disaster Finance. Positions are term-limited for 5 years and will reduce use of extra help staffing. Funding for positions is provided out of reimbursements from the Disaster funds out of FEMA, Cal OES, and other funding. Positions are added via supplemental adjustments, as are costs in the Disaster Funds. Any additional appropriations needed will be added in Q1 Consolidated Budget Adjustments (April 6, 2021; Item # 1).	5.0	0	0	0

Budget Hearing Actions

	FTE	Gross Expenditures	Revenue and Reimbursements	Net Cost
General Fund				
Provide ongoing General Fund for 1.0 FTE Senior Account Clerk and 1.0 Accountant-Auditor II, as well as extra help staffing, in the Revenue Accounting section to support the Transient Occupancy Tax unit. Temporarily funded by one-time PG&E settlement funds in the FY 2020-21 Adopted Budget. This action will make the temporary restorations permanent.	0.0	0	(310,000)	310,000

DEPARTMENT ADOPTED BUDGET DETAILS

	FY 2020-21 Adopted Budget	FY 2021-22 Recommended Budget	FY 2021-22 Adopted Budget	Change from FY 2020-21 Adopted	% Change from FY 2020-21 Adopted
Expenditures by Character					
Salaries and Benefits	51,321,410	52,339,873	52,339,873	1,018,463	2.0
Services and Supplies	15,910,544	16,269,357	16,269,357	358,813	2.3
Other Expenses*	96,971,966	98,458,320	98,458,320	1,486,354	1.5
Transfers within the County	12,539,918	326,876	326,876	(12,213,042)	(97.4)
Total Expenditures by Character	176,743,838	167,394,426	167,394,426	(9,349,412)	(5.3)
Revenues/Reimbursements/Use of Fund Balance (Sources)					
General Fund Contribution	6,009,154	6,213,560	6,523,560	514,406	8.6
Fees and Charges for Services**	136,740,100	144,058,719	144,058,719	7,318,619	5.4
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Use of Fund Balance	695,575	(3,941,347)	(3,941,347)	(4,636,922)	(666.6)
Internal County Reimbursements & Transfers	13,843,205	14,324,287	14,014,287	171,082	1.2
Total Revenues/Use of Fund Balance	176,743,838	167,394,426	167,394,426	(9,349,412)	(5.3)
Total Permanent Positions	n/a	n/a	108.00	n/a	n/a

*Other Expenses mainly include Internal Service Fund expenses and Debt Service payments.

**Fees and Charges for Services primarily include payments for retirement collected from departments and employees, which adjust based on overall county wages.

***Other Departmental Revenue includes Teeter Tax Loss Penalties (annual ongoing allocation), Parking Fines, and Sonoma County Energy Independence Program (SCEIP) Interest Earnings, and revenues associated with repayment of the Tobacco Settlement Bonds.



INDEPENDENT OFFICE OF LAW ENFORCEMENT REVIEW & OUTREACH

Karlene Navarro
IOLERO Director

The Independent Office of Law Enforcement Review and Outreach (IOLERO) provides objective, independent audit and investigation of Sheriff’s Office complaints, proposes policy recommendations to the Sheriff’s Office, and strives to strengthen the relationship between the Sheriff’s Office and the community it serves through outreach and the promotion of greater transparency of law enforcement operations.

ADOPTED BUDGET AT A GLANCE		FY 2021-22
Total Expenditures		\$1,958,190
Total Revenues/Use of Fund Balance		\$0
Total General Fund Contribution		\$1,958,190
Total Staff		5.00
% Funded by General Fund		100.00%

DEPARTMENT OVERVIEW

The Independent Office of Law Enforcement Review and Outreach (IOLERO) was established in 2016 by the Board of Supervisors to advance their vision of an improved relationship between the community and the Sheriff’s Office. In November 2020, the Evelyn Cheatham Effective IOLERO Ordinance (Measure P) was passed by Sonoma County voters repealing and replacing Article XXVII of Title 2 of the Sonoma County Code establishing IOLERO. Measure P significantly increased IOLERO’s legal authority and capacity to review and analyze complaints against the Sonoma County Sheriff’s Office; prescribed new qualifications for the IOLERO Director; set the annual budget for IOLERO at 1% of the total annual budget for the Sheriff’s Office; expanded the requirements for membership on the Community Advisory Council (CAC); and transferred primary appointing authority for the Community Advisory Council (CAC) from the IOLERO Director to the Board of Supervisors.

Administration: Includes IOLERO’s day-to-day department operations and functions such as budget, personnel issues, hiring and training, media appearances, public record act requests, and report writing including IOLERO’s annual report. Other department functions may include identifying additional sources of income such as grants and collaborations with other departments to further the mission of IOLERO.

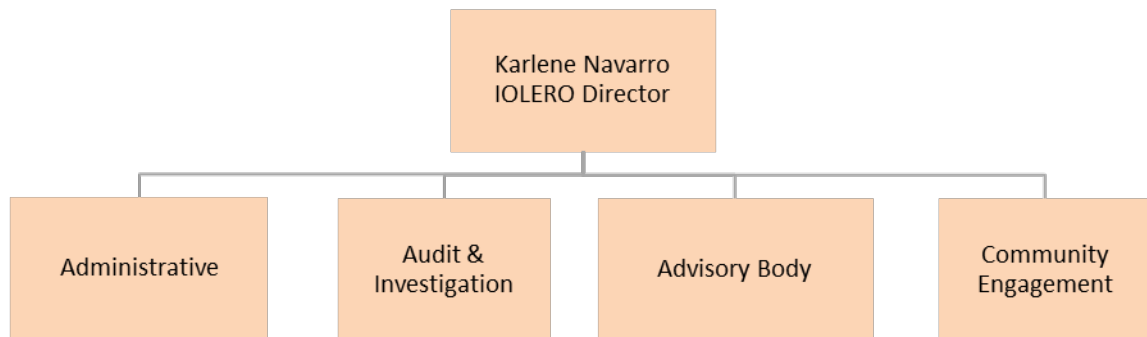
Audit, Review and Investigation: To provide objective and independent audit of law enforcement administrative investigations, which include allegations of misconduct, by the Sonoma County Sheriff’s Office, to provide an alternate site for members of the public to file complaints against employees of the Sheriff’s Office, and to help increase transparency of law enforcement operations, policies and procedures. One of the new authorities granted to IOLERO by Measure P is the ability to conduct independent investigations "[w]here, in the opinion of the director, the investigation of a complaint or incident by the Sheriff-Coroner is incomplete or otherwise deficient." (Sec. 2-394(b)(5))

Advisory Body: IOLERO works with a Community Advisory Council (CAC) and conducts comprehensive community engagement to promote community-driven policy recommendations, systemic reform, and community partnership in law enforcement operations.

Community Engagement: To conduct outreach to and engage the communities of Sonoma County with the goal of informing people of IOLERO’s work and strengthening the relationship between law enforcement in Sonoma County and the community it serves.

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

DEPARTMENT ORGANIZATIONAL CHART



FINANCIAL SUMMARIES

Expenditures by Program Area

	FY 2020-21 Adopted Budget	FY 2021-22 Recommended Budget	Change from FY 2020-21 Adopted	% Change from FY 2020-21 Adopted
Administrative	299,028	392,211	93,183	31.2
Audit and Investigation	728,354	827,420	99,066	13.6
Advisory Body	200,043	291,504	91,461	45.7
Community Engagement	163,749	251,949	88,200	53.9
Total Expenditures by Program	1,391,174	1,763,084	371,910	26.7

Permanent Positions by Program Area

	FY 2020-21 Adopted Budget	FY 2021-22 Recommended Budget	Change from FY 2020-21 Adopted	% Change from FY 2020-21 Adopted
Administrative	1.50	1.50	0.00	0.0
Audit and Investigation	0.50	2.25	1.75	350.0
Advisory Body	0.75	0.75	0.00	0.0
Community Engagement	0.25	0.50	0.25	100.0
Total Permanent Positions*	3.00	5.00	2.00	66.7

*The Recommended Budget includes 2.0 Law Enforcement Auditor positions approved by the Board of Supervisors on November 17, 2020. The 2.0 positions will support Audit and Investigation, which will allow the Director to focus more time on Community Engagement.

Department Budget Details

	FY 2020-21 Adopted Budget	FY 2021-22 Recommended Budget	Change from FY 2020-21 Adopted	% Change from FY 2020-21 Adopted
Expenditures by Character				
Salaries and Benefits	1,162,025	1,221,785	59,760	5.1
Services and Supplies	228,151	540,301	312,150	136.8
Transfers within the County	998	998	0	0.0
Total Expenditures by Character	1,391,174	1,763,084	371,910	26.7
Revenues/Reimbursements/Use of Fund Balance (Sources)				
General Fund Contribution	790,184	1,763,084	972,900	123.1
Internal County Reimbursements and Transfers	600,990	0	(600,990)	(100.0)
Total Revenues/Use of Fund Balance	1,391,174	1,763,084	371,910	26.7

ACCOMPLISHMENTS AND OBJECTIVES

FY 2020-21 Accomplishments

- Director Navarro was deemed a Certified Practitioner of Oversight by the National Association for the Civilian Oversight of Law Enforcement (NACOLE).
- Published the IOLERO 2019-2020 Annual Report in September of 2020 that recommended several new policies which were accepted by the Sheriff's Office including a new overarching de-escalation policy, increased training in implicit bias and crisis intervention, a policy that makes arrestees safer, and another policy that reduces errors in Immigration and Customs Enforcement (ICE) reporting at the jail. The annual report also recommended that the Sheriff's Office open an investigation to review the practices of dispatch in conveying accurate information to deputies during calls for service. The Sheriff's Office opened this investigation of dispatch in November 2020. Additionally, in February of 2021, IOLERO worked with the Sheriff's Office to publish IOLERO's 2019-2020 Annual Report to people incarcerated within the jail and also to provide free, daily phone calls for people who are incarcerated while in-person visits are suspended during the pandemic in order to provide more contact with and connection to the outside world.
- Made substantive recommendations to amend the Evelyn Cheatham Effective IOLERO Ordinance, that were approved by the Board of Supervisors prior to placement of the measure on the ballot, which greatly expanded IOLERO's authority to include a body-worn camera (BWC) posting program, a whistleblower program, audit of all cases where civil lawsuits are filed, receipt of all prior complaints related to a deputy during an audit, review of every incident of force regardless of whether a complaint is filed, the authority to make discipline recommendations, and to conduct independent investigations.
- Appointed seven diverse new members to the Community Advisory Council (CAC) including the director of Chop's Teen Club, a member of the Hispanic Chamber of Commerce's Young Professionals and the Sonoma Valley Community Health Center, a member of the Windsor Planning Commission, a subject-matter expert on Medical, CalFresh and General Assistance programs, a member of the Commission on the Status of Women and the President of the Knight's Sober Living House. From February to July of 2020, IOLERO worked with LEAP Solutions, a private professional development organization to improve and enhance the CAC meetings.
- Worked with Human Resources to create a new job classification Law Enforcement Auditor series distinguished from other County professional attorney classifications by its discretion and independence of action in the performance of law enforcement oversight. Qualifications for the classification include possession of a Juris Doctor Degree or equivalent from an accredited U.S. law school and legal experience, typically civil rights and/or criminal law, and experience working with individuals of diverse ethnic, cultural, and socio-economic backgrounds. This new job class will allow for IOLERO to fully perform its enhanced role

including conduct audits of law enforcement citizen complaints, personnel, and administrative investigations, make recommendations for executive review on related law enforcement policies, training, procedures, and promote collaboration between County law enforcement and the various communities of the county.

FY 2021-22 Objectives

- Implement Measure P's new authorities including independent investigations, a body-worn camera posting program, a whistleblower hotline, tracking racial profiling data, and invoking subpoena authority by issuing subpoenas in conjunction with IOLERO's audits and independent investigations.
- Complete IOLERO's first independent investigation, which was initiated in January of 2021. The investigation is of the 100+ complaints made against the Sheriff's Office/Jail based on the protester arrests from June 2-3, 2020. IOLERO retained the services of a private investigator who has already started interviews and is conducting an independent investigation into the complaints.
- Relocate IOLERO to a new office that is big enough to house the Department's five employees and interns with conference space for meetings or depositions.
- Complete phase I and begin phase II of IOLERO's high-functioning Community-Oriented Policing Project (COPP) for the Sheriff's Office. COPP is based on the concept that the police and the community can work together to improve the quality of life for everyone in the community. IOLERO partnered with Sonoma State University (SSU) to establish an internship program at IOLERO and started designing a high-functioning Community-Oriented Policing Program for the Sonoma County Sheriff's Office. IOLERO's interns from SSU are also assisting the Community Advisory Council (CAC) with comprehensive research of law enforcement's use-of-force and de-escalation policies by evaluating the policies of all 58 California Sheriff Offices and integrating data from other sources including the ACLU, NYU Policing Project, and other studies that have critically evaluated law enforcement policies.

DEPARTMENT HIGHLIGHTS

Major Variances

In FY 2021-22, the General Fund Contribution is increasing by \$972,900 over the prior year as a result of Measure P's annual budget requirement that sets the IOLERO budget at 1% of the total annual budget for the Sheriff's Office to finance increased resource needs to effectively perform expanded and new responsibilities prescribed in Measure P. Consequently, Internal County Transfers are decreasing by \$600,900 primarily due to a one-time funding allocation made by the Board in FY 2020-21 for two new attorney positions. Services and Supplies is expected to increase by \$312,150 principally due to available Measure P funding allowing to expand operational capacity to meet IOLERO's mission including new office space necessary to accommodate increased staffing and the implementation of Measure P's new provisions such as a whistleblower hotline.

Key Issues

The past two years have been a benchmark in IOLERO's history. In October of 2019, at the Director's request the Board approved adding a full-time Programs Manager to further develop IOLERO's CAC and community engagement efforts, and in September 2020, funding for two new attorney positions was granted during FY 2020-21 budget hearings. IOLERO has gone from a staff of two - a Director and an Administrative Assistant - to a staff of five, a Director, two attorneys, a Programs Manager, and an Administrative Assistant over the span of two fiscal years. This increase in staffing resources is critical to ensure IOLERO successfully fulfills the new and expanded responsibilities of Measure P as well as address the audit backlog.

Implementation of Measure P

Measure P was passed by the voters on November 3, 2020. The ordinance became effective on December 8, 2020 upon certification of the election results. IOLERO and the Sheriff's Office are required by the new ordinance to create written protocols that further define the scope and process related to the audit of complaints and investigations under Measure P (Sec. 2-394(d)). Some of Measure P's provisions cannot be implemented without satisfying the written protocols requirement, which has been delayed pending a decision issued by the Public

Employees Relations Board (PERB), settling matters asserted in a grievance filed by the Sonoma County Law Enforcement Association (SCLEA) and the Deputy Sheriff's Association (DSA). Furthermore, once the protocols are completed between IOLERO and the Sheriff's Office, Human Resources will engage the two labor groups in a meet and confer process. Accordingly, until such time, IOLERO cannot gain access to Sheriff's Office records in order to implement certain provisions called for by Measure P.

Nonetheless, IOLERO has been working to implement the Measure P provisions that do not require direct access to Sheriff's records or explication by the written protocols requirement such as independent investigations, posting of body-worn camera (BWC) videos, and establishing a whistleblower program.

Staffing the New Duties Authorized by Measure P and Addressing IOLERO's Backlog

In March 2019, a significant backlog of audits was discovered at IOLERO. During the FY 2020-21 budget hearings in September of 2020, the Board approved the Director's request for two new attorneys to assist with the audit backlog and conduct audits and investigations. In FY 2021-22, the two newly hired Law Enforcement Auditors will complete training and address the backlog of audits, conduct legal research, investigations and issue subpoenas pursuant to new obligations of Measure P.

BUDGET HEARING CHANGES AND ACTIONS

Adopted as recommended with the following changes:

Supplemental Changes

	FTE	Gross Expenditures	Revenue and Reimbursements	Net Cost
General Fund				
Increase appropriations to true-up IOLERO's FY 2021-22 Recommended Budget to 1% of the Sheriff's Office FY 2021-22 budget. Measure P - Evelyn Cheatham Effective IOLERO Ordinance, approved by the voters of Sonoma County in November 2020, includes an annual budget requirement that sets the IOLERO budget at 1% of the total annual budget for the Sheriff's Office to finance increased resource needs for expanded and new responsibilities prescribed in the Ordinance. Funded by General Fund.	0.00	195,106	0	195,106

DEPARTMENT ADOPTED BUDGET DETAILS

	FY 2020-21 Adopted Budget	FY 2021-22 Recommended Budget	FY 2021-22 Adopted Budget	Change from FY 2020-21 Adopted	% Change from FY 2020-21 Adopted
Expenditures by Character					
Salaries and Benefits	1,162,025	1,221,785	1,221,785	59,760	5.1
Services and Supplies	228,151	540,301	735,407	507,256	222.3
Transfers within the County	998	998	998	0	0.0
Total Expenditures by Character	1,391,174	1,763,084	1,958,190	567,016	40.8
Revenues/Reimbursements/Use of Fund Balance (Sources)					
General Fund Contribution	790,184	1,763,084	1,958,190	1,168,006	147.8
Internal County Reimbursements & Transfers**	600,990	0	0	(600,990)	(100.0)
Total Revenues/Use of Fund Balance	1,391,174	1,763,084	1,958,190	567,016	40.8
Total Permanent Positions	n/a	n/a	5.00	n/a	n/a

OFFICE OF EQUITY

Alegría De La Cruz
Director

Achieve racial equity in County service provision and ensure a workforce reflective of the community we serve.

ADOPTED BUDGET AT A GLANCE

FY 2021-22

Total Expenditures	\$930,361
Total Revenues/Use of Fund Balance	\$0
Total General Fund Contribution	\$930,361
Total Staff	3.00
% Funded by General Fund	100.00%

DEPARTMENT OVERVIEW

Sonoma County’s collective well-being and prosperity are impacted by significant racial inequities. Government has long played a role in creating and maintaining racial inequity through policy, programs, and legislation regarding housing, social services, health services, justice, law enforcement, and even recreation. Structures and systems that cause inequities can go unnoticed and repeat patterns of exclusion without purposeful efforts to uncover these issues and make change. Recent natural disasters, the current pandemic, and ongoing violence against BIPOC (Black, Indigenous, and People of Color), have exposed both disparate and disproportionate impacts of Sonoma County’s multiple crises on communities of color and the subsequent challenges these community members face accessing resources and assistance to ensure equitable recovery.

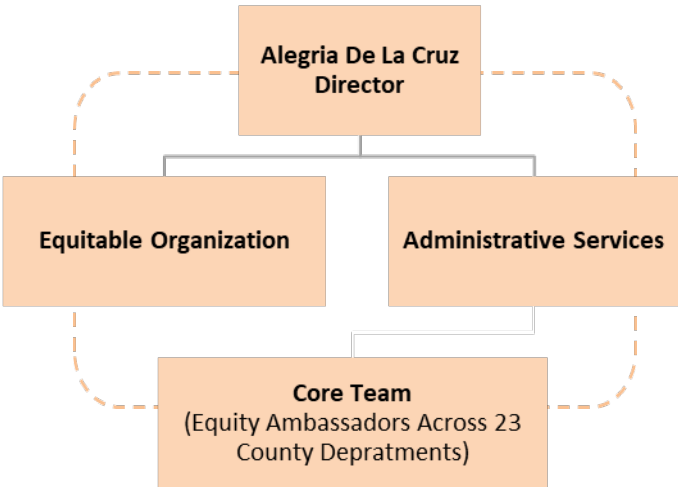
Embracing its responsibility to propel equity effort forward, in August of 2020, the Board of Supervisors established the Office of Equity to serve as the backbone entity and the central hub to connect County departments and the County’s overall efforts to evaluate its policies, programs, and services with a race equity lens. With 2 FTEs and another set to be made permanent by the end of Fiscal Year 2020-21, this centralized approach enables the Office of Equity to effectively identify issues, improvements, and ways to operationalize and align equity efforts into both strategic priorities and day-to-day operations across County departments.

Through its **Equitable Organization** section, the Office of Equity will provide leadership and vision to ensure the development and management of innovative and effective strategies to achieve racial equity for Sonoma County employees and residents, build an infrastructure to ensure policy decisions are evaluated through a racial equity lens, work cross-departmentally to identify policies and practices which may result in inequity and disparities, make policy recommendations aimed at closing gaps related to disparities, and implement institutional change management principles and practices to achieve racial equity. To reach the County’s equity goals and objectives, the Office of Equity formed a Core Team including over 60 staff members from 23 departments. The Core Team is the central equity hub created to ensure that the work is embedded and housed within each (participating) department with support and coordination from the Office of Equity.

The **Administration** section is responsible for administration and fiscal management of the department.

For more information, call (707) 565-8980.

DEPARTMENT ORGANIZATIONAL CHART



FINANCIAL SUMMARIES

Expenditures by Program Area

	FY 2020-21 Adopted Budget	FY 2021-22 Recommended Budget	Change from FY 2020-21 Adopted	% Change from FY 2020-21 Adopted
Equitable Organization	422,280	541,807	119,527	28.3
Administrative Services	193,949	196,276	2,327	1.2
Total Expenditures by Program	616,229	738,083	121,854	19.8

Permanent Positions by Program Area

	FY 2020-21 Adopted Budget	FY 2021-22 Recommended Budget	Change from FY 2021-22 Adopted	% Change from FY 2020-21 Adopted
Equitable Organization*	1.00	1.00	0.00	0.0
Administration	1.00	1.00	0.00	0.0
Total Permanent Positions	2.00	2.00	0.00	0.0

*Additional position currently on loan from CAO. Position will be added in 2020-21 per Board direction when department was created, resulting in 2 FTE in the Equitable Organization section.

Department Budget Details

	FY 2020-21 Adopted Budget	FY 2021-22 Recommended Budget	Change from FY 2020-21 Adopted	% Change from FY 2020-21 Adopted
Expenditures by Character				
Salaries and Benefits	491,758	464,619	(27,139)	(5.5)
Services and Supplies	124,471	273,464	148,993	119.7
Total Expenditures by Character	616,229	738,083	121,854	19.8
Revenues/Reimbursements/Use of Fund Balance (Sources)				
General Fund Contribution	616,229	738,083	121,854	19.8
Total Revenues/Use of Fund Balance	616,229	738,083	121,854	19.8

ACCOMPLISHMENTS AND OBJECTIVES

FY 2020-21 Accomplishments

- Supported the Department of Health Services through the creation and facilitation of the Latinx Health Work Group to make specific and strategic changes to service delivery and communications to the Latinx and indigenous language-speaking communities to address the disparate impact of the COVID-19 pandemic; and in collaboration with the Work Group, developed and successfully built a creative, full-range collaborative – the COVID-19 Urgent Response & Aid (CURA) Project - that created emergency response capacity within our highest quality local community-based organizations and connectivity to County services and information.
- Established a new department including developing new job descriptions, hiring staff, developing office infrastructure and systems. Created a public presence through making presentations to introduce the Office of Equity to community partners, County departments and sister agencies, the distribution of a monthly newsletter, and the development of a website.
- Collaborated with the Human Services Department's to align Upstream Investment data collection to new metrics assessing and measuring equity outcomes.
- In order to enhance equity within the County organization, advised the Department of Human Resources in the development of a "Hiring & Diversity: A Best Practices Toolkit" for Human Resources Liaisons, developed equity metrics for use by the Board of Supervisors and the County Administrator for department head performance evaluations.

FY 2021-22 Objectives

- Develop and deliver a Language Access Policy Workshop to the Board of Supervisors to develop a policy in order to comply with state and federal laws, to ensure that all Sonoma County residents have equitable access to information from the County, and to ensure that the County and its non-English-speaking community members are able to communicate.
- Enhance the County's emergency response by collaborating with the Department of Emergency Management to embed cultural responsiveness in County of Sonoma Emergency Plans through the facilitation of community engagement efforts and collaborating with the Agricultural Commissioner to develop and deliver an Agricultural Access in Wildfire Policy Workshop to the Board of Supervisors.
- Increase capacity, skills, competencies, and comfort with core equity and belonging concepts within the County organization by: developing and delivering a Racial Equity 101 training, beginning with Core Team members, department heads, and Board members; and collaborating with the Department of Human Resources to continue identifying opportunities to implement strategies to make the County workforce reflect County demographic across all levels.

- Collaborate with other departments to update the Portrait of Sonoma; an in-depth look at how residents of Sonoma County are faring in three fundamental areas of life: health, access to knowledge, and living standards.

DEPARTMENT HIGHLIGHTS

Major Variances

- Increase in Service and Supply costs from FY 2020-21 for contract costs such as Equity First, Translation and Communication Services, and the Racial Equity Learning Program and Action Plan design and implementation.

Key Issues

- Funding challenges in continuing the design and implementation of the Racial Equity Learning Program and future Action Plan in coordination with County departments.
- By design and with intention, the Office of Equity's success depends on the collaboration of County departments, with participating Equity Ambassadors in our Core Team, to embed equity in their service areas and operations. Widespread County departments' commitment to equity is key to successfully and effectively operationalize equity efforts across the organization.
- The Office of Equity is the smallest department in the County with only 2 FTE (expected to expand to 3 based on Board direction at the time of formation), tasked with achieving racial equity in County service provision and ensuring a workforce reflective of our community.

BUDGET HEARING CHANGES AND ACTIONS

Adopted as recommended with the following changes:

Supplemental Changes

	FTE	Gross Expenditures	Revenue and Reimbursements	Net Cost
General Fund				
Appropriation adjustment of \$192,278 for the addition of 1.0 FTE Communication Specialist (5/11/21, Item #14)	1.00	192,278	0	192,278

DEPARTMENT ADOPTED BUDGET DETAILS

	FY 2020-21 Adopted Budget	FY 2021-22 Recommended Budget	FY 2021-22 Adopted Budget	Change from FY 2020-21 Adopted	% Change from FY 2020-21 Adopted
Expenditures by Character					
Salaries and Benefits	491,758	464,619	656,897	165,139	33.6
Services and Supplies	124,471	273,464	273,464	148,993	119.7
Total Expenditures by Character	616,229	738,083	930,361	314,132	51.0
Revenues/Reimbursements/Use of Fund Balance (Sources)					
General Fund Contribution	616,229	738,083	930,361	314,132	51.0
Total Revenues/Use of Fund Balance	616,229	738,083	930,361	314,132	51.0
Total Permanent Positions	n/a	n/a	3.00	n/a	n/a



EMERGENCY MANAGEMENT

Christopher Godley
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.

ADOPTED BUDGET AT A GLANCE	FY 2021-22
Total Expenditures	\$6,897,482
Total Revenues/Use of Fund Balance	\$4,448,258
Total General Fund Contribution	\$2,449,224
Total Staff	11.00
% Funded by General Fund	35.51%

DEPARTMENT OVERVIEW

The Department of Emergency Management leads and coordinates major countywide programs including community disaster preparedness, public education, government staff development, response planning, alert and warning, incident response management and short-term recovery. The Department develops and sustains effective relationships with residents, County departments, cities, special districts, state and federal agencies, community-based organizations, and other allied stakeholder organizations.

Program Area Description

The Department is organized into four functional areas:

Administrative Services is responsible for grants administration and provides the Department’s fiscal, human resources, logistics, and administrative services.

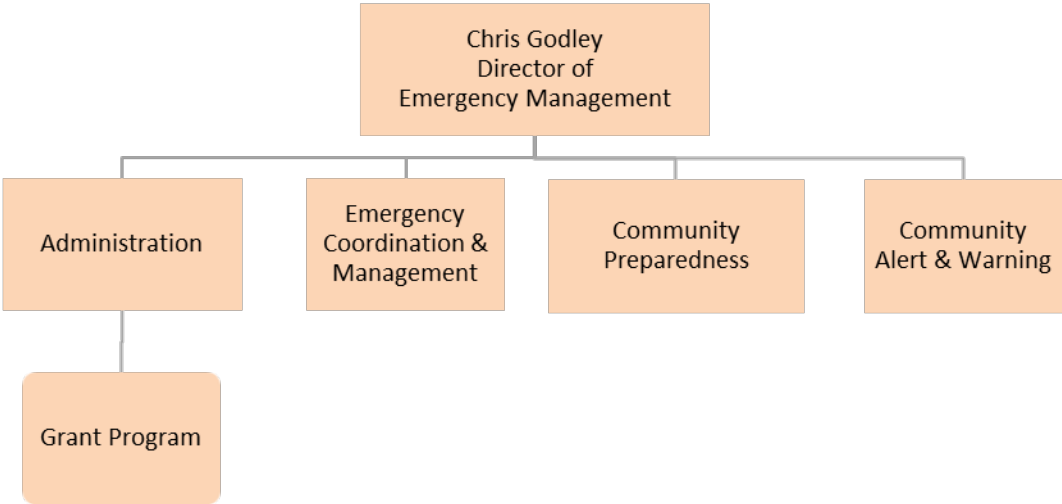
Emergency Coordination and Management is responsible for developing emergency response plans, conducting training for County staff and Operational Area jurisdictions, and facilitating exercises to validate plans and training. This group also staffs the 24/7 Staff Duty Officer program, maintains the County’s Emergency Operations Center (EOC) facility/organization, coordinates the County’s Continuity of Operations Plan (COOP) program, supervises the Auxiliary Communications System volunteer program, and supports development of hazard mitigation strategies.

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

Community Alert & Warning maintains the 24/7 communications technology, policies, training, multi-jurisdictional coordination that enable delivery of public warnings via the SoCoAlert, Wireless Emergency Alert, Emergency Alert System, and NOAA weather radio system. Also manages the County’s network of wildfire monitoring cameras.

For more information, call 707-565-1152 or visit <https://sonomacounty.ca.gov/Emergency-Management/>

DEPARTMENT ORGANIZATIONAL CHART



FINANCIAL SUMMARIES

Expenditures by Program Area

	FY 2020-21 Adopted Budget	FY 2021-22 Recommended Budget	Change from FY 2020-21 Adopted	% Change from FY 2020- 21 Adopted
Administration	4,136,686	1,511,803	(2,624,883)	(63.5)
Emergency Coordination	584,808	581,550	(3,258)	(0.6)
Community Preparedness	248,883	235,880	(13,003)	(5.2)
Alert & Warning	471,622	436,645	(34,977)	(7.4)
Grants	1,239,929	3,601,124	2,361,195	190.4
Total Expenditures by Program	6,681,928	6,367,002	(314,926)	(4.7)

Permanent Positions by Program Area

	FY 2020-21 Adopted Budget	FY 2021-22 Recommended Budget	Change from FY 2020-21 Adopted	% Change from FY 2020- 21 Adopted
Administration	5.00	5.00	0.00	0.0
Emergency Coordination	3.00	3.00	0.00	0.0
Community Preparedness	1.00	1.00	0.00	0.0
Alert and Warning	2.00	2.00	0.00	0.0
Total Permanent Positions	11.00	11.00	0.00	0.0

Department Budget Details

	FY 2020-21 Adopted Budget	FY 2021-22 Recommended Budget	Change from FY 2020-21 Adopted	% Change from FY 2020-21 Adopted
Expenditures by Character				
Salaries and Benefits	2,289,236	2,291,743	2,507	0.1
Services and Supplies	3,887,123	3,195,703	(691,420)	(17.8)
Capital Expenditures	417,654	850,000	432,346	103.5
Transfers within the County	87,915	29,556	(58,359)	(66.4)
Total Expenditures by Character	6,681,928	6,367,002	(314,926)	(4.7)
Revenues/Reimbursements/Use of Fund Balance (Sources)				
General Fund Contribution	2,101,601	2,122,724	21,123	1.0
State, Federal, & Other Govt. Revenue	4,009,698	3,447,729	(561,969)	(14.0)
Internal County Reimbursements and Transfers*	570,629	796,549	225,920	39.6
Total Revenues/Use of Fund Balance	6,681,928	6,367,002	(314,926)	(4.7)

*Internal Transfers includes matching funds for the Hazard Mitigation Grant Program.

ACCOMPLISHMENTS AND OBJECTIVES

FY 2020-21 Accomplishments

- The Department continued to facilitate and support response to an extraordinary number and variety of major emergencies and disasters. The County’s Emergency Operations Center (EOC) has been activated more frequently and for greater periods of time in the last three years than in the previous 15. In 2020, the Department led activation of the EOC for seven major incidents over 138 days including the Joe Rodota Trail Homeless Encampment, COVID-19, LNU Lightning and Glass Wildfires, as well as three Public Safety Power Shutoff Events.
- Fully implemented the County’s new comprehensive Community Alert & Warning program. In late 2020, the Department continued to exercise the Wireless Emergency Alert (WEA) system. In response to actual emergencies, department staff made use of the WEA system 59 times – this is the greatest and most effective use of the system by any local or state government in the United States. 97% of all messages were delivered simultaneously in English and Spanish. Department staff made use of the NOAA Weather Radio system to deliver warning messages for the LNU Complex and Glass Wildfires.
- The Department was chosen by FEMA, NOAA, and the FCC to be the first local government in the United States to test the new NOAA Non-Weather Emergency Messages system. The County was also selected as one of the few in the western United States to be selected to participate in a project to more accurately deliver NOAA warning messages, and the Department continues to advocate for Spanish language capability on this system. The State of California also selected the County to be one of five to validate the state’s new Everbridge warning system.
- The department developed response and contingency plans for Concurrent Hazards (including a Pandemic response component), Continuity of Operations, Extreme Heat Incidents, Election Security, Inauguration Security, rotating outages, and civil disturbances. Staff also supported the completion of the County map of Community Evacuation Zones which was used extensively during the LNU Lightning Complex and Glass Wildfires by both first responders and residents.
- Implemented the Community Preparedness Plan that educates residents, neighborhoods, community groups, and the private sector on how to prepare for and respond to emergencies. Community/neighborhood preparedness groups are now established in 21 communities – up from 11 last year. Three Community Emergency Response Team (CERT) programs are up and running with the Department providing technical

materials and training supplies. Facilitated 11 virtual community town hall preparedness meetings for County elected and public safety leaders. Leveraging community relationships, the Preparedness Program Manager also successfully led the County's COVID-19 Food Resources Task Force.

FY 2021-22 Objectives

- Develop a new County Operational Area Emergency Operations Plan (EOP). The new EOP will incorporate the County's experiences in the 2017, 2019, and 2020 wildfires, the 2019 floods, and the 2019-2020 PG&E Power Shutoff events and integrate considerations and resources for individuals with Access and Functional Needs. The Department is collaborating with the Office of Equity to ensure the new plan incorporates Cultural Competency and Equity considerations.
- Based on lessons learned in recent disasters, revise and seek Board of Supervisors adoption of new EOP Annexes including Alert & Warning (to be presented in late FY 2020-21), Public Safety Power Shutoff (PSPS), Evacuation, and Mass Care & Shelter.
- Continue to develop community emergency evacuation plans for up to 22 communities at risk from wildfire, tsunami, or dam failure, including community outreach, education, stakeholder agency coordination, and live evacuation exercises. As part of the County's Fire Early Warning Camera System, the Department will pilot an experimental application of artificial intelligence to monitor and detect wildfire ignitions using an approach first attempted in Australia.
- Revise the County's Continuity of Operations Plan (COOP) Base Plan and department playbooks to redefine critical services support for different types of events (wildfires, unhealthy air, de-energization, and pandemic).
- Complete implementation of the County emergency staff development training and exercise program and deliver LMS courses on Disaster Service Worker (DSW) roles, EOC overview, and EOC section-specific training. Also, develop a webpage addressing DSW roles and resources.

DEPARTMENT HIGHLIGHTS

Major Variances

- The Department is shifting approximately \$2.4 million from the Administration section to the Grants section associated with the Hazard Mitigation Grant Program for the county-wide fire camera upgrade and improvement project, which includes a new experimental artificial intelligence software program to monitor and detect wildfire ignitions. Accounting for this grant in the grants section will improve the ease of tracking revenues and expenditures.
- Total expenditures are decreasing by approximately \$315,000, which is associated with the elimination of one-time PG&E Fire Settlement Funds allocation approved in the FY 2020-21 Adopted Budget to support various Emergency Coordination and Management activities and the sunset of enhanced funding for Community Preparedness program activities, which was provided for fiscal years FY 2019-20 and FY 2020-21.
- State revenues will be decreasing due to a reduction of one-time funding from the State for Public Safety Power Shutoffs.

Key Issues

- The Department will focus on completing FY 2021-22 objectives listed above as well as additional supporting tasks for evolving programs including community outreach and education, alert and warning, emergency preparedness, and grants management. Additional EOC activations and declared emergencies – such as for the COVID-19 Pandemic, wildfire hazards, power shutoffs, drought – may delay fully accomplishing some of the objectives, as was experienced in FY 2020-21.

BUDGET HEARING CHANGES AND ACTIONS

Adopted as recommended with the following changes:

Supplemental Changes

	FTE	Gross Expenditures	Revenue and Reimbursements	Net Cost
General Fund				
Provide \$190,000 in support for alert and warning as well as other program areas and post-incident assessments (4/13/21, Item #24). Reduce revenues and expenditures by \$11,000 for grant revenues realized in FY20-21.	0.00	179,000	(11,000)	190,000

Budget Hearing Actions

	FTE	Gross Expenditures	Revenue and Reimbursements	Net Cost
General Fund				
Restore funding for Emergency Operations Center operating costs using on-going discretionary funding.	0.00	136,500	0	136,500
Provide one-time discretionary funding for EOC PIO Trailer Lease costs (FY21-22 is the last year of a three year lease).	0.00	37,980	37,980	37,980
Delete a 1.0 Administrative Aide and add a 1.0 Department Analyst for Grant Program Administration. Increased costs will be absorbed by grant revenues.	0.00	30,000	30,000	0
Add a 1.0 Administrative Aide (3 year time-limited) to support grants administration. Position will be fully funded by grant revenue	1.00	147,000	147,000	0

DEPARTMENT ADOPTED BUDGET DETAILS

	FY 2020-21 Adopted Budget	FY 2021-22 Recommended Budget	FY 2021-22 Adopted Budget	Change from FY 2020-21 Adopted	% Change from FY 2020-21 Adopted
Expenditures by Character					
Salaries and Benefits	2,289,236	2,291,743	2,468,743	179,507	7.8
Services and Supplies	3,887,123	3,195,703	3,549,183	(337,940)	(8.7)
Capital Expenditures	417,654	850,000	850,000	432,346	103.5
Transfers within the County	87,915	29,556	29,556	(58,359)	(66.4)
Total Expenditures by Character	6,681,928	6,367,002	6,897,482	215,554	3.2
Revenues/Reimbursements/Use of Fund Balance (Sources)					
General Fund Contribution	2,101,601	2,122,724	2,449,224	347,623	16.5
State, Federal, & Other Govt. Revenue	4,009,698	3,447,729	3,624,729	(384,969)	(9.6)
Internal County Reimbursements & Transfers*	570,629	796,549	823,529	252,900	44.3
Total Revenues/Use of Fund Balance	6,681,928	6,367,002	6,897,482	215,554	3.2
Total Permanent Positions	n/a	n/a	11.00	n/a	n/a

*Internal Transfers includes matching funds for the Hazard Mitigation Grant Program.

FIRE SERVICES FUNDS

Sheryl Bratton
County Administrator

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

ADOPTED BUDGET AT A GLANCE		FY 2021-22
Total Expenditures		\$5,669,476
Total Revenues/Use of Fund Balance		\$4,169,476
Total General Fund Contribution		\$1,500,000
Total Staff		0.00
% Funded by General Fund		26.46%

DEPARTMENT OVERVIEW

The budget units making up the Fire Services Funds, which represent the funding dedicated by Board of Supervisors to improve fire services within Sonoma County. Three different budget units are reflected in this narrative. The project is supported by the Board of Supervisor’s Fire Ad-Hoc Committee. The Fire Services Work Group, which is made up of representatives from the Sonoma County Fire Chiefs Association, Cal Fire, Sonoma County Fire Labor Unions, and the Sonoma County Fire Districts Association, supports efforts by providing subject matter expert perspective, guidance, and stakeholder coordination.

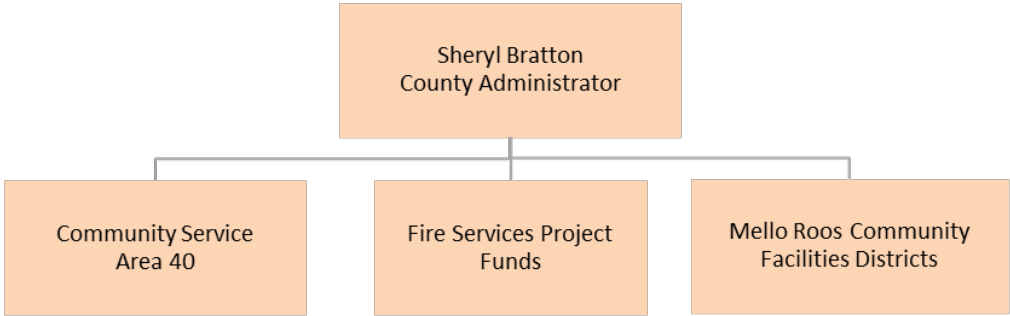
County Service Area (CSA) 40 was formed in 1993 as a special dependent district to collect property taxes to provide fire protection services to the unincorporated areas of Sonoma County that are not within the boundaries of an existing Fire Protection or Community Services District. Fire protection services are provided by local Volunteer Fire Companies and oversight was provided by the former Fire and Emergency Services Department. Beginning in FY 2018-19, a contract was executed with the newly formed North Bay Fire to provide support and oversight of the Volunteer Fire Companies. Based on recommendations from the Fire Services Work Group, the County is actively working to consolidate CSA 40 territory with professional fire districts.

Fire Services Project Funds support contracts to incentivize fire district consolidation efforts and to enhance fire service levels throughout the County. This funding is made up of a portion of the County’s Proposition 172, Public Safety funds, which are quasi-discretionary funds that must be spent on public safety efforts. In June 2015, the Board of Supervisors adopted a policy that directed a portion of Prop 172 funding to support fire services. Beginning in FY 2017-18, the Board began directing a portion of Transient Occupancy Tax (TOT) revenue, which is a fully discretionary funding source of the Board of Supervisors, to also support fire services.

Mello Roos Community Facilities Districts were formed by the communities of Dry Creek and Wilmar to support their volunteer fire agencies. The revenue generated from these voter approved direct charge (parcel) taxes must be spent to support fire protection services within each of these communities.

For more information, call (707) 565-2431, or visit <http://sonomacounty.ca.gov/CAO/>.

DEPARTMENT ORGANIZATIONAL CHART



FINANCIAL SUMMARIES

Community Service Area 40 Details

	FY 2020-21 Adopted Budget	FY 2021-22 Recommended Budget	Change from FY 2020-21 Adopted	% Change from FY 2020-21 Adopted
Expenditures by Character				
Salaries and Employee Benefits	67,422	0	(67,422)	(100.0)
Services and Supplies	2,619,460	2,340,593	(278,867)	(10.6)
Other Expenses*	18,162	0	(18,162)	(100.0)
Total Expenditures by Character	2,705,044	2,340,593	(364,451)	(13.5)
Revenues/Reimbursements/Use of Fund Balance (Sources)				
Fee Charges for Services	0	35,000	35,000	100.0
Other Departmental Revenue**	2,522,767	2,310,000	(212,767)	(8.4)
Use of Fund Balance	182,277	(4,407)	(186,684)	(102.4)
Total Revenues/Use of Fund Balance	2,705,044	2,340,593	(364,451)	(13.5)

*Other Expenses include capital lease payments and interest on debt.

**Other Departmental Revenue includes Property Tax and Direct Charge (Parcel Tax) Revenue.

Fire Services Project Details

	FY 2020-21 Adopted Budget	FY 2021-22 Recommended Budget	Change from FY 2020-21 Adopted	% Change from FY 2020-21 Adopted
Expenditures by Character				
Services and Supplies	5,596,195	5,669,476	73,281	1.3
Total Expenditures by Character	5,596,195	5,669,476	73,281	1.3
Revenues/Reimbursements/Use of Fund Balance (Sources)				
State, Federal, & Other Govt. Revenue ¹	1,434,143	4,170,634	2,736,491	190.8
Use of Fund Balance	(8,276)	(961,743)	(953,467)	11,520.9
Internal County Reimbursements & Transfers ²	4,170,328	2,460,585	(1,709,743)	(41.0)
Total Revenues/Use of Fund Balance	5,596,195	5,669,476	73,281	1.3

¹ Proposition 172 Funding

² Transient Occupancy Tax Funding

Mello Roos Community Facilities Districts

	FY 2020-21 Adopted Budget	FY 2021-22 Recommended Budget	Change from FY 2020-21 Adopted	% Change from FY 2020-21 Adopted
Expenditures by Character				
Services and Supplies	224,956	211,857	(13,099)	(5.8)
Other Expenses*	18,162	33,143	14,981	82.5
Total Expenditures by Character	243,118	245,000	1,882	0.8
Revenues/Reimbursements/Use of Fund Balance (Sources)				
Other Departmental Revenue**	244,356	222,100	(22,256)	(9.1)
Use of Fund Balance	(1,238)	22,900	24,138	(1949.8)
Total Revenues/Use of Fund Balance	243,118	245,000	1,882	0.8

*Other Expenses include capital lease payments and interest on debt.

**Other Departmental Revenue includes Property Tax and Direct Charge Revenue.

ACCOMPLISHMENTS AND OBJECTIVES

FY 2020-21 Accomplishments

- Supported consolidation of fire services into larger, more effective and more sustainable units by entering into a tax sharing and asset transfer agreement with the Sonoma Valley Fire District to annex the Mayacamas Volunteer Fire Company (VFC), coordinating with the Local Area Formation Commission (LAFCO) to complete a Municipal Services Review and Sphere of Influence change for Region Six, covering the northeastern portion of Sonoma County, and providing \$1.8 million to the Sonoma County Fire District and \$158,000 to the Sonoma Valley Fire District to support the consolidation efforts these districts have undertaken.
- Adopted an Ordinance establishing Development Impact Fee programs for the Sonoma County Fire District and Sonoma Valley Fire District.
- Continued partnerships with North Bay Fire to provide administration and operational supervision for the VFCs, including the purchase of two fire apparatus to support the Two Rock and Lakeville VFCs and one fire rescue vehicle for the Wilmar VFC to support continued response in these areas. Should these areas be annexed into a fire protection district, the apparatuses will be transferred as well to provide support in these areas.
- Funded \$2.2 million towards Enhanced Service Agreements that support the North Bay Fire and the Bodega Bay, Cloverdale, Northern Sonoma County (formerly Geyserville), and Gold Ridge Fire Protection Districts to increase staffing levels.
- Continued to subsidize countywide fire district costs, including \$900,000 for REDCOM agency fees; \$480,000 for Red Flag Up-Staffing; and \$71,300 for a Lexipol contract that provides policy and training material support.

FY 2021-22 Objectives

- Maintain coordination efforts with LAFCO and neighboring Fire Districts to consolidate CSA 40 territory into professional fire districts, leading to more sustainable and effective fire service throughout the county.
- Ensure a broader range of the community and stakeholders are engaged in the process of developing a potential new fire tax for the June 2022 ballot.
- Extend the Enhanced Services Agreements through June 2023 to continue staffing support while additional consolidation and fire tax efforts are finalized.

DEPARTMENT HIGHLIGHTS

Major Variances

- The purchase of the fire apparatus and fire rescue vehicle noted in the accomplishments, is not reflected in the Financial Summary because the activity was approved as a mid-year budget adjustment in FY 2020-21.

Key Issues

- The County will continue to work with Fire Stakeholders and the Local Agency Formation Commission (LAFCO) to consolidate the remaining areas of CSA 40 territory.
- Supporting sustainable fire and emergency services remains a high priority for the Board of Supervisors; therefore, staff will work with community stakeholders and the public to place another Wildfire Prevention, Emergency Alert and Response fire tax on the June 2022 ballot.

BUDGET HEARING CHANGES AND ACTIONS

Adopted as recommended with the following changes:

Supplemental Changes

	FTE	Gross Expenditures	Revenue and Reimbursements	Net Cost
General Fund				
Provide \$190,000 in support for alert and warning as well as other program areas and post-incident assessments (4/13/21, Item #24). Reduce revenues and expenditures by \$11,000 for grant revenues realized in FY20-21.	0.00	179,000	(11,000)	190,000

Budget Hearing Actions

	FTE	Gross Expenditures	Revenue and Reimbursements	Net Cost
General Fund				
Restore funding for Emergency Operations Center operating costs using on-going discretionary funding.	0.00	136,500	0	136,500
Provide one-time discretionary funding for EOC PIO Trailer Lease costs (FY21-22 is the last year of a three year lease).	0.00	37,980	37,980	37,980
Delete a 1.0 Administrative Aide and add a 1.0 Department Analyst for Grant Program Administration. Increased costs will be absorbed by grant revenues.	0.00	30,000	30,000	0
Add a 1.0 Administrative Aide (3 year time-limited) to support grants administration. Position will be fully funded by grant revenue	1.00	147,000	147,000	0

DEPARTMENT ADOPTED BUDGET DETAILS

	FY 2020-21 Adopted Budget	FY 2021-22 Recommended Budget	FY 2021-22 Adopted Budget	Change from FY 2020-21 Adopted	% Change from FY 2020-21 Adopted
Expenditures by Character					
Salaries and Benefits	2,289,236	2,291,743	2,468,743	179,507	7.8
Services and Supplies	3,887,123	3,195,703	3,549,183	(337,940)	(8.7)
Capital Expenditures	417,654	850,000	850,000	432,346	103.5
Transfers within the County	87,915	29,556	29,556	(58,359)	(66.4)
Total Expenditures by Character	6,681,928	6,367,002	6,897,482	215,554	3.2
Revenues/Reimbursements/Use of Fund Balance (Sources)					
General Fund Contribution	2,101,601	2,122,724	2,449,224	347,623	16.5
State, Federal, & Other Govt. Revenue	4,009,698	3,447,729	3,624,729	(384,969)	(9.6)
Internal County Reimbursements & Transfers*	570,629	796,549	823,529	252,900	44.3
Total Revenues/Use of Fund Balance	6,681,928	6,367,002	6,897,482	215,554	3.2
Total Permanent Positions	n/a	n/a	11.00	n/a	n/a

*Internal Transfers includes matching funds for the Hazard Mitigation Grant Program.

COURT SUPPORT AND GRAND JURY

Sheryl Bratton
County Administrator

The Court system in Sonoma County is a multi-disciplinary system relying on many partners to function efficiently. 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.

ADOPTED BUDGET AT A GLANCE	FY 2021-22
Total Expenditures	\$12,319,940
Total Revenues/Use of Fund Balance	\$3,395,077
Total General Fund Contribution	\$8,924,863
Total Staff	0.00
% Funded by General Fund	77.44%

DEPARTMENT OVERVIEW

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

Included in **Court Support Operations** are 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 Public Defender** 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.

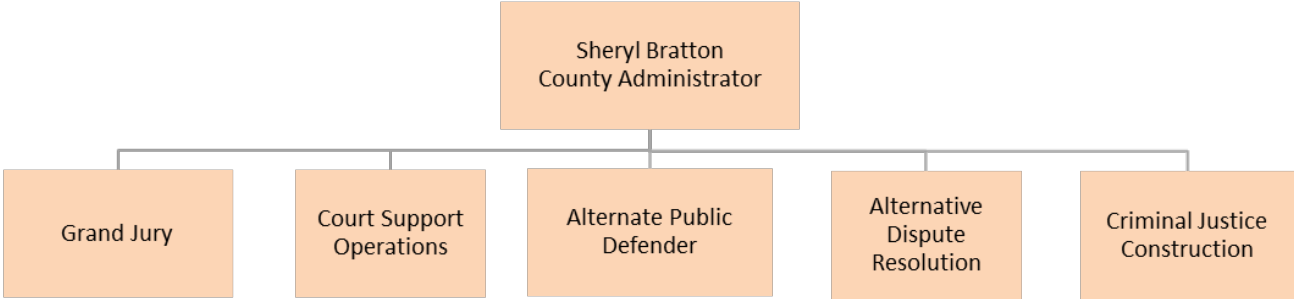
The **Alternate Dispute Resolution (ADR)** Special Revenue Fund fully supports ADR services provided to the general public as an alternative to civil court proceedings. These services are intended to reduce costs and time needed for resolution by the parties involved in civil proceedings.

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.

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.

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

DEPARTMENT ORGANIZATIONAL CHART



FINANCIAL SUMMARIES

Expenditures by Program Area

	FY 2020-21 Adopted Budget	FY 2021-22 Recommended Budget	Change from FY 2020-21 Adopted	% Change from FY 2020-21 Adopted
Grant Jury	103,951	107,806	3,855	3.7
Court Support Operations	8,500,903	8,500,903	0	0.0
Alternate Public Defender Services	2,520,900	2,540,930	20,030	0.8
Alternate Dispute Resolution Program	80,000	80,000	0	0.0
Criminal Justice Construction	368,411	202,301	(166,110)	(45.1)
Total Expenditures by Program	11,574,165	11,431,940	(142,225)	(1.2)

Permanent Positions by Program Area

	FY 2020-21 Adopted Budget	FY 2021-22 Recommended Budget	Change from FY 2020-21 Adopted	% Change from FY 2020- 21 Adopted
Total Permanent Positions	0.00	0.00	0.00	0.0

This budget unit does not have any permanent staffing allocation

Department Budget Details

	FY 2020-21 Adopted Budget	FY 2021-22 Recommended Budget	Change from FY 2020-21 Adopted	% Change from FY 2020-21 Adopted
Expenditures by Character				
Services and Supplies	2,704,397	2,728,282	23,885	0.9
Other Expenditures	8,500,903	8,500,903	0	0.0
Transfers within the County	368,865	202,755	(166,110)	(45.0)
Total Expenditures by Character	11,574,165	11,431,940	(142,225)	(1.2)
Revenues/Reimbursements/Use of Fund Balance (Sources)				
General Fund Contribution	8,271,049	8,924,863	653,814	7.9
Fees and Charges for Services	761,705	766,776	5,071	0.7
Other Departmental Revenue*	2,813,000	2,178,000	(635,000)	(22.6)
Use of Fund Balance	(271,589)	(437,699)	(166,110)	61.2
Total Revenues/Use of Fund Balance	11,574,165	11,431,940	(142,225)	(1.2)

*Other Expenditures represents the County's Maintenance of Effort (MOE) payment to the State

**Other Departmental Revenue is the County General Fund share of fine and penalty revenue

ACCOMPLISHMENTS AND OBJECTIVES

FY 2020-21 Accomplishments

- In order to support Grand Jury activities during COVID-19, secured 8 additional computers for the Grand Jury using CARES funding.
- Supported transition to remote work for all Grand Jury members in response to COVID-19.

FY 2021-22 Objectives

- Expand delivery of Annual Grand Jury Report to ensure it is accessible to a more diverse community audience.
- Continue to monitor the performance of the Alternate Defense contract for defendants requiring public defense who cannot be supported by the Public Defender.

DEPARTMENT HIGHLIGHTS

Major Variances

- The General Fund contribution increase is the result of decreased court fines and fees revenue stream derived from legislation changes as described below in the key issues section.
- Revenue from Fees and Charges for Services combined with Other Departmental revenues is projected to decrease by approximately \$630,000. Counties across the state are experiencing a continuing trend due to judicial discretion, which results in more offenders being given community service in lieu of fines and reduced court activity due to COVID-19.
- The decrease in Transfers and Use of Fund Balance are due to the completion of the Capital Project improvements related to safety and security at the Main Adult Detention Facility and the upgrade to the Dispatch Consoles at the Sheriff's Office.

- Criminal Justice Construction funds decrease due to the completion of capital project improvements as described above. Available funds will be allocated to new capital projects as part of budget supplemental adjustments.

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. These revenue streams have been declining for several years. There have been several pieces of legislation introduced that will continue to negatively impact revenues. The County will need to monitor these revenue streams and how state policies may affect them. 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.

BUDGET HEARING CHANGES AND ACTIONS

Adopted as recommended with the following changes:

Supplemental Changes

	FTE	Gross Expenditures	Revenue and Reimbursements	Net Cost
Other Funds				
Transfer \$793,000 to Capital Projects to upgrade generators at the Sheriff's Office to enhance resiliency. Transfer \$95,000 to Capital Projects to install Distributed Antenna System in Courthouse Connector to ensure radio communications for staff and inmate safety.	0.00	888,000	0	888,000

DEPARTMENT ADOPTED BUDGET DETAILS

	FY 2020-21 Adopted Budget	FY 2021-22 Recommended Budget	FY 2021-22 Adopted Budget	Change from FY 2020-21 Adopted	% Change from FY 2020-21 Adopted
Expenditures by Character					
Services and Supplies	2,704,397	2,728,282	2,728,282	23,885	0.9
Other Expenses*	8,500,903	8,500,903	8,500,903	0	0.0
Transfers within the County	368,865	202,755	1,090,755	721,890	195.7
Total Expenditures by Character	11,574,165	11,431,940	12,319,940	745,775	6.4
Revenues/Reimbursements/Use of Fund Balance (Sources)					
General Fund Contribution	8,271,049	8,924,863	8,924,863	653,814	7.9
Fees and Charges for Services	761,705	766,776	766,776	5,071	0.7
Other Departmental Revenue**	2,813,000	2,178,000	2,178,000	(635,000)	(22.6)
Use of Fund Balance	(271,589)	(437,699)	450,301	721,890	(265.8)
Total Revenues/Use of Fund Balance	11,574,165	11,431,940	12,319,940	745,775	6.4
Total Permanent Positions	n/a	n/a	0.00	n/a	n/a

*Other Expenditures represents the County's Maintenance of Effort (MOE) payment to the State.

**Other Departmental revenue is the County General Fund share of fine and penalty revenue.



JUSTICE SERVICES

Probation

District Attorney

Public Defender

Sheriff



PROBATION DEPARTMENT

David M. Koch
Chief Probation Officer

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

ADOPTED BUDGET AT A GLANCE	FY 2021-22
Total Expenditures	\$92,324,409
Total Revenues/Use of Fund Balance	\$56,216,148
Total General Fund Contribution	\$36,108,261
Total Staff	273.00
% Funded by General Fund	39.11%

DEPARTMENT OVERVIEW

The Probation Department is responsible for enhancing community safety, supporting crime victims, and facilitating offender rehabilitation through positive behavior change. The Department relies on evidence-based and evidence-informed practices, which have been scientifically demonstrated to reduce recidivism.

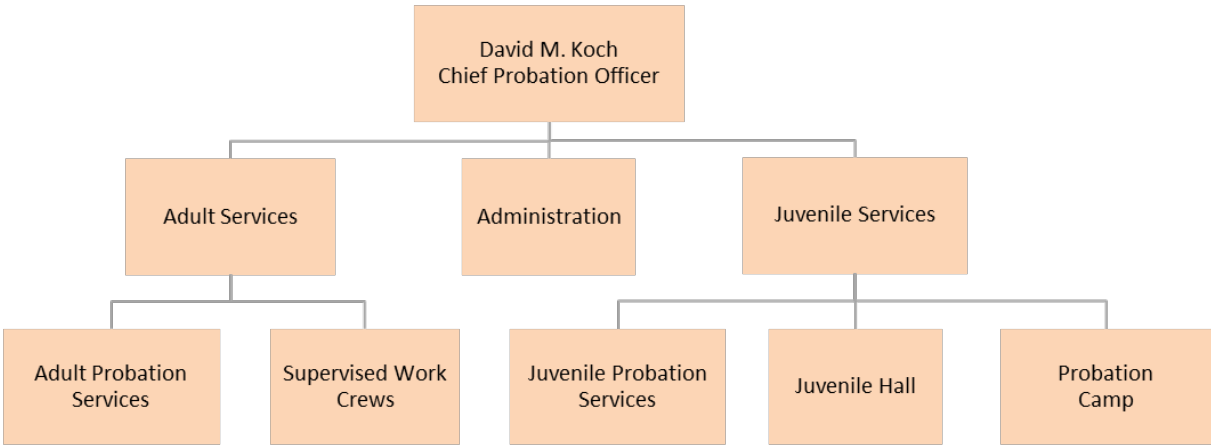
Adult Services provides court services, community supervision, and referral to appropriate therapeutic services for adult clients. Adult Services includes specialty units for specific populations such as gang members, sex offenders, domestic violence perpetrators, those with a high risk to reoffend, and mentally ill offenders. Pretrial Services uses validated assessments to determine the risk of an arrestee not returning to court or committing a new crime if released to the community pre-adjudication, subject to appropriate release conditions while defendants await subsequent court appearances. Supervised Work Crews is an alternative work program for adult offenders assigned to work crews to complete meaningful projects throughout the county. The Day Reporting Center serves high risk offenders releasing from prison/jail to community supervision, and offers a variety of cognitive behavioral intervention curricula (delivered primarily by Probation Officers), substance abuse treatment, the Positive Parenting Program, job readiness/search assistance through Job Link, benefit eligibility determinations, and continuing education options.

Juvenile Services includes the Juvenile Hall, which provides temporary, safe, and secure detention for youth in need of intensive supervision and rehabilitation in a structured environment. Probation Camp is designed to address anti-social or illegal behavior and thinking patterns in youth, while promoting acceptance of personal responsibility and opportunities for vocational training. Juvenile Investigations and Supervision consists of diversion and community-based prevention and early intervention services, as well as court services and community supervision, including specialty services for delinquent foster youth in out-of-home placements, juvenile sex offenders, and mentally ill and gang affiliated youth and their families.

Administration provides fiscal, human resources, training, information technology and workplace safety support for operations, as well as vital research, planning, implementation and evaluation of evidence based programs.

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

DEPARTMENT ORGANIZATIONAL CHART



FINANCIAL SUMMARIES

Expenditures by Program Area

	FY 2020-21 Adopted Budget	FY 2021-22 Recommended Budget	Change from FY 2020-21 Adopted	% Change from FY 2020-21 Adopted
Adult Services (includes Pretrial)	24,016,407	22,072,477	(1,943,930)	(8.1)
Supervised Work Crews	2,253,417	2,476,696	223,279	9.9
Juvenile Services	11,780,825	11,367,552	(413,273)	(3.5)
Juvenile Hall	15,008,753	17,847,735	2,838,982	18.9
Probation Camp	3,583,396	910,770	(2,672,626)	(74.6)
Administration	5,663,739	5,758,899	95,160	1.7
Internal County Reimbursements and Transfers	27,324,973	28,958,503	1,633,530	6.0
Total Expenditures by Program	89,631,510	89,392,632	(238,878)	(0.3)

Permanent Positions by Program Area

	FY 2020-21 Adopted Budget	FY 2021-22 Recommended Budget	Change from FY 2020-21 Adopted	% Change from FY 2020- 21 Adopted
Adult Services (includes Pretrial)	110.00	96.00	(14.00)	(12.7)
Supervised Work Crews	9.00	9.00	0.00	0.0
Juvenile Services	43.00	43.00	0.00	0.0
Juvenile Hall	75.00	88.00	13.00	17.3
Probation Camp	17.00	4.00	(13.00)	(76.5)
Administration	25.00	23.00	(2.00)	(8.0)
Total Permanent Positions	279.00	263.00	(16.00)	(5.7)

Department Budget Details

	FY 2020-21 Adopted Budget	FY 2021-22 Recommended Budget	Change from FY 2020-21 Adopted	% Change from FY 2020-21 Adopted
Expenditures by Character				
Salaries and Benefits	46,374,083	45,364,823	(1,009,260)	(2.2)
Services and Supplies	38,774,098	39,639,017	864,919	2.2
Other Expenses*	4,331,014	4,236,477	(94,537)	(2.2)
Transfers within the County	152,315	152,315	0	0.0
Total Expenditures by Character	89,631,510	89,392,632	(238,878)	(0.3)
Revenues/Reimbursements/Use of Fund Balance (Sources)				
General Fund Contribution	34,430,713	35,489,463	1,058,750	3.1
Fees and Charges for Services	2,602,200	1,195,000	(1,407,200)	(54.1)
Other Departmental Revenue**	2,129,033	3,466,495	1,337,462	62.8
State, Federal, and other Govt. Revenue	21,171,735	19,601,008	(1,570,727)	(7.4)
Use of Fund Balance	6,670,524	6,024,446	(646,078)	(9.7)
Internal County Reimbursements and Transfers	22,627,305	23,616,220	988,915	4.4
Total Revenues/Use of Fund Balance	89,631,510	89,392,632	(238,878)	(0.3)

*Other Expenses include grant-funded transitional housing for adults and support services for youth at Juvenile Hall.

**Other Departmental Revenue includes interest earnings pooled cash, and state realignment growth revenue from FY 2020-21, resulting from higher statewide sales tax, which will be received in FY 2021-22 according to the state's annual payment schedules.

ACCOMPLISHMENTS AND OBJECTIVES

FY 2020-21 Accomplishments

- **Technology:** In response to the public health crisis, the Department quickly transitioned many of its core programs provided by staff and community-based partners from in-person to a virtual delivery method. Highlights include the Day Reporting Center curriculum, including virtual classes for Cognitive Behavioral Interventions (CBI), Aggression Replacement Training, and CBI Advanced Practice. Adult supervision officers are meeting with clients virtually via multiple electronic platforms to support rehabilitation and provide evidence based programs like EPICS (Effective Practices in Community Supervision). In the Juvenile system, Juvenile Hall/Probation Camp invested in hardware and applications to provide educational and rehabilitative programs and maintain vital family connections for youth in detention. Community-based services for youth and families, such as Keeping Kids in School, Intensive Case Management, and Re-entry Services have transitioned to virtual services. These programs have been a tremendous support to young people who are struggling with isolation and disconnected from typical pro-social activities, which are key to healthy adolescent development.
- **Pretrial Services:** The Department has fully implemented the robust Pretrial Services Unit as envisioned in the FY 2019-20 Judicial Council of California "Pretrial Pilot Program" grant. The program went live on July 1, 2020. In the first 26 weeks of the program, the Pretrial Release Unit completed 2,019 Public Safety Assessments, with 302 bookings granted pre-arraignment release, an option not available prior to the implementation of the pilot. The Pretrial Unit successfully also implemented a 7 day a week schedule, staffed 20 hours a day, allowing for the implementation of timely pre-arraignment release, a core goal of pretrial reform.

- Alternatives to Juvenile Detention: In partnership with local law enforcement agencies, the Department began establishing/expanding pre-arrest law enforcement diversion programs for low risk youth/first time offenders, including an emphasis on effective diversion programs for youth of color to reduce front-end racial disparities and address current geographic equity issues. Analyzed juvenile system data and research, in collaboration with justice partners, to create an improved Detention Risk Assessment Instrument (DRAI) tool that accurately assesses youth entering Juvenile Hall, and identifies community safety and failure to appear risks. Finally, the Department developed and implemented workgroups that focus on diversion, community supervision, and family engagement. Similar to the principles of the Adult Pretrial Program, these actions expand options for supporting youth to safely maintain family and community connections, versus home removal or detention in the Department's secure facilities.
- The Department continues to improve its response to natural disasters, which have been occurring with greater frequency. In FY 2020-21, Adult, Juvenile, and Administration staff provided superior service to clients and the Court (both remotely and in-person) during not only the pandemic, but two major wildfire events. Juvenile Hall staff successfully and efficiently evacuated youth and staff to Solano County when fires threatened, and slightly damaged, the Juvenile Justice Center campus. Juvenile Services staff were also evacuated, but quickly established offices in the County Center to provide a continuity of services to the Juvenile Court and to support the youth and families under our supervision. Additionally, staff provided over 34,600 hours of Disaster Service Work, while also maintaining core Probation operations.

FY 2021-22 Objectives

- Assess the Department's business needs to determine the most effective and efficient approach to updating information systems software supporting case management and juvenile custody functions. The Department will conduct an assessment of its business needs to determine the most cost-efficient and effective method of maintaining integrated justice system data, while enhancing the functionality of employee work processes.
- Racial Equity: The Probation Department has undertaken work on racial equity, with help from a consultant to guide us through an assessment process with the goal of addressing racial equity within the Department, criminal justice systems and community, and prepare to take action. In the coming year, Probation leadership will begin to implement a series of actions related to increasing staff knowledge of systemic inequities in the justice system, align with County Human Resources effort to improve hiring and promotional processes from an equity lens, and to design programs that address the needs of all people within our supervision. The Department will continue collaborating with the Office of Equity to implement initiatives focused on racial equity.
- Develop a juvenile commitment program that addresses the needs of multiple juvenile delinquent populations. Specifically, those identified in SB 823 (Realignment of State Division of Juvenile Justice); those committed to Juvenile Hall and Probation Camp; and youth identified in the anticipated Elevate Justice Act legislation (e.g., 18-19 year olds whose criminal cases would fall within the jurisdiction of the Juvenile Court).

DEPARTMENT HIGHLIGHTS

Major Variances

- Position Allocations: Probation Camp allocations are reduced by 13.0 FTE with a corresponding increase to Juvenile Hall allocations to reflect the temporary consolidation of in-custody juvenile detention services/programming. The Department made the difficult decision to temporarily un-occupy the Camp facility except for the Camp Products programs as a result of extremely low populations and staffing challenges related to COVID. Due to ongoing uncertainty, the Department assumes that the Probation Camp will remain in this temporary status through FY 2021-22 and reopen the following fiscal year.
- Expenditures: Salaries and Benefits are decreasing by \$1,009,260 (2.2%) based primarily on the elimination of 8.0 FTE in order to absorb the loss of Probation fee revenue brought on by legislative changes under AB 1869, and the expiration of 8.0 FTE term-limited positions funded by the Pretrial Pilot Grant noted elsewhere in this document. These eliminated positions reduce expenditures in the Adult Services program area, which includes Pretrial Services, as well as Administration. The year-over-year expenditure variances for Juvenile Hall and

Juvenile Camp are due to the aforementioned reallocation of staff. Services and supplies are increasing by 2.2% due to larger reimbursement payments from special revenue funds to pay for operational costs, primarily planned expenditures for adult realignment programs and services approved by the Community Corrections Partnership for FY 2021-22.

- Revenues: As noted, the loss of Fee revenue in FY 2021-22 under AB 1869 is approximately -\$1.4 million (54%). The Governor has designated \$65.0 million statewide to help counties and local courts manage the lost revenue, but as of budget development, no allocation formula has been indicated and no assumptions were made regarding state backfill. Other variances include the reduction to State and Federal Revenue (-\$1.5 million or 7.4%), associated with the expiration of the Pretrial Pilot Grant, a reduced reliance on Special Revenue Fund Balance (-\$646,078 or 9.7%) as state revenues are expected to keep pace with ongoing expenditures in FY 2021-22, and a related increase to state allocation growth captured in Other Department Revenue (\$1.3 million or 62.8% increase).

Key Issues

- Implementation of AB 1950 (limits to length of probation terms) and identifying a range of cognitive behavioral interventions/treatment modalities that will be effective in reducing recidivism, despite a truncated period of supervision. Related to this, the Department will conduct a workload study in order to more appropriately allocate available resources.
- Implement a Response Grid and Policy in the Adult Division to guide the use of custodial sanctions, non-custodial sanctions, and behavioral interventions to constructively respond to adult offender behavior. The practice of structuring discretion in imposing sanctions is a professional best practice that has proven effective in reducing the length of stay of violators taken into custody. Concomitant benefits include more equitable sanctions imposed by Probation Officers and greater use of non-custodial interventions.
- Pretrial: The Department will continue to develop and enhance Pretrial services, and advocate for a dedicated funding source for these services. The Community Corrections Partnership (CCP) has once again allocated funding to support a slightly scaled down Pretrial program in FY 2021-22. Although the population served by Pretrial may not be reflective of the AB 109 Tier 1 priority funding, CCP recognizes the benefits of the Pretrial program to the criminal justice system. However, a long-term, sustainable funding solution for this program must be identified from either state or local sources.

BUDGET HEARING CHANGES AND ACTIONS

Adopted as recommended with the following changes:

Supplemental Changes

	FTE	Gross Expenditures	Revenue and Reimbursements	Net Cost
Other Funds				
Senate Bill 823, Division of Juvenile Justice (DJJ) Realignment, allocates funding to local jurisdictions to address the needs of juveniles previously committed to DJJ. This action recognizes revenue and appropriations in the new Special Revenue Fund created for this purpose. Per SB 823, as of 7/1/21, justice-involved youth will no longer be sentenced to serve time in the state's DJJ facilities, except under certain high-level conditions, and will instead stay at the local Juvenile Hall. State funds will be used to reimburse costs in the Juvenile Hall. (5/25/2021, Item #18)	0.00	294,512	294,512	0

Budget Hearing Actions

	FTE	Gross Expenditures	Revenue and Reimbursements	Net Cost
General Fund				
Restore 3.0 FTE Probation Officer II, 2.0 FTE Probation Officer III, and 1.0 FTE Probation Officer IV position allocations in the Adult Supervision unit using one-time discretionary funding.	6.0	1,099,760	1,099,760	0
Restore 1.0 FTE Account Clerk II in the Administration unit using one-time discretionary funding.	1.0	84,753	84,753	0
Add 1.0 FTE Senior Account Clerk and delete 1.0 FTE Accounting Technician in order to save approximately \$6,200 annually and appropriately align position allocations with job duties and business needs. Cost savings will be re-directed to fund Board of State and Community Corrections mandated training services for Probation Department staff.	0.0	0	0	0

	FTE	Gross Expenditures	Revenue and Reimbursements	Net Cost
Add 1.0 FTE Probation Assistant, 1.0 FTE Probation Officer II, and 2.0 FTE Probation Officer IV position allocations needed to operate the County's Pretrial Services program. These positions previously existed as time-limited positions and were funded by a two-year pretrial grant from the State Judicial Council, which ended June 30, 2021. In FY 2021-22, position costs will be reimbursed by AB 109 Realignment funds, as approved by the local Community Corrections Partnership committee.	4.0	726,376	726,376	0
Restore ongoing General Fund for 2.0 FTE Juvenile Corrections Counselors and 2.0 FTE Deputy Probation Officers temporarily funded by one-time PG&E settlement funds in the FY 2020-21 Adopted Budget. This action will make the temporary restorations permanent.	0.0	0	(618,798)	618,798
Per County policy, eliminate 1.0 FTE Deputy Probation Officer III allocation vacant longer than 12 consecutive months and not planned for recruitment.	(1.0)	0	0	0
Other Funds				
Add appropriations in Probation's AB 109 Realignment Special Revenue Fund to reimburse costs for the 4.0 FTE Pretrial Services program positions restored/added during budget hearings. These budget adjustments allow pass-through of accumulated Realignment funds into the Department's operating section.	0.0	726,376	0	726,376

Additional Directions to Staff

Upon determination of the State's AB 1869 formula to backfill counties for fee revenue loss, Sonoma County's backfill allocation will replace one-time discretionary funding as the sole funding source for the 7.0 FTE positions restored during budget hearings.

DEPARTMENT ADOPTED BUDGET DETAILS

	FY 2020-21 Adopted Budget	FY 2021-22 Recommended Budget	FY 2021-22 Adopted Budget	Change from FY 2020-21 Adopted	% Change from FY 2020-21 Adopted
Expenditures by Character					
Salaries and Benefits	46,374,083	45,364,823	47,269,512	895,429	1.9
Services and Supplies	38,774,098	39,639,017	40,666,105	1,892,007	4.9
Other Expenses*	4,331,014	4,236,477	4,236,477	(94,537)	(2.2)
Transfers within the County	152,315	152,315	152,315	0	0.0
Total Expenditures by Character	89,631,510	89,392,632	92,324,409	2,692,899	3.0
Revenues/Reimbursements/Use of Fund Balance (Sources)					
General Fund Contribution	34,430,713	35,489,463	36,108,261	1,677,548	4.9
Fees and Charges for Services	2,602,200	1,195,000	1,195,000	(1,407,200)	(54.1)
State, Federal, & Other Govt. Revenue	21,171,735	19,601,008	19,895,520	(1,276,215)	(6.0)
Other Departmental Revenue**	2,129,033	3,466,495	3,466,495	1,337,462	62.8
Use of Fund Balance	6,670,524	6,024,446	6,750,822	80,298	1.2
Internal County Reimbursements & Transfers	22,627,305	23,616,220	24,908,311	2,281,006	10.1
Total Revenues/Use of Fund Balance	89,631,510	89,392,632	92,324,409	2,692,899	3.0
Total Permanent Positions	n/a	n/a	273.00	n/a	n/a

*Other Expenses include grant-funded transitional housing for adults and support services for youth at Juvenile Hall.

**Other Departmental Revenue includes interest earnings pooled cash, and state realignment growth revenue from FY 2020-21, resulting from higher statewide sales tax, which will be received in FY 2021-22 according to the state's annual payment schedules.

DISTRICT ATTORNEY

Jill Ravitch
District Attorney

The Sonoma County District Attorney's Office is dedicated to providing the members of our community with a safe place to live by holding the guilty accountable, protecting the innocent, and preserving the dignity of victims and their families. We shall seek truth and justice in a professional manner, while maintaining the highest ethical standards.

ADOPTED BUDGET AT A GLANCE	FY 2021-22
Total Expenditures	\$33,716,666
Total Revenues/Use of Fund Balance	\$14,219,590
Total General Fund Contribution	\$19,497,076
Total Staff	128.75
% Funded by General Fund	57.83%

DEPARTMENT OVERVIEW

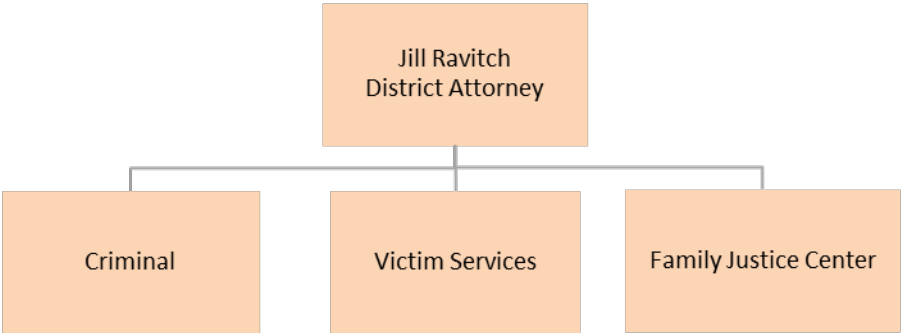
The **Criminal Division** consists of three units. The **Prosecution Unit** represents the People's interests in prosecuting criminal cases and seeking justice for victims of crime in both adult and juvenile court and partners with local, state and federal law enforcement agencies to help reduce and prevent crime in our community. This division has many specialized teams that address: Domestic Violence/Sexual Assault; Elder Protection; Gangs and Hate Crimes; Writs and Appeals; Narcotics; Driving Under the Influence; Juvenile Justice; Felony Trial; Misdemeanor Trial; and Environmental and Consumer Law and Fraud. The **Investigations Bureau** investigates all types of crime under the District Attorney's jurisdiction and 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 **Administration Unit** provides clerical and legal research support, Information Technology (IT) support, as well as provide administrative and fiscal oversight.

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, 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 **Family Justice Center of Sonoma County** focuses on adult and child victims of violence by providing wrap-around services through a single access point. Co-located on the Family Justice Center Sonoma County site are the District Attorney, Sonoma County Sheriff's Office and Santa Rosa Police Department's domestic violence and sexual assault teams. The Redwood Children's Center and five community-based direct service providers, (Verity, Council on Aging, Legal Aid, Catholic Charities and YWCA) 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, elder abuse, as well as mental health and legal assistance services, including restraining orders and temporary legal status documentation.

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

DEPARTMENT ORGANIZATIONAL CHART



FINANCIAL SUMMARIES

Expenditures by Program Area

	FY 2020-21 Adopted Budget	FY 2021-22 Recommended Budget	Change from FY 2020-21 Adopted	% Change from FY 2020-21 Adopted
Criminal	30,316,499	30,148,518	(167,981)	(0.6)
Victim Services	2,318,884	2,552,429	233,545	10.1
Family Justice Center	1,160,487	1,015,719	(144,768)	(12.5)
Total Expenditures by Program	33,795,870	33,716,666	(79,204)	(0.2)

Permanent Positions by Program Area

	FY 2020-21 Adopted Budget	FY 2021-22 Recommended Budget	Change from FY 2020-21 Adopted	% Change from FY 2020-21 Adopted
Criminal	110.00	110.00	0.00	0.0
Victim Services	14.00	14.00	0.00	0.0
Family Justice Center	3.55	3.55	0.00	0.0
Total Permanent Positions	127.55	127.55	0.00	0.0

Department Budget Details

	FY 2020-21 Adopted Budget	FY 2021-22 Recommended Budget	Change from FY 2020-21 Adopted	% Change from FY 2020-21 Adopted
Expenditures by Character				
Salaries and Benefits	26,388,949	27,457,137	1,068,188	4.0
Services and Supplies	7,285,731	6,141,517	(1,144,214)	(15.7)
Transfers within the County	121,190	118,012	(3,178)	(2.6)
Total Expenditures by Character	33,795,870	33,716,666	(79,204)	(0.2)
Revenues/Reimbursements/Use of Fund Balance (Sources)				
General Fund Contribution	18,413,372	18,976,234	562,862	3.1
Fees and Charges for Services	9,000	9,000	0	0.0
State, Federal, & Other Govt. Revenue	8,447,486	8,163,001	(284,485)	(3.4)
Other Departmental Revenue*	1,969,895	1,622,483	(347,412)	(17.6)
Use of Fund Balance	338,906	290,703	(48,203)	(14.2)
Internal County Reimbursements and Transfers**	4,617,211	4,655,245	38,034	0.8
Total Revenues/Use of Fund Balance	33,795,870	33,716,666	(79,204)	(0.2)

*Other Departmental Revenue includes fines, penalties, and fees collected in the DA's Consumer Protection Fund from Environmental/Consumer Law and Fraud cases, as well as donations to the Family Justice Center.

**Internal County Reimbursements and Transfers include reimbursements from AB 109 Realignment Funds, the DA's Consumer Protection Fund, and Graton Tribal Mitigation Fund to pay for staffing costs.

ACCOMPLISHMENTS AND OBJECTIVES

FY 2020-21 Accomplishments

- Prosecutors filed 2,670 Felony and 7,175 Misdemeanor cases (through February 2021), and Victim Services assisted 2,638 individuals.
- Transitioned to a telework posture to ensure that justice is served and staff can assist victims through the pandemic and in the event of future disasters.
- Responded to a 24% increase in calls to the Homeless Outreach Services Team, due to clients experiencing housing and economic uncertainty resulting from the pandemic.
- During the height of the shelter-in-place and through December 2020, the Family Justice Center served 2,100 clients. Over 37% of clients received services for the first time, mostly due to domestic violence.
- Provided significant support to emergency operations and response efforts during the pandemic, including contact tracing.

FY 2021-22 Objectives

- Prioritize caseloads and victim services, based on statutory priority, victim status, seriousness of crimes, and other factors, as the Courts reopened to in-person hearings starting March 1, 2021.
- Continue to reform and adapt services to meet the increased needs of clients in light of the COVID-19 pandemic, accompanying economic fallout, and the documented rise in family violence.
- Continue transitioning to onsite operations, contingent upon recommendations from public health officials, and in coordination with the Courts and Justice Partners, to ensure the Department meets the community's needs while being mindful of potential impacts on staff.

- Expand training opportunities to provide our attorneys, investigators, and support staff the tools they need despite the pandemic restrictions.
- Increase diversion programming and participation in treatment courts in collaboration with Justice Partners to help address the issue of opioid-related crimes, especially fentanyl given the sharp rise in overdoses, implement the new Innovative Prosecution Grant program to increase the number of criminal investigations and prosecutions in collaboration with law enforcement partners.
- Recent disasters and the ongoing pandemic have disproportionately affected vulnerable members of the community. As a result, the Department anticipates the demand for necessary assistance and resources from the Family Justice Center may potentially increase in the near future. The Department will continue to monitor caseloads to determine whether services should be expanded to ensure needs are met, including case management in coordination with Safety Net Partners and community-based organizations.

DEPARTMENT HIGHLIGHTS

Major Variances

- Victim Services has increased \$233,545, or 10.1%, primarily driven by increased Salary and Benefits of \$168,453, including assumed savings from FY 2020-21 that are not applicable to FY 2021-22. The remaining increase is attributable to Services and Supplies, including contracted providers services and internal expenses.
- The Family Justice Center has decreased \$144,768, or 12.5%, primarily due to a Cal OES Grant that is unlikely to be funded by the state in FY 2021-22. The expiring grant funds provider contracts and will not impact staffing.
- Services and Supplies decreased \$1,144,214, or 15.7%, due to the transition of fiscal agent responsibilities for the Sonoma County Auto Theft Taskforce from the District Attorney's Office to the Sheriff's Office.
- State, Federal & Other Govt. Revenue decreased \$284,485, or 3.4%, due to the transition of fiscal agent responsibilities for the Sonoma County Auto Theft Taskforce from the District Attorney's Office to the Sheriff's Office offset by increases in Prop 172 and grant funding of \$571,766.
- Other Departmental Revenue decreased \$347,412, or 17.6%, in Fines, Forfeitures, and Penalties due to aligning revenue projections with historic trends, and anticipating continued changes within criminal justice, including legislative actions such as AB 1869, which eliminates criminal justice fees.

Key Issues

- To help address the issue of opioid-related crimes, especially fentanyl given the sharp rise in overdoses, implement the new Innovative Prosecution Grant program to increase the number of criminal investigations and prosecutions in collaboration with law enforcement partners.
- Recent disasters and the ongoing pandemic have disproportionately affected vulnerable members of the community. As a result, the Department anticipates the demand for necessary assistance and resources from the Family Justice Center may potentially increase in the near future. The Department will continue to monitor caseloads to determine whether services should be expanded to ensure needs are met, including case management in coordination with Safety Net Partners and community-based organizations.

BUDGET HEARING CHANGES AND ACTIONS

Adopted as recommended with the following changes:

Supplemental Changes

	FTE	Gross Expenditures	Revenue and Reimbursements	Net Cost
Other Funds				
Increase the time-limited Administrative Aide position allocation at the Family Justice Center from 0.8 to a 1.0 fulltime equivalent (FTE). The position will continue supporting the U.S. Department of Justice Polyvictimization Grant Program. Cost savings in the first year of the grant program will allow for a reallocation of funds to support the increase in FTE. (5/11/21, Item #10)	0.2	0	0	0

Budget Hearing Actions

	FTE	Gross Expenditures	Revenue and Reimbursements	Net Cost
General Fund				
Add 1.0 FTE Department Information Systems Technician to support the District Attorney's information technology needs associated with business applications, web-based applications, telework infrastructure, and courtroom activities. Costs will be absorbed through non-General Fund sources including grants, Special Revenue Fund, and salary savings.	1.0	0	0	0
Restore ongoing General Fund of \$520,842 for 1.0 FTE Chief District Attorney Investigator and 1.0 FTE Deputy District Attorney temporarily funded by one-time PG&E settlement funds in the FY 2020-21 Adopted Budget. This action will make the temporary restorations permanent.	0.0	0	(520,842)	520,842

DEPARTMENT ADOPTED BUDGET DETAILS

	FY 2020-21 Adopted Budget	FY 2021-22 Recommended Budget	FY 2021-22 Adopted Budget	Change from FY 2020-21 Adopted	% Change from FY 2020-21 Adopted
Expenditures by Character					
Salaries and Benefits	26,388,949	27,457,137	27,477,979	1,089,030	4.1
Services and Supplies	7,285,731	6,141,517	6,120,675	(1,165,056)	(16.0)
Transfers within the County	121,190	118,012	118,012	(3,178)	(2.6)
Total Expenditures by Character	33,795,870	33,716,666	33,716,666	(79,204)	(0.2)
Revenues/Reimbursements/Use of Fund Balance (Sources)					
General Fund Contribution	18,413,372	18,976,234	19,497,076	1,083,704	5.9
Fees and Charges for Services	9,000	9,000	9,000	0	0.0
State, Federal, & Other Govt. Revenue	8,447,486	8,163,001	8,163,001	(284,485)	(3.4)
Other Departmental Revenue*	1,969,895	1,622,483	1,622,483	(347,412)	(17.6)
Use of Fund Balance	338,906	290,703	290,703	(48,203)	(14.2)
Internal County Reimbursements & Transfers**	4,617,211	4,655,245	4,134,403	(482,808)	(10.5)
Total Revenues/Use of Fund Balance	33,795,870	33,716,666	33,716,666	(79,204)	(0.2)
Total Permanent Positions	n/a	n/a	128.75	n/a	n/a

*Other Departmental Revenue includes fines, penalties, and fees collected in the DA's Consumer Protection Fund from Environmental/Consumer Law and Fraud cases, as well as donations to the Family Justice Center.

**Internal County Reimbursements and Transfers include reimbursements from AB 109 Realignment Funds, the DA's Consumer Protection Fund, and Graton Tribal Mitigation Fund to pay for staffing costs.

PUBLIC DEFENDER

Kathleen Pozzi
Public Defender

The Sonoma County Public Defender's office protects the life, liberty, property and constitutional rights of each of its clients as it services the interests of society to ensure a fair, efficient and unbiased system of justice.

ADOPTED BUDGET AT A GLANCE	FY 2021-22
Total Expenditures	\$14,358,394
Total Revenues/Use of Fund Balance	\$1,600,299
Total General Fund Contribution	\$12,758,095
Total Staff	53.00
% Funded by General Fund	88.85%

DEPARTMENT OVERVIEW

The Public Defender has the mandated responsibility of defending any person 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, where no conflict exists (should a conflict exist, the County provides outside counsel for the defendant).

Government Code Section 27706 sets forth the types of cases which can be handled by a County Public Defender, including: criminal cases, contempt cases, appeals, cases involving mental health guardianship and conservatorships, juvenile cases, Penal Code Section 686.1 capital cases, and Probate Code Section 1471 appointment in probate guardianships under specific conditions.

All attorneys and clients of the Law Office of the Public Defender 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 in accordance with the mission of the Law Office of the Public Defender.

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

The Public Defender's office consists of four program areas:

Adult Representation focuses on the defense and representation of indigent adults;

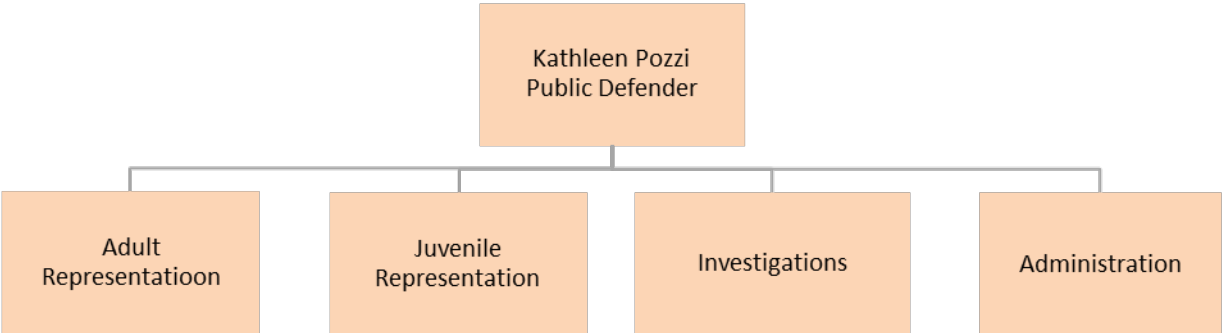
Juvenile Representation provides legal services to juveniles;

Investigations supports attorneys by providing investigative services; and

Administration provides administrative and legal processing support to the legal and investigations staff.

For more information, call (707) 565-2791, or visit <http://sonomacounty.ca.gov/Public-Defender/>.

DEPARTMENT ORGANIZATIONAL CHART



FINANCIAL SUMMARIES

Expenditures by Program Area

	FY 2020-21 Adopted Budget	FY 2021-22 Recommended Budget	Change from FY 2020-21 Adopted	% Change from FY 2020-21 Adopted
Adult Representation	7,446,317	7,564,926	118,609	1.6
Juvenile Representation	678,839	695,727	16,888	2.5
Investigations	1,607,452	1,695,649	88,197	5.5
Administration	3,551,779	3,736,740	184,961	5.2
Total Expenditures by Program	13,284,387	13,693,042	408,655	3.1

Permanent Positions by Program Area

	FY 2020-21 Adopted Budget	FY 2021-22 Recommended Budget	Change from FY 2020-21 Adopted	% Change from FY 2020-21 Adopted
Adult Representation	29.0	29.0	0.0	0.0
Juvenile Representation	3.0	3.0	0.0	0.0
Investigations	8.0	8.0	0.0	0.0
Administration	12.0	12.0	0.0	0.0
Total Permanent Positions	52.0	52.0	0.0	0.0

Department Budget Details

	FY 2020-21 Adopted Budget	FY 2021-22 Recommended Budget	Change from FY 2020-21 Adopted	% Change from FY 2020-21 Adopted
Expenditures by Character				
Salaries and Benefits	11,908,908	12,235,799	326,891	2.7
Services and Supplies	1,329,274	1,411,038	81,764	6.2
Transfers within the County	46,205	46,205	0	0.0
Total Expenditures by Character	13,284,387	13,693,042	408,655	3.1
Revenues/Reimbursements/Use of Fund Balance (Sources)				
General Fund Contribution	12,381,083	12,758,095	377,012	3.0
Fees and Charges for Services	35,000	0	(35,000)	(100.0)
State, Federal, & Other Govt. Revenue	250,073	234,159	(15,914)	(6.4)
Other Departmental Revenue	500	500	0	0.0
Use of Fund Balance	43,500	76,315	32,815	75.4
Internal County Reimbursements and Transfers	574,231	623,973	49,742	8.7
Total Revenues/Use of Fund Balance	13,284,387	13,693,042	408,655	3.1

ACCOMPLISHMENTS AND OBJECTIVES

FY 2020-21 Accomplishments

- Staff continues to collaborate with other County safety net departments, municipal government agencies, and community-based organizations to identify high utilizers of public and private services, and assisting those individuals with housing and supportive services. Department staff helped identify and secure housing for more than 50 of its clients in FY 2020-21.
- The Public Defender collaborated with local community-based organizations serving the homeless to provide legal services, such as warrant recalls, community service in lieu of jail, mental health service referrals, drug and alcohol service referrals, and housing. The Public Defender served approximately 175 clients through the efforts of the partnerships with a goal of sustainable housing and other support services.
- Department staff secured, through donations, basic essentials of toiletry items, masks and hand sanitizers, portable food items, blankets, coats, sleeping bags, hats and backpacks, for the homeless and community members who lost their jobs and/or homes due to the COVID pandemic. Staff estimates that approximately 275 people received these donations.
- The Public Defender, in coordination with criminal justice partners, worked closely with the jail administration to reduce the average daily jail population from approximately 1,150 inmates to as low as 500, as a result of releasing low-level offenders due to the COVID pandemic. Furthermore, the Public Defender worked with the Presiding Judge to create a modified bail schedule suggested with the Chief Justice of the Supreme Court to declare bail for low-level offenses due to the pandemic.
- The Department has reduced paper consumption by 75% and increased efficiencies due to fully implementing and utilizing its electronic case management system for misdemeanor cases.

FY 2021-22 Objectives

- Improve the Department's holistic, person-centric model of representation by better identifying clients in need of social services, such as housing assistance, drug and alcohol treatment, mental health, immigration consequences, or other services as recommended.

- Resume and continue implementation of jury trials that have been halted/postponed since March 16, 2020 due to the COVID pandemic, by Order of the California Chief Justice. In-person jury trials resumed effective March 1, 2021.
- In order to fulfill State mandates per SB 384, starting July 1, 2021, staff will be required to review 800+ sexual registrant files of individuals, registered pursuant to Penal Code 290 in Sonoma County, to ascertain their qualification for potentially terminating what was once a life-long registration requirement for minor misdemeanor offenses. SB 384 changes the current lifelong registry system mandated for all sex offenders to a tier-based system where certain offenders who file a petition and meet specific criteria can be eligible to be removed from the list

DEPARTMENT HIGHLIGHTS

Major Variances

- The Public Defender's budget is increasing in line with inflation year-over-year. The Department's fee revenue is dropping to zero, due to enactment of AB 1869 legislation, which eliminated collection of criminal justice fees for adults. Use of Fund Balance in the Public Defender's AB 109 Parole Revocation Fund is increasing year-over-year due to drawing down prior year unspent accumulated funds to help cover operational costs.

Key Issues

- As the Superior Court moves towards resuming jury trials and hearings, the Public Defender will need to adapt to the changing operational landscape due to COVID, including learning new and different courtroom procedures for witness examinations, cross-examination, and jury selections.
- The Department anticipates receiving state funding (from a recent Fresno lawsuit settlement) to pay for a new social worker and an attorney over a two-year period to provide post-conviction relief, such as SB 1437 petitions, expungements, Franklin/Perez hearings, and Proposition 47 Petitions.

BUDGET HEARING CHANGES AND ACTIONS

Adopted as recommended with the following changes:

Supplemental Changes

	FTE	Gross Expenditures	Revenue and Reimbursements	Net Cost
General Fund				
Add appropriations for 1.0 FTE time-limited Deputy Public Defender responsible for post-conviction relief in support of the Board of State and Community Corrections (BSCC) Indigent Defense Grant Program. Position costs will be fully reimbursed by the BSCC Grant awarded to the Public Defender's Office, which expires June 30, 2023. (4/6/21, Item #13)	1.00	250,301	250,301	0
Other Funds				
Add revenue and expenditure appropriations in a new Special Revenue Fund created for the Public Defender's Indigent Defense Grant Program, which expires June 30, 2023. The grant revenue received in this fund will be used to pay for two positions supporting the program, 1.0 FTE Deputy Public Defender and 1.0 FTE Social Service Worker III in the Human Services Department. (4/6/21, Item #13)	0.00	415,051	415,051	0

DEPARTMENT ADOPTED BUDGET DETAILS

	FY 2020-21 Adopted Budget	FY 2021-22 Recommended Budget	FY 2021-22 Adopted Budget	Change from FY 2020-21 Adopted	% Change from FY 2020-21 Adopted
Expenditures by Character					
Salaries and Benefits	11,908,908	12,235,799	12,483,299	574,391	4.8
Services and Supplies	1,329,274	1,411,038	1,828,890	499,616	37.6
Transfers within the County	46,205	46,205	46,205	0	0.0
Total Expenditures by Character	13,284,387	13,693,042	14,358,394	1,074,007	8.1
Revenues/Reimbursements/Use of Fund Balance (Sources)					
General Fund Contribution	12,381,083	12,758,095	12,758,095	377,012	3.0
Fees and Charges for Services	35,000	0	0	(35,000)	(100.0)
State, Federal, & Other Govt. Revenue	250,073	234,159	649,210	399,137	159.6
Other Departmental Revenue	500	500	500	0	0.0
Use of Fund Balance	43,500	76,315	76,315	32,815	75.4
Internal County Reimbursements & Transfers	574,231	623,973	874,274	300,043	52.3
Total Revenues/Use of Fund Balance	13,284,387	13,693,042	14,358,394	1,074,007	8.1
Total Permanent Positions	n/a	n/a	53.00	n/a	n/a

SHERIFF

Mark Essick
Sheriff - Coroner

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

ADOPTED BUDGET AT A GLANCE	FY 2021-22
Total Expenditures	\$211,142,524
Total Revenues/Use of Fund Balance	\$109,038,995
Total General Fund Contribution	\$102,103,529
Total Staff	628.00
% Funded by General Fund	48.36%

DEPARTMENT OVERVIEW

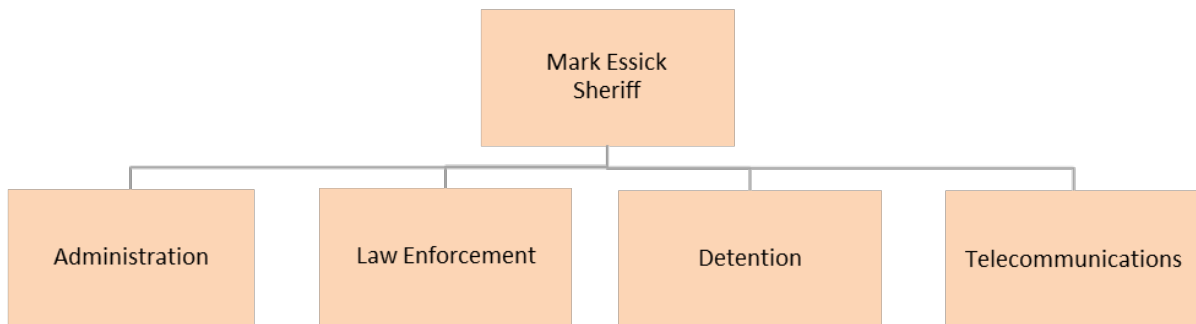
The Sheriff's Office is organized into two service delivery divisions, **Law Enforcement Division** and **Detention Division**. Two additional sections support the delivery of services to the community, **Administrative Services** and the **Telecommunications Bureau**, which provides county-wide radio communication infrastructure and support services. 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.

Within the Sheriff's Law Enforcement Division are 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 Administration includes the Fiscal Unit, Personnel Unit, Information Technology Unit, Professional Standards including Internal Affairs and Training, Safety, Community Engagement, and general administration.

The Sheriff's Detention Division 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 offences. While incarcerated, the County must provide for all basic living needs of an inmate, including food, clothing, and medical 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 men and women, most of whom are medium to high risk offenders, in addition to housing inmates requiring special medical and/or mental health services. The North County Detention Facility (NCDF) houses both pre-trial and sentenced males, most of whom are low to medium risk offenders. 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, and General Educational Development (GED) classes.

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

DEPARTMENT ORGANIZATIONAL CHART



FINANCIAL SUMMARIES

Expenditures by Program Area

	FY 2020-21 Adopted Budget	FY 2021-22 Recommended Budget	Change from FY 2020-21 Adopted	% Change from FY 2020-21 Adopted
Sheriff's Administration	12,078,560	13,073,907	995,347	8.2
Law Enforcement	93,388,663	98,613,224	5,224,561	5.6
Detention	75,261,275	81,372,625	6,111,350	8.1
Telecommunications	2,487,240	1,710,034	(777,206)	(31.2)
Transfers & Reimbursements	11,286,926	14,727,760	3,440,834	30.5
Total Expenditures by Program	194,502,664	209,497,550	14,994,886	7.7

Permanent Positions by Program Area

	FY 2020-21 Adopted Budget	FY 2021-22 Recommended Budget	Change from FY 2020-21 Adopted	% Change from FY 2020-21 Adopted
Sheriff's Administration	46.00	46.00	0.00	0.0
Law Enforcement	298.50	295.50	(3.00)	(1.0)
Detention	280.00	280.00	0.00	0.0
Telecommunications	5.00	5.00	0.00	0.0
Total Permanent Positions	629.50	626.50	(3.00)	(0.5)

Department Budget Details

	FY 2020-21 Adopted Budget	FY 2021-22 Recommend ed Budget	Change from FY 2020-21 Adopted	% Change from FY 2020-21 Adopted
Expenditures by Character				
Salaries and Benefits	139,860,017	146,429,300	6,569,283	4.7
Services and Supplies	44,953,155	50,979,337	6,026,182	13.4
Capital Expenditures	674,952	275,445	(399,507)	(59.2)
Other Expenses*	7,816,672	8,608,311	791,639	10.1
Transfers within the County	1,197,868	3,205,157	2,007,289	167.6
Total Expenditures by Character	194,502,664	209,497,550	14,994,886	7.7
Revenues/Reimbursements/Use of Fund Balance (Sources)				
General Fund Contribution	98,348,806	101,642,867	3,294,061	3.3
Fees and Charges for Services	1,206,029	1,214,295	8,266	0.7
State, Federal, & Other Govt. Revenue	64,667,363	70,624,759	5,957,396	9.2
Other Departmental Revenue**	1,852,253	2,317,652	465,399	25.1
Use of Fund Balance	4,664,875	7,079,575	2,414,700	51.8
Internal County Reimbursements and Transfers	23,763,338	26,618,402	2,855,064	12.0
Total Revenues/Use of Fund Balance	194,502,664	209,497,550	14,994,886	7.7

*Other Expenses includes Helicopter capital lease payments as well as inmate clothing and health care expenses.

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

ACCOMPLISHMENTS AND OBJECTIVES

FY 2020-21 Accomplishments

- Implemented quarterly bias-based police training in response to community feedback. The Sheriff's Office now significantly exceeds the minimum standards set by Peace Officers Standards and Training (POST) in this area.
- Completed important emergency preparedness and response projects including phase II of the North Bay ALERT Wildfire project. This portion of the project installed multiple fire cameras at various County-maintained communications towers that will provide passive wildfire detection/monitoring to fire agencies and the public. In addition, a detailed evacuation map of Sonoma County by zone was created to improve the emergency evacuation process, better inform residents, and advance community preparedness in the event of emergency.
- Successfully implemented the first phase of a new Medical Assisted Treatment (MAT) Program within the County's adult detention facilities. MAT involves the use of medications, in combination with counseling and behavioral therapies to treat substance use disorders.
- Achieved the ability for the Sheriff's Civil Bureau to electronically accept submitted Temporary Restraining Order (TRO) service requests, as well as competed an updated to the Civil section of the Sheriff's website to include links to reference sources that may provide the public with helpful information and guidance in civil related matters.
- Transitioned to distance learning in our detention facilities with Five Keys educational programs as a response to the COVID-19 pandemic.

FY 2021-22 Objectives

- Continue to enhance disaster management planning and preparedness, particularly in the area of animal and livestock evacuations in coordination with Animal Services; and incorporation and full utilization of the newly upgraded Sheriff's Office Mobile Command Center.
- Complete construction of a new communications tower site at Mt. St. Helena. This new site will provide enhanced radio-coverage to the eastern part of Sonoma County allowing first-responders to better serve those communities.
- Enable a new Civil Bureau software portal, which will allow attorneys 24/7 secure online access to Civil Bureau case and service information.
- Complete scoping and the first phase of programming for a new Jail Management System, which will improve tracking and reporting of inmate related information and better service the needs of inmates, staff, and criminal justice partners.
- Expand the integration of the Strategic Inmate Management (SIM) philosophy by developing a comprehensive inmate orientation video, expanding productive inmate activities to support effective supervision, and conducting an independent audit of Detention's classification plan to ensure it supports the SIM philosophy and operating principles. The purpose of SIM is to promote a safe and secure environment at detention facilities for staff, inmates, and visitors by employing the best practices of direct supervision and inmate behavior management.

DEPARTMENT HIGHLIGHTS

Major Variances

The overall budget of the Sheriff's Department is increasing by \$15.0 million, or 7.7%. Detention and Administration are experiencing larger increases than Law Enforcement due to an anticipated increase in average inmate level following reductions due to COVID 19 and due to transfers and expenditures related to information technology projects and equipment replacement. The Recommended Budget includes reductions totaling \$671,000 in order to align expenditures with available funding sources. These reductions include two filled positions and holding vacant one position for six months.

Expenditures

- Salaries and Benefits are increasing by \$6.5 million, or 4.7%, attributable to negotiated labor agreement salaries and benefits across all programs and job classes. Increases also impact non-permanent position costs such as overtime, extra help, and specialty pay contributing to the increase. Includes the loss of one time-limited School Resource deputy sheriff position, the reduction of two Community Services Officers at the Guerneville and Valley Sub-Stations, holding vacant one deputy sheriff for six months, the restoration of two positions funded by the City of Sonoma Services Agreement, and the cancelling a hold-vacant legal processor position in Civil Bureau to respond to anticipated post- pandemic workload.
- Services and Supplies are increasing \$6.0 million, or 13.4 %. This increase represents the programming of Asset Forfeiture special funds to cover projects including field radio replacements (\$1.3 million) and the Jail Management System project (\$1.0 million). In addition, it covers increases in insurance premiums (\$1.0 million), County Fleet charges (\$200,000), computer equipment replacement expenses (\$260,000), contract increase for autopsies (\$100,000), the increase in inmate related expenses (\$750,000) as we begin to return to pre-pandemic inmate population levels, increased costs in the provision of Court Security services (\$600,000), increased expenditures from assuming the fiscal oversight of the Sonoma County Auto Theft Task Force (\$300,000), and overall vendor and cost of doing business increases (\$490,000).
- Capital Expenditures are decreasing by \$399,507, or 59%, as a result of the completion of Telecommunications capital projects in FY 2020-21. Any FY 2020-21 unspent capital expenditures will be incorporated into the FY 2021-22 budget through the supplemental budget adjustment process.
- Increased Inmate Medical Services contract expenses, due to a new contract award resulting from a Request for Proposal (RFP) process and assumed increase in inmate levels as we return to pre-pandemic conditions, are the main reason for the \$791,639, or 10%, increase in Other Expenses.

- Transfers within the County are increasing by \$2,007,289, or 167.6%, due to the increase in funds being transferred from the Asset Forfeiture special funds to the Sheriff's operating budgets to fund Law Enforcement radio upgrades and the Detention Jail Management System replacement.

Revenues/Reimbursements

- State, Federal & Other Government Revenues are increasing by \$5.9 million, or 9.2%, which reflects growth in Prop 172 sales tax revenue, and increases in law enforcement services contract reimbursement revenue from the City of Sonoma for increased salary and benefit expenses.
- Other Departmental Revenue and Internal County Reimbursements and Transfers are increasing by \$3.3 million combined, due to increase in computer replacement reimbursements, transfer of Asset Forfeiture funds to operating budgets for planned projects, and the conversion of a Sheriff Trust Fund to a Special Revenue Fund in order to comply with Auditor-Controller-Treasure-Tax Collector's fund accounting criteria.
- Use of Fund Balance is increasing \$2.1 million, or 45.8%, as a result of appropriating additional Asset Forfeiture special fund balance to upgrade Law Enforcement radios and replace the Detention Jail Management System.

Key Issues

- Fiscal and operational impacts surrounding the implementation of recent and proposed state and local legislative changes including bias-based policing, Racial and Identity Profiling Act (RIPA), and Measure P, as well as a March 2021 California Supreme Court ruling eliminating cash bail for individuals who cannot afford it.
- The on-going structural deficit in funding for baseline law enforcement and detention services continues to be a challenge for the Sheriff's Office, as the annual growth of expenditures continually outpaces available funding sources, despite declining staffing levels. If this structural imbalance is not addressed, and additional reductions are required year after year, the Sheriff's Office will be unable to continue providing baseline public safety services to the community at current levels.
- Preparation for construction and operation of the Sheriff's Adult Detention Behavioral Health Housing Unit (SADBHHU) including the funding and hiring of up to 35 new positions. The SADBHHU construction is anticipated for completion in December 2023, followed by commissioning and occupancy in March 2024.
- In part due to the COVID-19 pandemic, the variability of future daily inmate population is impacting the Sheriff's ability to plan for the future of Detention services.
- Dating back to 2006, the Sheriff's Office in conjunction with County Information Systems Department, identified the need for a new Jail Management System. A business case for the replacement of the now 37 year old system was developed in 2009. The business case determined that continuing to rely upon the old system carried significant operational and financial risk, with the risk increasing with each year it is not modernized. This project is past due and must be addressed. The Sheriff's Office will work with Information Systems and the County Administrator's Office to identify next steps and move this project forward.
- Need to improve the Sheriff's communications network to meet new Department of Justice encryption requirements including the replacement of portable and model radios as well as communications infrastructure upgrades.

BUDGET HEARING CHANGES AND ACTIONS

Adopted as recommended with the following changes:

Supplemental Changes

	FTE	Gross Expenditures	Revenue and Reimbursements	Net Cost
General Fund				
Sheriff's Office General Fund supplemental adjustments related to prior Board direction include re-budgeting a portion of the FY 20-21 Asset Forfeiture Funds approved to replace and upgrade the Sheriff's mobile command center (\$166,000) (2/9/21, #12), a true-up of the contract city budget estimates (net cost decrease of \$7,629), increasing appropriations for the Sheriff's alert and warning system (\$145,000) (4/13/21, #24), and re-budgeting grant funding and expenses for the Marine Unit (\$45,163).	0.00	394,745	256,874	137,871
Other Funds				
Supplemental adjustments to other funds include re-budgeting FY 20-21 funds for continuing telecommunications capital projects (\$414,000), appropriating new funds for telecommunications CIP projects (\$180,000 for communication towers and \$95,000 for additional antenna), and re-budgeting asset forfeiture funds to complete the Board approved Mobile Command Center Replacement Project (\$166,000). (2/9/21, #12)	0.00	855,000	275,000	580,000

Budget Hearing Actions

	FTE	Gross Expenditures	Revenue and Reimbursements	Net Cost
General Fund				
Restore 2.0 FTE Community Services Officers assigned to the Guerneville River and Sonoma Valley Sheriff substations.	2.0	226,131	0	226,131
Restore partial one-time funding for 1.0 FTE Deputy Sheriff to avoid holding the position vacant for the first half of FY 2021-22.	0.0	169,098	169,098	0
Add 2.0 FTE Senior Dispatchers and delete 2.5 FTE Dispatchers to align position allocations with operational needs.	(0.5)	0	0	0

	FTE	Gross Expenditures	Revenue and Reimbursements	Net Cost
Restore ongoing General Fund for 0.5 FTE Dispatcher temporarily funded by one-time PG&E settlement funds in the FY 2020-21 Adopted Budget. This action will make the temporary restoration permanent.	0.0	0	(96,660)	96,660

DEPARTMENT ADOPTED BUDGET DETAILS

	FY 2020-21 Adopted Budget	FY 2021-22 Recommended Budget	FY 2021-22 Adopted Budget	Change from FY 2020-21 Adopted	% Change from FY 2020-21 Adopted
Expenditures by Character					
Salaries and Benefits	139,860,017	146,429,300	146,848,746	6,988,729	5.0
Services and Supplies	44,953,155	50,979,337	51,214,702	6,261,547	13.9
Capital Expenditures	674,952	275,445	1,099,608	424,656	62.9
Other Expenses*	7,816,672	8,608,311	8,608,311	791,639	10.1
Transfers within the County	1,197,868	3,205,157	3,371,157	2,173,289	181.4
Total Expenditures by Character	194,502,664	209,497,550	211,142,524	16,639,860	8.6
Revenues/Reimbursements/Use of Fund Balance (Sources)					
General Fund Contribution	98,348,806	101,642,867	102,103,529	3,754,723	3.8
Fees and Charges for Services	1,206,029	1,214,295	1,214,295	8,266	0.7
State, Federal, & Other Govt. Revenue	64,667,363	70,624,759	70,715,633	6,048,270	9.4
Other Departmental Revenue**	1,852,253	2,317,652	2,317,652	465,399	25.1
Use of Fund Balance	4,664,875	7,079,575	7,659,575	2,994,700	64.2
Internal County Reimbursements & Transfers	23,763,338	26,618,402	27,131,840	3,368,502	14.2
Total Revenues/Use of Fund Balance	194,502,664	209,497,550	211,142,524	16,639,860	8.6
Total Permanent Positions	n/a	n/a	628.00	n/a	n/a



HEALTH & HUMAN SERVICES

Department of Health Services

Human Services Department

In-Home Support Services (IHSS)

Department of Child Supportive Services



DEPARTMENT OF HEALTH SERVICES

Tina Rivera
Interim Director

The mission of the Sonoma County 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.

ADOPTED BUDGET AT A GLANCE	FY 2021-22
Total Expenditures	\$330,002,960
Total Revenues/Use of Fund Balance	\$321,511,533
Total General Fund Contribution	\$8,491,427
Total Staff	582.43
% Funded by General Fund	2.57%

DEPARTMENT OVERVIEW

The Department of Health Services' Public Health and Behavioral Health Divisions, 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.

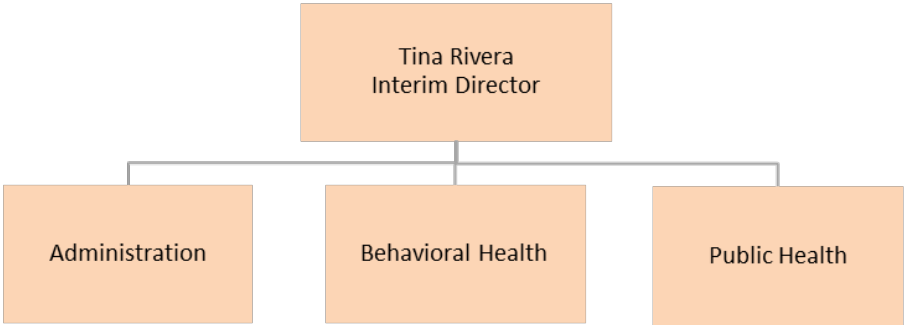
Behavioral Health programs promote the recovery and wellness of children, youth, and adults in need of specialty mental health services and/or substance use disorder services. This is accomplished through the administration of the County Mental Health Plan (MHP) and Drug Medi-Cal fee-for-service system that provides integrated services including specialty mental health, substance use disorder treatment, case management, advocacy, outreach, and education. The Division also supports the Mental Health Board and Mental Health Services Action Steering Committee.

Public Health programs include Environmental Health and Safety; Family Health; Health Care Coordination; 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; Public Health Program Support; and support for a variety of commissions and committees. During the COVID-19 pandemic, the Department has implemented comprehensive COVID-19 response strategies to mitigate the impact of the disease and support a safe County reopening.

Administration provides support to the Department's operating divisions including accounting, budgeting, contracting, personnel, compliance and privacy, as well as facilitating internal services from information technology, risk management, facility, and fleet partners. In addition, Administration supports the County's Health Action Collective Impact Initiative as well as the Community Development Commission's Continuum of Care Board and other Boards, oversees the Department's epidemiologic responsibilities, and leads the Department's health policy, planning, evaluation, and research activities.

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

DEPARTMENT ORGANIZATIONAL CHART



FINANCIAL SUMMARIES

Expenditures by Program Area

	FY 2020-21 Adopted Budget	FY 2021-22 Recommended Budget	Change from FY 2020-21 Adopted	% Change from FY 2020-21 Adopted
Administration/Special Projects	22,567,180	21,920,929	(646,251)	(2.9)
Access Sonoma	3,260,680	3,529,539	268,859	8.2
Behavior Health*	111,247,741	120,043,230	8,795,489	7.9
Public Health**	53,935,574	51,032,609	(2,902,965)	(5.4)
Special Revenue Fund	81,690,681	83,835,564	2,144,883	2.6
Total Expenditures by Program	272,701,856	280,361,871	7,660,015	2.8

*Behavioral Health includes Measure O expenditures of \$13.2 million.

**Public Health does not include COVID-19 response expenses as appropriations will be included during Budget Hearings.

Permanent Positions by Program Area

	FY 2020-21 Adopted Budget	FY 2021-22 Recommended Budget	Change from FY 2020-21 Adopted	% Change from FY 2020-21 Adopted
Administration/Special Projects*	89.10	92.10	3.00	3.4
Access Sonoma	12.00	12.00	0.00	0.0
Behavioral Health**	249.86	264.61	14.75	5.9
Public Health***	217.97	210.72	(7.25)	(3.3)
Total Permanent Positions	568.93	579.43	10.50	1.8

*Administration and Special Projects added 3.0 FTE on 12/15/2020.

**8.0 FTE were added in the Behavioral Health division for the Mobile Support Team on 11/10/2020. Other positions were added on 12/15/2020 in Youth and Family Services and Quality Assurance and Performance Improvement Sections.

***4.0 FTE additional Public Health positions were added for the COVID Emergency Response and Health Communities Section.

Department Budget Details

	FY 2020-21 Adopted Budget	FY 2021-22 Recommended Budget	Change from FY 2020-21 Adopted	% Change from FY 2020-21 Adopted
Expenditures by Character+A29:E43				
Salaries and Benefits	93,070,100	97,335,696	4,265,596	4.6
Services and Supplies	44,327,867	43,822,811	(505,056)	(1.1)
Capital Expenditures	195,000	286,379	91,379	46.9
Other Expenditures*	124,867,014	128,584,929	3,717,915	3.0
Transfers within the County	10,241,875	10,332,056	90,181	0.9
Total Expenditures by Character	272,701,856	280,361,871	7,660,015	2.8
Revenues/Reimbursements/Use of Fund Balance (Sources)				
General Fund Contribution	8,401,246	8,491,427	90,181	1.1
Use of Fund Balance	3,937,005	9,824,488	5,887,483	149.5
Fees and Charges for Services	12,172,251	11,717,220	(455,031)	(3.7)
State, Federal, & Other Govt. Revenue	120,331,031	123,661,795	3,330,764	2.8
Other Departmental Revenue**	1,502,147	856,582	(645,565)	(43.0)
Internal County Reimbursements and Transfers***	126,358,176	125,810,359	(547,817)	(0.4)
Total Revenues/Use of Fund Balance	272,701,856	280,361,871	7,660,015	2.8

*Other Expenses include community services contracts associated mainly with Behavioral Health Community Based Organizations.

**Other Departmental Revenue includes Fines, Forfeitures and Penalties derived from Animal Services, Environmental Health Fees, and Substance Use Disorder program.

***Internal County Reimbursements and Transfers includes new Measure O revenue replacing County discretionary funding in FY 2020-21.

ACCOMPLISHMENTS AND OBJECTIVES

FY 2020-21 Accomplishments

- **COVID-19:** Led the County's response to the COVID-19 pandemic. Through its COVID-19 Section, and the Vaccine Mission, the staff implemented comprehensive COVID-19 response strategies to mitigate the impact of the disease and support a safe County reopening collaborated with community partners to establish 30 vaccine sites, and as of March 24, 2021, Sonoma County has administered 266,108 vaccine doses. In addition, staff provided and continues to provide all epidemiological and data support to the County's COVID-19 Emergency Response, including: case investigation and tracking, cluster and outbreak analysis, multiple data dashboards (reopening, equity, testing, vaccination, etc.), all data for public presentations and public information, among others. As of March 19, 2021, Sonoma County Lab (SCPHL) has tested 138,899 COVID specimens since testing began in March 2020. Supported our community diversity by establishing an equity-focused, in-house capacity testing for our most vulnerable residents and developed drive-through sites to serve close contacts of COVID-19 cases allowing them to be tested and receive results rapidly within 24-72 hours.
- In partnership with our community clinics and health partners, the Department led a coordinated response to implement surveillance and contact testing strategies to mitigate the disease spread. Via the COVID-19 Urgent Response and Aid (CURA) project, families were reached with education and prevention information and provided emergency financial assistance.

- **Measure O:** In November 2020, the voters of Sonoma County passed Sonoma County Local Mental Health Addiction and Homeless Services Measure O, which imposes a 1/4-cent countywide sales tax for ten years, and estimated to generate approximately \$25.0 million annually. Measure O funding is to provide local mental health and addiction services and facilities for children, adults, veterans, seniors and those experiencing homelessness including: permanent supportive housing; crisis assessment; emergency psychiatric care; early detection and intervention; suicide prevention; and opioid and substance use prevention, treatment and recovery. Measure O funding will serve to preserve essential services and improve and strengthen the behavioral health and homeless system of care. The Measure O Ad Hoc Committee has been meeting and will make recommendations for programs and services to be funded with the new revenue to be presented to the Board of Supervisors in the summer of 2021.
- **Homeless Population:** During 2020-21, Health teams aided the homeless population during the wildfires in both relocation and support. The Interdepartmental Multi-Disciplinary Team and Homeless Encampment Access and Resource Team contacted and aided homeless individuals by connecting them with County programs and entering the system of care. Intervention efforts also included assisting with clearing homeless encampments and relocating the vulnerable population into safer environments.
- **Racial Equity:** The Department has actively recruited a bilingual, bicultural workforce for its COVID-19 unit to ensure services can be delivered in a timely, culturally appropriate manner to those most impacted by the disease. The Department hired a Health Equity Manager to explicitly lead our department in an equitable emergency response to COVID-19, building on the work regular staff and leadership have taken on since the pandemic began. It engaged with the Latinx workgroup to develop strategies to provide a culturally appropriate and relevant response to the disproportionate impact of COVID-19 on that community. This has included: disaggregating data by race/ethnicity and language; pop-up testing sites in high-impact Latinx communities; and establishment of culturally responsive outreach and engagement, case management and wrap-around services to support quarantine and isolation.

FY 2021-22 Objectives

- COVID-19 Staff will continue its activities related to testing, contact tracing and case investigation, public health lab, communications and engagement and targeting the most impacted communities, including Latinx and indigenous communities in order to keep our community healthy and reopen safely and equitably. In addition, the unit will continue help lead the County in vaccination coordination by working with community members, health partners, vulnerable populations and other groups.
- **Behavioral Health System:** Health will implement Measure O programs in coordination with Board of Supervisors direction and the approved expenditure plan. Measure O funding is critical to supporting redesigning the County's Behavioral Health system of care to focus on its core mandates, improve the quality of behavioral health services, maximize existing resources, and increase efficiencies to reduce costs, as well as identify and acquire resources for sustainable funding. Implementation of Measure O funding will preserve existing services and improve and strengthen the behavioral health and homeless system of care. Beginning on January 1, 2022, the California Department of Health Care Services will begin California Advancing and Innovating Medi-Cal (CalAIM). CalAIM is a framework encompassing a broad-based delivery system, program, and payment reform across the Medi-Cal program. The Department of Health Services will participate in a series of CalAIM meetings and planning sessions scheduled to take place in FY 2021-22 that will include determining if and how it will participate in the new Enhanced Care Management (ECM) & In Lieu of Services (ILOS) benefits, which will be the responsibility of Partnership Healthcare Plan (PHP), and replaces the Whole Person Care pilot. The Department of Health Services will respond to other CalAIM changes as they develop. This may include payment reform, changes in the Medical Necessity definition and an opportunity to join the Outpatient Delivery System (ODS) Waiver to expand the Substance Use Disorder service system.
- **Homeless Population/Access Sonoma:** The Department will continue to partner with the Community Development Commission to seek funding and to utilize anticipated Homeless Housing Assistance and Prevention (HHAP2) and Continuum of Care allocations to support ACCESS Sonoma Interdepartmental Multi-Disciplinary Team (IMDT) and Homeless Encampment Access and Resource Team (HEART) in the efforts to address homeless encampments and causes of homelessness. The Department will build upon successes and continue to address inequity issues faced by homeless. The Department plans to sustain and expand upon 100 Day challenge successes with Transitional Age Youth who are homeless with emphasis on reducing inequities

faced by Black, Indigenous, and People of Color. The Department will collaborate with Community Development Commission to seek funding and establish viable placement options for individuals with RVs, trailers, and campers that are cost saving and sustainable, and will remodel Mickey Zane Place and Elderberry Commons for sustainable and permanent homeless housing option.

- **Racial Equity Continuation of Effort:** The Department will continue to foster a County organizational culture that supports the commitment to achieving racial equity. This includes the continuation of the current mission of facilitating an equitable emergency response to COVID-19, and engaging key community and internal stakeholders to develop priorities and to advance racial equity.
- **Strengthening Administration:** The Department continues to strengthen the Administration infrastructure to ensure the efficient and effective administration of the Department's programs and services. This includes the modernization and simplification of administrative processes and technologies, improving the integrity of operations, and generate advanced systems and processes for planning and evaluation. These improvements will also lead to an improvement in compliance, as well risk reduction. In addition to improving the department functionality, the Department of Health Services will also improve the department by building and fostering a highly competent, effective, and engaging workforce.

The Department will continue to identify opportunities to improve its operations through:

- Continue with the redesign of Department programs to improve service provision, maximize revenues, reduce institutional care, improve compliance with state/federal mandates, and improve utilization review processes;
- Continue to improve the Department's fiscal systems including revenue forecasting, fiscal reporting processes to track service provision, program productivity, grant/contract performance and financial status, and oversight and monitoring to meet budget goals and improve services.

DEPARTMENT HIGHLIGHTS

Major Variances

- Salary and Benefit increase of \$4.2 million is due primarily to additional \$500,000 to expand the Mobile Support Team in FY 2021-22, funding for which was approved in the FY 2020-21 Adopted Budget. Year over year change also includes additional permanent and term-limited positions for Behavioral Health Program and Administration for \$2.5 million, overall department administration, and other programs approved during FY 2020-21 as part of the pandemic response and financed with COVID-19 available sources.
- State, Federal, and other Government revenue increased by \$3.3 million due to Behavioral Health Medi-Cal reimbursement increase of \$1.4 million and Behavioral Health Administration and Utilization Review budgetary increases due to enhanced invoicing based on historical trend of state reimbursement for administration, quality assurance, and monitoring of services costs of \$2.0 million.
- Use of Fund Balance increase of \$5.8 million due to Mental Health Services Act Innovation fund balance of \$1.2 million for technology upgrade projects, and one-time use of fund balance of \$2.5 million for High Needs Homeless in Behavioral Health and for Access Sonoma and associated costs until further funding is identified. There is also \$829,000 use of Environmental Health Fee Stabilization fund balance to mitigate cost of doing business increase while leaving unchanged the annual fee rate at the fiscal rate FY 2020-21 level.
- Other Expenditures \$3.7 million increase is associated with Behavioral Health growth in operational costs associated with salary and benefits adjustments and additional staffing, an increase of \$1.4 million in the administration allocation, increase of temporary staffing, and independent contracts with doctors. Additionally, Other Expenditures project an increase \$1.5 million within Behavioral Health for Residential Care Facility costs and hospital inpatient utilization due to service level growth. This category of uses includes expenditure programming for innovation program costs financed with Mental Health Services Act available balance.

Key Issues

- The Department, in partnership with the Community Development Commission, continues to address Homelessness and Permanent supportive housing , but faces several issues. The County lacks significant

quantities of low entry barrier transitional housing options similar to Los Guilicos Village. It also has an inadequate supply of safe parking and RV parking options for individuals living in vehicles. Additionally, there is a shortage of a fluid continuum of housing such as an indoor-outdoor shelter whereby individuals who struggle with one option can have seamless movement to a viable option at the same location.

- The pandemic has significantly impacted the Department's cost and operational structures. The Department has had substantial resources focused on running the COVID-19 response for Sonoma County, and has had to realign its labor, equipment, and other resources. With the length of the pandemic continuing past previous estimates and its continued strain on existing resources, the Department is constantly adapting its funds and resources to support the County and its citizens, while facing an unknown future state.
- Fluctuation in Behavioral Health service utilization continues to be a risk with level of care and/or client count possibly rising above current projections and thus resulting in yet to be identified funding gap.

BUDGET HEARING CHANGES AND ACTIONS

Adopted as recommended with the following changes:

Supplemental Changes

	FTE	Gross Expenditures	Revenue and Reimbursements	Net Cost
Other Funds				
Increase appropriations for the 2021-22 COVID-19 disaster response in the Public Health Division and the Health Services Disaster Fund (\$40,193,083) for on-going estimated COVID response costs through FY 2021-22. Funding coming from the Federal Emergency Management Agency (\$15,086,916), grants (\$12,843,645), and the American Rescue Plan Act (\$12,262,522). (4/26-28 Budget Workshops; Item # 1)	0.00	40,193,083	40,193,083	0
Adjust appropriations for the Measure O tax revenue for the establishment of special funds to record all the revenue and reimburse operations for costs (\$10,061,614) and correct recommended budget for a reimbursement that was entered as a expense instead of revenue (\$4,053,750). (12/15/20, Item #23)	0.00	10,061,614	25,418,634	(15,357,020)
Reduce appropriations (\$613,608) for contracts and reimbursements associated with Mental Health Services Act Fund to cover expenses for salaries and benefits previously included in the recommended budget to align with MHSA expenditure plan submitted to the State in May/June 2021. (8/11/20, Item #5)	0.00	(613,608)	0	(613,608)
Position allocation list adjustment extending 3.0 FTE equivalent time-limited Social Service Worker III through October 3, 2022. (6/8/21, Item #24)	3.0	0	0	0

DEPARTMENT ADOPTED BUDGET DETAILS

	FY 2020-21 Adopted Budget	FY 2021-22 Recommended Budget	FY 2021-22 Adopted Budget	Change from FY 2020-21 Adopted	% Change from FY 2020-21 Adopted
Expenditures by Character					
Salaries and Benefits	93,070,100	97,335,696	112,804,994	19,734,894	21.2
Services and Supplies	44,327,867	43,822,811	68,492,988	24,165,121	54.5
Capital Expenditures	195,000	286,379	286,379	91,379	46.9
Other Expenses*	124,867,014	128,584,929	138,086,543	13,219,529	10.6
Transfers within the County	10,241,875	10,332,056	10,332,056	90,181	0.9
Total Expenditures by Character	272,701,856	280,361,871	330,002,960	57,301,104	21.0
Revenues/Reimbursements/Use of Fund Balance (Sources)					
General Fund Contribution	8,401,246	8,491,427	8,491,427	90,181	1.1
Fees and Charges for Services	12,172,251	11,717,220	11,717,220	(455,031)	(3.7)
State, Federal, & Other Govt. Revenue	120,331,031	123,661,795	146,442,369	26,111,338	21.7
Other Departmental Revenue**	1,502,147	856,582	25,356,582	23,854,435	1,588.0
Use of Fund Balance	3,937,005	9,824,488	(6,146,140)	(10,083,145)	(256.1)
Internal County Reimbursements & Transfers***	126,358,176	125,810,359	144,141,502	17,783,326	14.1
Total Revenues/Use of Fund Balance	272,701,856	280,361,871	330,002,960	57,301,104	21.0
Total Permanent Positions	n/a	n/a	582.43	n/a	n/a

*Other Expenses include community services contracts associated mainly with Behavioral Health Community Based Organizations.

**Other Departmental Revenue includes Fines, Forfeitures and Penalties derived from Animal Services, Environmental Health Fees, and Substance Use Disorder Program.

***Internal County Reimbursements and Transfers includes new Measure O revenue replacing County discretionary funding in FY 2020-21.

HUMAN SERVICES DEPARTMENT

Angela Struckmann
Director

Empower, Support, Protect – The Human Services Department (Human Services) protects vulnerable children and adults and promotes maximum independence and well-being for individuals and families. Human Services strives to meet the needs of our community and empower clients through accessible and responsive services.

BUDGET AT A GLANCE		FY 2021-22
Total Expenditures		\$368,910,687
Total Revenues/Use of Fund Balance		\$342,300,811
Total General Fund Contribution		\$26,609,876
Total Staff		941.55
% Funded by General Fund		7.21%

DEPARTMENT OVERVIEW

The Human Services Department provides direct services to the community to support the health, safety and well-being of over 100,000 individuals. Services are provided in seven locations across the county.

Adult and Aging Division helps to ensure the safety, independence, and well-being of older adults, persons with disabilities, caregivers, veterans, and their families. Staff provides protective and supportive social services as well as community education and service coordination. The Division 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. The Division provides support for “Aging Together Sonoma County,” an initiative that provides leadership to prepare people of all ages to plan for aging and connects people across generations.

Economic Assistance Division 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 low-income families, disabled or unemployed individuals, and children in foster care. Division programs include: Medi-Cal, CalFresh, County Medical Services, and General Assistance.

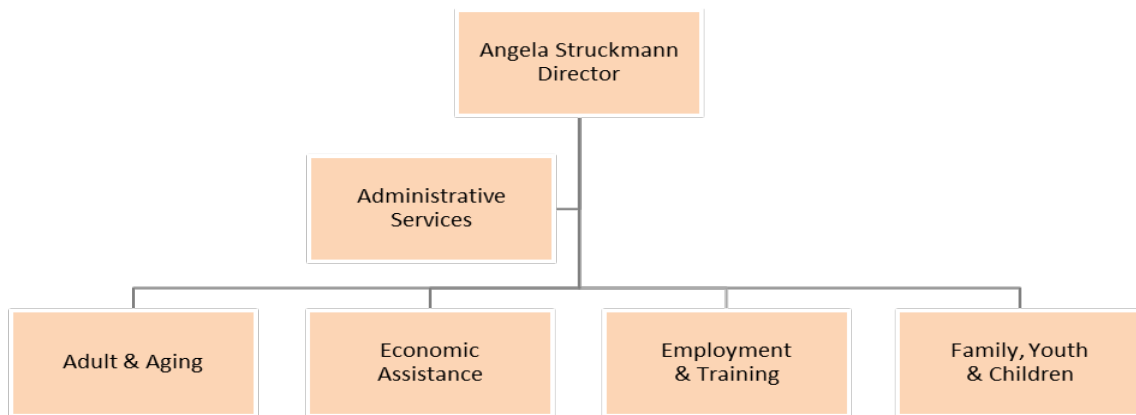
Employment and Training Division supports individuals and families with financial assistance, job search, employment and training services and housing. The Division also assists employers to find qualified workers and supports workforce development through community partnerships and the in-house job center, Job Link. Staff provides intensive supports for youth and adults to achieve income and social mobility. Division 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, and the Workforce Investment Board.

Family, Youth and Children Division helps to ensure the safety and well-being of children and teens that 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. Division programs include: Valley of the Moon Children’s Home, child abuse prevention, child protective services, foster care eligibility and placements, and adoptions.

Administrative Services includes executive management, fiscal, human resources, operations, information technology, and program planning evaluation units, which provide support to all divisions. Administrative Services includes Sonoma County Upstream Investments, which is an initiative seeking to advance evidence-informed prevention focused practices across the County. Upstream promotes collaboration across organizations with effective practices to create the highest potential to improve education, health and economic wellness for Sonoma County residents. Upstream works to increase engagement with the community to realize the positive impacts of collective efforts, and supports interventions that seek to uproot poverty and ensure equity and equal opportunity for our communities.

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

DEPARTMENT ORGANIZATIONAL CHART



FINANCIAL SUMMARIES

Expenditures by Program Area

	FY 2020-21 Adopted Budget	FY 2021-22 Recommended Budget	Change from FY 2020-21 Adopted	% Change from FY 2020-21 Adopted
Administrative Services Division	127,070,580	133,777,231	6,706,651	5.3
Family, Youth & Children Division	84,208,373	88,968,175	4,759,802	5.7
Adult & Aging Division	61,315,948	66,295,711	4,979,763	8.1
Employment & Training Division	40,722,804	40,164,100	(558,704)	(1.4)
Economic Assistance Division	36,794,071	36,970,047	175,976	0.5
Total Expenditures by Program	350,111,776	366,175,264	16,063,488	4.6

Permanent Positions by Program Area

	FY 2020-21 Adopted Budget	FY 2021-22 Recommended Budget	Change from FY 2020-21 Adopted	% Change from FY 2020-21 Adopted
Administrative Services Division	143.55	142.55	(1.00)	(0.7)
Family, Youth & Children Division	221.50	221.50	0.00	0.0
Adult & Aging Division	156.00	159.00	3.00	1.9
Employment & Training Division	125.50	131.50	6.00	4.8
Economic Assistance Division	280.00	278.00	(2.00)	(0.7)
Total Permanent Positions	926.55	932.55	6.00	0.6

Department Budget Details

	FY 2020-21 Adopted Budget	FY 2021-22 Recommended Budget	Change from FY 2020-21 Adopted	% Change from FY 2020-21 Adopted
Expenditures by Character				
Salaries and Benefits	128,624,030	134,577,372	5,953,342	4.6
Services and Supplies	100,217,729	103,879,450	3,661,721	3.7
Capital Expenditures	42,275	432,175	389,900	922.3
Other Expenses*	97,003,006	99,584,425	2,581,419	2.7
Transfers within the County	24,224,736	27,701,842	3,477,106	14.4
Total Expenditures by Character	350,111,776	366,175,264	16,063,488	4.6
Revenues/Reimbursements/Use of Fund Balance (Sources)				
General Fund Contribution	24,040,736	26,609,876	2,569,140	10.7
Fees and Charges for Services	1,287,729	1,321,578	33,849	2.6
State, Federal, & Other Govt. Revenue	237,033,767	236,947,907	(85,860)	(0.0)
Other Departmental Revenue**	3,257,665	3,840,503	582,838	17.9
Use of Fund Balance	(2,559,216)	(719,544)	1,839,672	(71.9)
Internal County Reimbursements and Transfers	87,051,095	98,174,944	11,123,849	12.8
Total Revenues/Use of Fund Balance	350,111,776	366,175,264	16,063,488	4.6

* 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.

** Other Departmental Revenue includes prior year Federal Fiscal Year 2020-21 Workforce Investment Act revenue anticipated to be received in the County's FY 2021-22, interest earnings, donations/contributions received from the community for adult and youth programs, Sonoma County Youth Ecology Corp funding, and grant funding received from foundations and non-governmental entities.

ACCOMPLISHMENTS AND OBJECTIVES

FY 2020-21 Accomplishments

- Economic Assistance increased access to medical services and healthy and nutritious food through the expansion of the Medi-Cal and CalFresh programs. Economic Assistance processed over 40,000 applications during the pandemic, which resulted in a 20% increase in approved cases for vulnerable Sonoma County residents. The service center team converted all calls to a telework model, ensuring ongoing CalFresh and Medi-Cal services to over 45,000 customers.
- Employment & Training (E&T) expanded its housing and homelessness services with the addition of social work staff dedicated to the Housing Disability and Advocacy Program and the Interdepartmental Multidisciplinary Team of ACCESS Sonoma. E&T's housing programs serve individuals and families with wrap-around services and intensive case management with a goal of finding permanent housing solutions, and the team permanently housed 79 families and provided housing case management services to over 100 unhoused individuals.
- Family Youth & Children social workers expanded their partnership with the Sonoma County Housing Authority and now have 117 subsidized housing vouchers available for use by parents with child welfare cases and foster youth. Despite the global pandemic, 47 families acquired permanent housing through February 2021, and 34 families utilized interim housing offered through the Housing Assistance and Permanency Program.
- Adult and Aging collaborated with Disability Services and Legal Center to become designated as an Emerging Aging and Disability Resource Connection (ADRC) with funding allocated from the California Department of Aging in FY 2021-22.
- The Upstream Investments Policy Committee, staffed by the Human Services Department, approved the initiative's upcoming three-year work plan. The plan focuses on supporting the safety-net departments' goal to apply Results Based Accountability data principles to County-contracted services and aligning the committee's racial equity work with the County Office of Equity.

FY 2021-22 Objectives

- Over the next three years, Human Services will continue to expand the use of performance standards and continuous quality improvement processes in Human Services programs and contracted services. Efforts will focus on the implementation of the Results-Based Accountability (RBA) framework across County-contracted services. Deliverables include building performance measures into 10% of Human Services contracts, implementing an active contract management strategy, and maintaining an interactive online dashboard to transparently share outcome data related to all the County-contracted services in the system. This objective supports the implementation of the County's contracting principles. For FY 2021-22, 19 additional contracts will incorporate the RBA framework to track performance and outcome measures, and the Department will finalize the automation of data collected from contracts to upload into a public facing online dashboard. Through Upstream Investments, the Department will continue to provide technical assistance to staff to support continuous quality improvement of contracts utilizing RBA performance measures.
- Human Services will solidify a business practice for contacting vulnerable populations and putting individual plans in place with In-Home Supportive Services, Care Management, and Adult Protective Services clients to best prepare for future disasters and public safety power shutoffs. Human Services will develop further partnerships with PG&E and community non-profit organizations to help assist vulnerable residents during power outages.
- In consultation and alignment with the County Office of Equity, Human Services will develop a racial equity and social justice training plan to provide education and support for employees around racial equity and social justice issues. Human Services will have a comprehensive equity and diversity training plan in place and will start providing equity and diversity trainings and other learning opportunities for staff by January 1, 2022.
- Job Link navigation staff will be assigned to outlying geographic areas within Sonoma County. Navigators will provide basic employment services to job seekers with staff co-located in community-based organizations and libraries in Sonoma, Guerneville, and Healdsburg. The purpose of Job Link navigation services is to assist job

seekers with accessing existing state and federally funded employment services including job search, resumes and interviewing, financial assistance with training, job placement, and paid on-the-job training opportunities.

DEPARTMENT HIGHLIGHTS

Major Variances

Expenditures

- Salaries and Benefits are increasing by \$6.0 million, or 4.6%, due to cost of living increases, reduced salary savings assumptions based on lower vacancy rates, and a net increase of 6.0 FTE new positions. Over the course of FY 2020-21, the Department added 11.5 FTE new position allocations, including 7.5 FTE added to the Employment & Training Division, and 4.0 FTE added to the Adult & Aging Division. A total of 5.5 FTE time-limited positions expired during FY 2020-21.
- Capital Expenditures are increasing by \$390,000 year-over-year due to planned renovation projects at the Valley of the Moon facility.
- Transfers within the County are increasing by \$3.5 million, or 14.4%, primarily due to increased pass-through transfers from the Department's General Fund section and special revenue funds into its operating sections. The General Fund Contribution increase is explained below.
- The Administrative Services program area includes \$98.0 million of expenditures in Human Services Department's General Fund and special revenue funds to reimburse its operating sections. Costs are increasing by \$6.7 million, or 5.3%, primarily due to these internal pass-through reimbursements to operating sections, plus salaries and benefits increases.
- Family, Youth & Children program area expenditures are increasing \$4.8 million, or 5.7%, due to higher salaries and benefits costs, as well as increased Foster Care costs and caseloads, resulting in more money paid to foster families.
- Adult & Aging Division expenditures are increasing year-over-year due to addition of new positions, and the new labor agreement for IHSS providers approved by the Board of Supervisors on October 20, 2020. The new agreement includes a rate change, moving the prior provider rate of \$13/hour to \$14/hour effective January 1, 2021. This increases IHSS provider payroll costs for Human Services Department's Adult & Aging Division going into FY 2021-22 by about \$1.3 million. The agreement also allows the provider rate to increase another \$0.35/hour effective July 1, 2022, with a cost increase of \$322,000.

Revenues/Reimbursements

- General Fund Contribution is increasing by \$2.6 million, or 10.7%, to cover the County's share of negotiated IHSS provider wage increases, County Counsel legal expenses, Interdepartmental Multidisciplinary Team position costs, and a new ongoing allocation of \$250,000 for senior nutrition programs approved during FY 2020-21 budget hearings.
- State, Federal, and Other Governmental Revenue is projected to be flat year-over-year in aggregate; however, this is due to an accounting change offsetting projected revenue growth. Based on LAO (Legislative Analyst Office) projections, Human Services is applying a 3% year-over-year increase to 1991 Realignment funds, but a 2% decline to 2011 Realignment funds. State revenue is also anticipated to increase from sources such as AB 85 Family Support, CalWORKs, CalFresh, and IHSS. These overall projected revenue increases of \$7.0 million are being offset at the total departmental level by an accounting change in the Temporary Assistance for Needy Families (TANF) operating section, which entails reclassifying a \$7.0 million internal transfer from the CalWORKs special revenue fund as a reimbursement, instead of a duplicate revenue entry.
- Other Departmental Revenue is increasing by \$583,000, or 17.9%, due to increased Employment & Training grant revenue for several programs, including the National Dislocated Workers Grant (Covid-19 Response), Prison 2 Employment, and the California Employment Development Department's Regional Plan Implementation.
- Use of Fund Balance is increasing by \$1.8 million year-over-year due to an anomaly in the FY 2020-21 Adopted Budget, which reflected a \$2.6 million accumulation of fund balance resulting from late receipt of increased

CalWORKS and CalFresh revenue allocations from the state without associated programmed expenditures due to timing. The FY 2021-22 Recommended Budget more closely aligns programmed expenditures with available funding sources.

- Internal County Transfers and Reimbursements are increasing by \$11.1 million, or 12.8%, due to receipt of increased General Fund, Realignment, AB 85 Family Support, and CalWORKs revenue transfers into operating sections amounting to \$4.1 million. The rest of the increase is attributed to the \$7.0 million accounting reclassification in the TANF operating section described above.

Key Issues

- Aside from base compensation, the new IHSS labor agreement increases Sonoma County's contribution to the providers' health benefit plan with Kaiser Permanente from \$0.60/hour to \$0.85/hour. As of the first month this new health plan rate was in effect (January 2021), health plan cost exceeded expected cost by \$146,231. While still too early to establish a trend, continued higher than expected health plan costs will push Sonoma County over the Maintenance of Effort (MOE) threshold where the County would be 100% responsible for the non-federal portion of total administrative costs. The higher healthcare costs arises from an increase in eligible IHSS providers able to participate in the Kaiser Permanente health plan contracted by SEIU Local 2015. The increase in eligible workers for the health plan was not anticipated in the expenditure projections within Human Services Department's IHSS budget model. However, there are a number of mitigating strategies that can be employed to better manage eligibility participation, which will be utilized to contain healthcare costs.
- Human Services is exploring the financial feasibility of implementing a Short Term Residential Therapeutic Program (STRTP) as an addition to the Valley of the Moon shelter program. This would allow for reimbursement of therapeutic services via Medi-Cal billing and has the potential to not only provide a housing and support option for high needs youth in our community, but may help offset some of the costs of running the existing children's shelter. A risk and cost-benefit analysis are being done using an outside consultant and gathering information from other similar programs in the Bay Area. Creating an STRTP would require partnership with the Department of Health Services to draw down Medi-Cal funds.

BUDGET HEARING CHANGES AND ACTIONS

Adopted as recommended with the following changes:

Supplemental Changes

	FTE	Gross Expenditures	Revenue and Reimbursements	Net Cost
Other Funds				
Add appropriations for 1.0 FTE time-limited Social Service Worker III supporting the Indigent Defense Grant joint-program between HSD's Employment & Training Division and the Public Defender's Office. This position will be fully funded by the Board of State and Community Corrections grant expiring June 30, 2023. (4/6/21, Item #13)	1.00	164,750	164,750	0

Budget Hearing Actions

	FTE	Gross Expenditures	Revenue and Reimbursements	Net Cost
Other Funds				
Extend an existing 1.0 FTE time-limited Administrative Aide position to support both the Road to the Early Achievement and Development of Youth project and the City of Santa Rosa CHOICE Cycle X Evaluation grant through June 30, 2022.	1.0	139,480	139,480	0
Extend an existing 1.0 FTE Time-Limited Senior Office Assistant position, originally set to expire January 31, 2022, for an additional five months through June 30, 2022. This position completes administrative tasks in the Alternative Payment Child Care Program and the Emergency Child Care Bridge Program, both administered by the Human Services Department, Division of Family Youth and Children.	0.0	40,865	40,865	0
Add 1.0 FTE Senior Legal Processor in Family, Youth and Children Administration to address the increasing workload associated with Court-involved child welfare cases. Realignment funding will be reallocated from discontinued case services activities in order to pay for this position.	1.0	0	0	0

	FTE	Gross Expenditures	Revenue and Reimbursements	Net Cost
Add a 1.0 FTE Social Services Worker IV – Bilingual Spanish to support the Home and Community Based Alternatives (HCBA) Waiver program in the Department’s Adult and Aging Division. The position will be fully funded by the HCBA program, which is operated and administered through a contract with the California Department of HealthCare Services.	1.0	159,523	159,523	0
Add 1.0 FTE Program Specialist to the Human Services Department’s Administrative Services Division, to support its operations in the Client Advocacy Unit for State Administrative Hearings and Civil Rights Investigations. State and Federal programs, including CalWORKs, CalFresh, Medi-Cal, and IHSS, will fully fund this position.	1.0	174,785	174,785	0
Add 1.0 FTE Department Information Systems Manager in the Department’s Information Technology section. The position will serve as the Network & Infrastructure Operations Manager, focusing on the need to migrate and support technology services with higher levels of resiliency and availability in the face of disasters and other emergencies. The position will be funded by a combination of ongoing Realignment revenue and reimbursements from the single allocation claiming process. Appropriate one-time expenditures of \$792,000 to support the Department’s cloud migration project, funded by a combination of accumulated Realignment fund balance and ongoing Realignment revenue. Budget adjustments include pass-through of Realignment funds into the Department’s operating section.	1.0	1,345,786	746,575	599,211
Add 1.0 FTE Social Service Worker III position time-limited through June 30, 2023 to support the Department’s ongoing efforts to complete state mandated client assessments in the In-Home Supportive Services program, funded by Realignment revenue. Budget adjustments include pass-through of Realignment funds into the Department’s operating section.	1.0	296,600	296,600	0
Add 1.0 FTE Program Planning and Evaluation Analyst and 1.0 FTE Administrative Aide, time-limited through December 31, 2024, and related services and supply costs to support community award component of the American Rescue Plan Act, which will fund both positions.	2.0	413,634	413,634	0

DEPARTMENT ADOPTED BUDGET DETAILS

	FY 2020-21 Adopted Budget	FY 2021-22 Recommended Budget	FY 2021-22 Adopted Budget	Change from FY 2020-21 Adopted	% Change from FY 2020-21 Adopted
Expenditures by Character					
Salaries and Benefits	128,624,030	134,577,372	136,079,924	7,455,894	5.8
Services and Supplies	100,217,729	103,879,450	105,210,871	4,993,142	5.0
Capital Expenditures	42,275	432,175	432,175	389,900	922.3
Other Expenses*	97,003,006	99,584,425	99,485,875	2,482,869	2.6
Transfers within the County	24,224,736	27,701,842	27,701,842	3,477,106	14.4
Total Expenditures by Character	350,111,776	366,175,264	368,910,687	18,798,911	5.4
Revenues/Reimbursements/Use of Fund Balance (Sources)					
General Fund Contribution	24,040,736	26,609,876	26,609,876	2,569,140	10.7
Fees and Charges for Services	1,287,729	1,321,578	1,321,578	33,849	2.6
State, Federal, & Other Govt. Revenue	237,033,767	236,947,907	237,904,834	871,067	0.4
Other Departmental Revenue**	3,257,665	3,840,503	3,915,751	658,086	20.2
Use of Fund Balance	(2,559,216)	(719,544)	(120,333)	2,438,883	(95.3)
Internal County Reimbursements & Transfers	87,051,095	98,174,944	99,278,981	12,227,886	14.0
Total Revenues/Use of Fund Balance	350,111,776	366,175,264	368,910,687	18,798,911	5.4
Total Permanent Positions	n/a	n/a	941.55	n/a	n/a



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 support to enhance quality care giving.

ADOPTED BUDGET AT A GLANCE

	FY 2021-22
Total Expenditures	\$1,420,243
Total Revenues/Use of Fund Balance	\$1,420,243
Total General Fund Contribution	\$0
Total Staff	1.00
% Funded by General Fund	0.00%

DEPARTMENT OVERVIEW

The Board of Supervisors established the Sonoma County In-Home Supportive Services (IHSS) Public Authority as an independent entity in 2001, with the members of the Board of Supervisors serving as the Public Authority's Board of Directors. The IHSS program assists low-income elderly and people with disabilities with maintaining independence by living in their own homes. More than 5,000 IHSS caregivers provide direct support, including shopping, cooking, housekeeping, and bathing. The Public Authority is the care providers' employer of record for the purpose of collective bargaining over wages, benefits, and other conditions of employment. The Public Authority Manager ensures client access to state-mandated IHSS services through caregiver recruitment, background checks, and maintenance of the provider registry.

The Board of Directors designated the Human Services Department (HSD) to manage the Public Authority while concurrently directing the Authority to utilize County services through an inter-agency agreement with HSD. Under this agreement, the Director of Human Services oversees the Public Authority Manager.

Departmental revenues come from state and federal sources, as well as, a transfer of County General Fund from the Human Services Department (included as part of HSD's General Fund Contribution). Expenditures are limited to IHSS administrative costs, including registry recruiting, payroll, and training costs. The Public Authority contracts with the HSD to provide the Public Authority Manager with staff and administrative support. The state requires IHSS provider wages be claimed through the County Expense Claim (CEC) process; therefore, wages and benefit cost for the IHSS care providers are budgeted inside HSD. The HSD budget also includes payroll cost for the 73.5 employees who determine eligibility, services levels and care management for IHSS clients, support the Public Authority Registry, and support provider payroll functions.

For more information, call (707) 565-5900, or visit <http://sonoma-county.org/human/ihss.htm/>.

DEPARTMENT ORGANIZATIONAL CHART



FINANCIAL SUMMARIES

Expenditures by Program Area

	FY 2020-21 Adopted Budget	FY 2021-22 Recommended Budget	Change from FY 2020-21 Adopted	% Change from FY 2020-21 Adopted
IHSS Public Authority	1,412,770	1,420,243	7,473	0.5
Total Expenditures by Program	1,412,770	1,420,243	7,473	0.5

Permanent Positions by Program Area

	FY 2020-21 Adopted Budget	FY 2021-22 Recommended Budget	Change from FY 2020-21 Adopted	% Change from FY 2020-21 Adopted
IHSS Public Authority	1.00	1.00	0.00	0.0
Total Permanent Positions	1.00	1.00	0.00	0.0

Department Budget Details

	FY 2020-21 Adopted Budget	FY 2021-22 Recommended Budget	Change from FY 2020-21 Adopted	% Change from FY 2020-21 Adopted
Expenditures by Character				
Salaries and Benefits	244,615	250,244	5,629	2.3
Services and Supplies	911,055	912,899	1,844	0.2
Other Expenses*	257,100	257,100	0	0.0
Total Expenditures by Character	1,412,770	1,420,243	7,473	0.5
Revenues/Reimbursements/Use of Fund Balance (Sources)				
State, Federal, & Other Govt. Revenue	587,704	631,413	43,709	7.4
Other Departmental Revenue	2,500	2,500	0	0.0
Internal County Reimbursements and Transfers**	822,566	786,330	(36,236)	(4.4)
Total Revenues/Use of Fund Balance	1,412,770	1,420,243	7,473	0.5

*Other Expenses includes a reimbursement to the Human Services Department for Public Health Aides' direct support to IHSS clients.

**Includes General Fund and 1991 Realignment reimbursements from the Human Services Department to cover the County's share of costs.

ACCOMPLISHMENTS AND OBJECTIVES

FY 2020-21 Accomplishments

- Reached a new agreement with the union representing IHSS workers in Sonoma County. The new agreement, which was approved by the Board on October 20, 2020, includes a \$1.00 supplement above minimum wage (current Sonoma County wage is \$15.00) effective 01/01/2021, an additional \$0.35 supplement effective 07/01/2021, and an additional \$0.25 per hour dedicated to health benefits for IHSS care providers.
- As part of a federal mandate, Sonoma County IHSS helped transition IHSS care providers from using paper timesheets to the state's electronic timesheet system. IHSS care provider using electronic timesheets increased from 30% (03/01/2020) to 95.65% (03/22/2020).
- 1,240 individuals completed the state eligibility requirements to become an IHSS care provider, which includes passing a Department of Justice background check and completing an online orientation. Every individual going to work for the first time with any IHSS client must complete the state eligibility requirements.
- 120 new caregivers have been added to the provider registry. Individuals must voluntarily apply and go through additional screening in order to be added to the provider registry.
- 680 IHSS clients have been matched with a Registry provider.

FY 2021-22 Objectives

- IHSS will expand its ongoing distribution of Personal Protective Equipment (10,000 masks, 20,000 gloves, and 5,000 face shields) to the IHSS care providers in Sonoma County.
- IHSS will collaborate with County Public Health to provide COVID-19 training to ensure that IHSS care providers receive proper instruction on the use of Personal Protective Equipment.
- 1,340 individuals will complete the state eligibility requirements to become an IHSS care provider.
- 140 new caregivers will be added to the provider registry.
- 740 IHSS clients will be matched with a Registry provider.

DEPARTMENT HIGHLIGHTS

Major Variances

- The IHSS Public Authority budget is increasing in line with inflation year-over-year and has no major variances. The majority of IHSS provider costs are included in the parent Human Services Department budget.

Key Issues

- There are no key issues.

BUDGET HEARING CHANGES AND ACTIONS

Adopted as Recommended

DEPARTMENT ADOPTED BUDGET DETAILS

	FY 2020-21 Adopted Budget	FY 2021-22 Recommended Budget	FY 2021-22 Adopted Budget	Change from FY 2020-21 Adopted	% Change from FY 2020-21 Adopted
Expenditures by Character					
Salaries and Benefits	244,615	250,244	250,244	5,629	2.3
Services and Supplies	911,055	912,899	912,899	1,844	0.2
Other Expenses*	257,100	257,100	257,100	0	0.0
Total Expenditures by Character	1,412,770	1,420,243	1,420,243	7,473	0.5
Revenues/Reimbursements/Use of Fund Balance (Sources)					
State, Federal, & Other Govt. Revenue	587,704	631,413	631,413	43,709	7.4
Other Departmental Revenue	2,500	2,500	2,500	0	0.0
Internal County Reimbursements & Transfers**	822,566	786,330	786,330	(36,236)	(4.4)
Total Revenues/Use of Fund Balance	1,412,770	1,420,243	1,420,243	7,473	0.5
Total Permanent Positions	n/a	n/a	1.00	n/a	n/a

*Other Expenses includes a reimbursement to the Human Services Department for Public Health Aides' direct support to IHSS clients.

**Includes General Fund and 1991 Realignment reimbursements from the Human Services Department to cover the County's share of costs.



DEPARTMENT OF CHILD SUPPORT SERVICES

Jennifer Traumann
Director

The mission of the Sonoma County Department of Child Support Services is to ensure that children receive the services regarding paternity, financial, and medical support to which they are legally entitled.

ADOPTED BUDGET AT A GLANCE	FY 2021-22
Total Expenditures	\$12,809,083
Total Revenues/Use of Fund Balance	\$12,809,083
Total General Fund Contribution	\$0
Total Staff	77.00
% Funded by General Fund	0.00%

DEPARTMENT OVERVIEW

The Department of Child Support Services (DCSS) provides paternity and child support services to children and families in Sonoma County by establishing and enforcing court orders of paternity, financial, and medical support. DCSS is the local agency responsible for administering the federal and state child support program, which includes enforcing court orders and assuring collections and distribution of child support. The services provided by the Department decreases the reliance on state and county assistance programs and increases self-sufficiency for families. The Department's current workload includes approximately 15,200 open child support cases serving over 21,700 dependents. Federal and state laws govern the Department, with oversight by the California Department of Child Support Services.

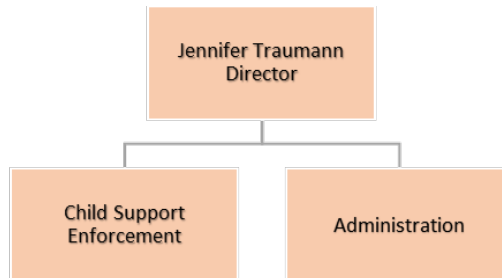
PROGRAM AREA DESCRIPTION

The **Child Support Enforcement** program is responsible for the core function of the department.

The **Administration** section is responsible for oversight and fiscal management of the department.

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

DEPARTMENT ORGANIZATIONAL CHART



FINANCIAL SUMMARIES

Expenditures by Program Area

	FY 2020-21 Adopted Budget	FY 2021-22 Recommended Budget	Change from FY 2020-21 Adopted	% Change from FY 2020-21 Adopted
Child Support Enforcement	11,966,104	12,104,231	138,127	1.2
Administration	798,670	704,852	(93,818)	(11.7)
Total Expenditures by Program	12,764,774	12,809,083	44,309	0.3

Permanent Positions by Program Area

	FY 2020-2021 Adopted Budget	FY 2021-2022 Recommended Budget	Change from FY 2020-2021 Adopted	% Change from FY 2020-2021 Adopted
Child Support Enforcement	77.00	74.00	(3.00)	(3.9)
Administration	4.00	4.00	0.00	0.0
Total Permanent Positions	81.00	78.00	(3.00)	(3.7)

Department Budget Details

	FY 2020-21 Adopted Budget	FY 2021-22 Recommended Budget	Change from FY 2020-21 Adopted	% Change from FY 2020-21 Adopted
Expenditures by Character				
Salaries and Benefits	10,363,215	10,872,743	509,528	4.9
Services and Supplies	2,251,559	1,936,340	(315,219)	(14.0)
Capital Expenditures	150,000	0	(150,000)	(100.0)
Total Expenditures by Character	12,764,774	12,809,083	44,309	0.3
Revenues/Reimbursements/Use of Fund Balance (Sources)				
State, Federal, & Other Govt. Revenue	12,756,361	12,804,658	48,297	0.4
Other Departmental Revenue	6,000	2,400	(3,600)	(60.0)
Internal County Reimbursements and Transfers	2,413	2,025	(388)	(16.1)
Total Revenues/Use of Fund Balance	12,764,774	12,809,083	44,309	0.3

ACCOMPLISHMENTS AND OBJECTIVES

FY 2020-21 Accomplishments

- Increased overall collections for families by 8%, \$2.6 million, from the prior federal fiscal year. This tremendous success was largely due to the intercept of the original Cares Act stimulus payments.
- Reduced employment barriers for parents owing child support.
 - Signed a Memorandum of Understanding (MOU) with Workforce Investment/Job Link.
 - Identified 280 eligible parents and referred 153 parents for voluntary participation in Job Link.
- Increased community program knowledge by participating in 13 community events and 18 business partner events.
- Continued participation in the multi-disciplinary Safety Net Team projects and cohorts.
 - Collaborated with Safety Net Team to deliver services and focus on the County's most vulnerable residents/families through ACCESS Sonoma. 16 participants in Whole Person Care were at issue with child support; 9 were Parents Owing Support and 7 were Parents Receiving Support. Of the 16, 3 are no longer homeless and 4 began making payments after working through ACCESS.
 - Two Child Support staff time dedicated at 20+ hours per week.

FY 2021-22 Objectives

- **Increase Collections to Families:**
 - 2% Increase in collections by family from \$2,934 to \$2,993, up to a total of \$31 million.
 - Implement new case management practices, improve the customer experience, and utilize technology to increase collections and decrease family poverty.
- **Increase Parentage Establishment:**
 - Increase parentage establishment by 2.8% (2020 ended at 87.2%); 2021 Goal: 90% of all cases will have parentage established.
 - Identify all cases in which parental relationship is not legally established and provide genetic testing, court orders, or Parentage Declarations (agreements).
- **Community and Business Outreach:**
 - Participate in 10 community events and 5 business partner events intended to share information about the program.
 - Expand outreach and awareness of program services by participating in community events and activities.

- **Employee Care:**
 - Deliver 6 (all staff) employee-focused events to increase morale and engagement.
 - Improve employee engagement by offering self-care opportunities for work-life balance including the extension of a telework program after the pandemic is resolved; utilization of new technology for communication; encourage and make available training to improve wellness (mental and physical); and plan new ways to celebrate and acknowledge successes.
- **Safety Net Initiative:**
 - Continue active participation in the Multi-Disciplinary Safety Net Team projects and continue to dedicate two DCSS staff at 20 hours per week.
 - Collaborate with the Safety Net Team to deliver services and focus on the County's most vulnerable residents/families through the ACCESS initiative.

DEPARTMENT HIGHLIGHTS

Major Variances

- The Sonoma County Child Support program funding from the State of California Department of Child Support Services will remain essentially identical to the FY 2020-21 allocated funding. This represents a 14% budget reduction from FY 2019-20. Salary and benefit costs are increasing by 4.9% due to a true up of actual staffing costs in FY 2020-21. However, due to projected annual shortfall, leadership has developed staffing reduction models for the next five years starting with a reduction of three vacant positions in FY 2021-22.

Key Issues

- Sonoma County's Child Support agency is expected to receive flat state and federal funding for the next few years. With annual salary and benefits increases as well as the normal and customary increases for other operational expenses, staff forecasts an annual 3-4% funding shortfall in FY 2021-22 and going forward for 3-5 years. Allocated funding for FY 2021-22 is the same as FY 2020-21, \$12,764,774 plus a reimbursement of \$48,297 for an employee who is on loan for a special State of California DCSS Training team. Management plans to meet the funding shortfall through future years' attrition and by participating in statewide efforts to serve families through shared service models offering designated funding for the work performed.

BUDGET HEARING CHANGES AND ACTIONS

Adopted as recommended with the following changes:

Supplemental Changes

None

Budget Hearing Actions

	FTE	Gross Expenditures	Revenue and Reimbursements	Net Cost
Other Funds				
Position allocation adjustment sweeping 1.0 FTE vacant Legal Processor II.	-1.0	-	-	-

DEPARTMENT ADOPTED BUDGET DETAILS

	FY 2020-21 Adopted Budget	FY 2021-22 Recommended Budget	FY 2021-22 Adopted Budget	Change from FY 2020-21 Adopted	% Change from FY 2020-21 Adopted
Expenditures by Character					
Salaries and Benefits	10,363,215	10,872,743	10,872,743	509,528	4.9
Services and Supplies	2,251,559	1,936,340	1,936,340	(315,219)	(14.0)
Capital Expenditures	150,000			(150,000)	(100.0)
Total Expenditures by Character	12,764,774	12,809,083	12,809,083	44,309	0.3
Revenues/Reimbursements/Use of Fund Balance (Sources)					
State, Federal, & Other Govt. Revenue	12,756,361	12,804,658	12,804,658	48,297	0.4
Other Departmental Revenue	6,000	2,400	2,400	(3,600)	(60.0)
Internal County Reimbursements & Transfers	2,413	2,025	2,025	(388)	(16.1)
Total Revenues/Use of Fund Balance	12,764,774	12,809,083	12,809,083	44,309	0.3
Total Permanent Positions	n/a	n/a	77.00	n/a	n/a



DEVELOPMENT SERVICES

Permit Sonoma

Community Development Commission

Transportation & Public Works

Economic Development Department



PERMIT SONOMA

Tennis Wick, AICP
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.

ADOPTED BUDGET AT A GLANCE	FY 2021-22
Total Expenditures	\$54,400,982
Total Revenues/Use of Fund Balance	\$50,765,747
Total General Fund Contribution	\$3,635,235
Total Staff	151.50
% Funded by General Fund	6.68%

DEPARTMENT OVERVIEW

Permit Sonoma balances environmental protection with sustainable development. The Department includes six divisions: Administration, Code Enforcement, Engineering and Construction, Fire, Planning, and the Resiliency Permit Center. Supporting these divisions are two division level managers reporting directly to the Director: the **Ombudsman** representing confidentially customers navigating the permitting process, identifying process improvements, and liaising with Board of Supervisors, District Directors; and the **Policy Manager** who leads community engagement and policy development.

Administration Division provides Budget, Accounting, Customer Service, Human Resources, and Information Services in support of the other operational divisions.

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.

Engineering and Construction Division covers three sections: Building and Safety performs plan check and building inspections; Engineering conducts grading, drainage, sanitation, flood plain management, right-of-way encroachment, surveys and transportation permits; Well and Septic permits, inspects and monitors wells and septic systems.

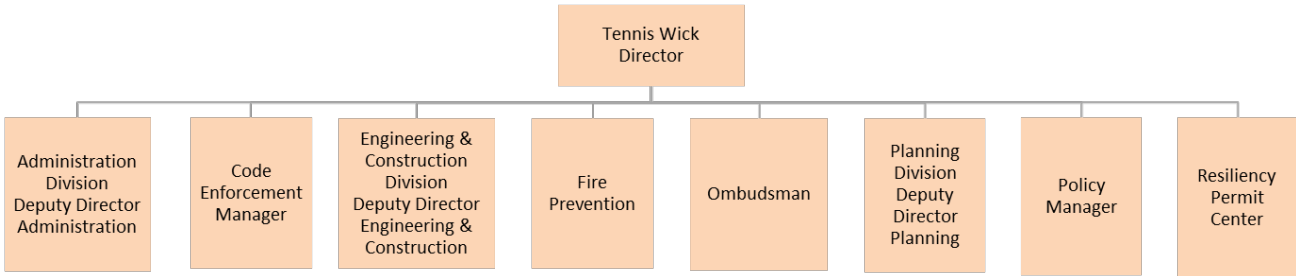
Fire Division has three sections: Fire Prevention performs fire code inspections, plan check, and fire investigations; Certified Unified Program Agency (CUPA) prepares hazard materials business plans and performs audits; and Hazardous Materials with local fire districts protects life-safety, property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

Planning Division is composed of three sections: Comprehensive Planning creates, maintains and implements the General Plan, specific plans, and other policy initiatives; Project Review analyzes permit applications and conducts environmental review; and Natural Resources regulates mines, storm and ground water, conducts environmental review on major public works projects, and manages resilience and climate action programs.

The **Resiliency Permit Center** provides pre-application, bid review, permitting and inspections for fire survivors. Permit Sonoma staff provide single point of contact real time guidance to and monitoring of 4 Leaf, Inc. that staff the Resiliency Permit Center.

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

DEPARTMENT ORGANIZATIONAL CHART



FINANCIAL SUMMARIES

Expenditures by Program Area

	FY 2020-21 Adopted Budget	FY 2021-22 Recommended Budget	Change from FY 2020-21 Adopted	% Change from FY 2020-21 Adopted
Administration, Ombudsman, & Policy Mgmt.	10,813,241	10,379,199	(434,042)	(4.0)
Code Enforcement	3,773,788	3,580,650	(193,138)	(5.1)
Engineering & Construction	13,837,768	15,339,025	1,501,257	10.8
Fire	5,433,209	5,378,173	(55,036)	(1.0)
Planning	15,955,347	15,105,580	(849,767)	(5.3)
Resiliency Permit Center	5,429,276	4,240,858	(1,188,418)	(21.9)
Total Expenditures by Program	55,242,629	54,023,485	(1,219,144)	(2.2)

Permanent Positions by Program Area

	FY 2020-21 Adopted Budget	FY 2021-22 Recommended Budget	Change from FY 2020-21 Adopted	% Change from FY 2020-21 Adopted
Administration, Ombudsman, & Policy Mgmt.	35.00	35.00	0.00	0.0
Code Enforcement	13.00	13.00	0.00	0.0
Engineering & Construction	52.00	52.00	0.00	0.0
Fire	14.50	14.50	0.00	0.0
Planning	37.00	37.00	0.00	0.0
Total Permanent Positions	151.50	151.50	0.00	0.0

Department Budget Details

Expenditures by Character	FY 2020-21 Adopted Budget	FY 2021-22 Recommended Budget	Change from FY 2020-21 Adopted	% Change from FY 2020-21 Adopted
Salaries and Benefits	24,993,395	25,927,061	933,666	3.7
Services and Supplies	29,457,163	27,311,503	(2,145,660)	(7.3)
Capital Expenditures	14,300	7,150	(7,150)	(50.0)
Transfers within the County	777,771	777,771	0	0.0
Total Expenditures by Character	55,242,629	54,023,485	(1,219,144)	(2.2)
Revenues/Reimbursements/Use of Fund Balance (Sources)				
General Fund Contribution	3,616,545	3,635,235	18,690	0.5
Fees and Charges for Services	27,545,880	26,038,166	(1,507,714)	(5.5)
State, Federal, & Other Govt. Revenue	5,201,785	1,955,840	(3,245,945)	(62.4)
Other Departmental Revenue*	2,828,260	3,547,043	718,783	25.4
Use of Fund Balance	0	2,640,049	2,640,050	0.0
Internal County Reimbursements and Transfers	16,050,159	16,207,152	156,993	1.0
Total Revenues/Use of Fund Balance	55,242,629	54,023,485	(1,219,144)	(2.2)

*Other Departmental Revenue includes Fines and Penalty fees paid.

ACCOMPLISHMENTS AND OBJECTIVES

FY 2020-21 Accomplishments

- Code Enforcement: Initialized 1,500+ cases responding to 1,700+ complaints, performed 4,860 inspections, issued six vacation rental administrative citations, and conducted nine administrative appeal hearings; established COVID health order complaints warm line countywide, performed 219 COVID health order violation inspections and issued 17 citations; and conducted drone inspections of Walbridge/Meyers and Glass Fires damaged properties.
- Engineering and Construction Division: Extended building permits and applications for two years in response to pandemic customer hardships; transitioned to 100% digital permit processing and video remote inspections; instituted new leadership improving processing time by 300% for 40% of Department business; and continued expedited service for 2017 Complex, Kincaid, and 2020 LNU Complex fire survivors.
- Fire Division: Conducted 2,165 Defensible Space Inspections with local fire district partners, 1,036 residential and commercial construction inspections, 678 Certified Unified Program Agency Inspections, 202 Sonoma County Fire Code Permit Business Inspections, and completed 975 residential curbside chipping jobs. Updated Chapter 13A of the County Code adopted by the Board of Supervisors in June 2020, and implemented the Wildfire Adapted Sonoma County Defensible Space and Structural Hardening Assessments program funded by the Hazard Mitigation Grant Program.
- Planning Division: Shifted to 100% electronic permit analysis and completed Phase I and II of the Zoning Code Modernization project.

FY 2021-22 Objectives

- Code Enforcement: Support fire districts with defensible space inspections and Homeless Outreach to address homeless encampments on private property; increase enforcement of vacation rentals and unpermitted cannabis sites.

- Engineering and Construction: Execute Accessory Dwelling Unit (ADU) Ready Program to provide new opportunities for housing, initiate seismic safety program, reform operational permit program to reduce unnecessary regulation and reduce costs to customers, and continue fire rebuild efforts.
- Fire: Work with local fire districts to perform approximately 4,400 Defensible Space Inspections, continue residential curbside chipper program, pursue vegetation management grants, and monitor state draft fire safe regulations.
- Planning: Complete Airport Area and Springs Specific Plans, Local Coastal Plan, Tree Ordinance, winery events guidelines, multi-jurisdictional Hazard Mitigation Plan, begin scoping Lower Russian River Area Plan, Sonoma Developmental Center (SDC Specific Plan and Environmental Impact Report; and support Agricultural Commissioner in the processing of ministerial cannabis permits.

DEPARTMENT HIGHLIGHTS

Major Variances

The overall FY 2021-22 budget is estimated to be down by \$1.2 million compared to Adopted FY 2020-21. This is primarily assignable to a \$1.9 million decrease in the total annual allocation of prior years' general government county support services costs to the department's operations. This reduction for FY 2021-22 is partially offset by expected operating cost increases, including the cost of labor and an increase in bank charges due to the growing trend of online payments that we have experienced in our new virtual environment since the start of COVID 19.

- Although department wide expenditures are decreasing for FY 2021-22, expenses in Engineering and Construction section are up by \$1.5 million. The growth is a combination of updated labor costs and revised share of the administrative overhead and support costs between the different business units.
- Fees and Charges for Services revenue is expected to be down by \$1.5 million for FY 2021-22. This is primarily due to a \$1.2 million reduction in expected permit fee revenue from our Resiliency Permit Center (RPC) for activity assignable to fire rebuild projects. The balance of \$300,000 is from reduced Charges for Services revenue expected department wide that is assignable to reduced construction activity levels while the County returns to normal from the COVID 19 pandemic.
- FY 2021-22 State and Federal Grant sources are down by \$3.25 million because of the pace of the grants being slower than anticipated due to the pandemic and full receipt of all Sonoma Developmental Center (SDC) grant funds received in the prior fiscal year. By the end of FY 2021-22, staff expects to present the SDC Specific Plan and Environmental Impact Report for adoption by the Board of Supervisors. The reduction is offset by a \$2.6 million increased use of Fund Balance from the available state SDC grant award Specific Plan project balance and accumulated Fire Prevention Vegetation Management funds.
- Other Departmental Revenue variance of \$719,000 represents an increase in fines and penalties associated with Code Enforcement. The projected increase aligns with the most recent 3-year average activity.

Key Issues

- Need to complete a comprehensive community engagement revamp for Spanish and English speaking populations.
- Complete long range plans and launch the General Plan overhaul.
- Finish Multi-jurisdictional Hazard Mitigation Plan and Community Wildfire Protection Plan.
- Coordinate with Federal Emergency Management Agency (FEMA) and California Office of Emergency Services (CalOES) grant programs and funding for structural hardening, and defensible space in anticipation of \$50 million grant award for Building Resilient Infrastructure and Communities that will identify and provide environmental review for comprehensive vegetation management.

BUDGET HEARING CHANGES AND ACTIONS

Adopted as recommended with the following changes:

Supplemental Changes

None

Budget Hearing Actions

	FTE	Gross Expenditures	Revenue and Reimbursements	Net Cost
Other Funds				
Redirect \$500,000 accumulated Transient Occupancy Tax funds received into the Fire Prevention fund Fuels Reduction, to eucalyptus tree removal presenting fire risk hazard on county owned properties.		\$500,000	\$0	\$500,000
Redirection of fund balance necessitates reducing 21/22 expenses programmed for extra help and professional services totaling \$122,503		(\$122,503)	\$0	(\$122,503)

DEPARTMENT ADOPTED BUDGET DETAILS

Expenditures by Character	FY 2020-21 Adopted Budget	FY 2021-22 Recommended Budget	FY 2021-22 Adopted Budget	Change from FY 2020-21 Adopted	% Change from FY 2020-21 Adopted
Salaries and Benefits	\$24,993,395	\$25,927,061	\$25,877,061	\$883,666	3.5
Services and Supplies	\$29,457,163	\$27,311,503	\$27,239,000	(\$2,218,163)	(7.5)
Capital Expenditures	\$14,300	\$7,150	\$0	(\$14,300)	(100.0)
Other Expenses*	\$0	\$0	\$7,150	\$7,150	0.0
Transfers within the County	\$777,771	\$777,771	\$1,277,771	\$500,000	64.3
Total Expenditures by Character	\$55,242,629	\$54,023,485	\$54,400,982	(\$841,647)	(1.5)
Revenues/Reimbursements/Use of Fund Balance (Sources)					
General Fund Contribution	\$3,616,545	\$3,635,235	\$3,635,235	\$18,690	0.5
Fees and Charges for Services	\$27,771,124	\$26,038,166	\$26,038,166	(\$1,732,958)	(6.2)
State, Federal, & Other Govt. Revenue	\$5,201,785	\$1,955,840	\$1,955,840	(\$3,245,945)	(62.4)
Other Departmental Revenue*	\$2,603,016	\$3,547,043	\$3,547,043	\$944,027	36.3
Use of Fund Balance	\$0	\$2,640,049	\$3,017,546	\$3,017,546	0.0
Internal County Reimbursements & Transfers	\$16,050,159	\$16,207,152	\$16,207,152	\$156,993	1.0
Total Revenues/Use of Fund Balance	\$55,242,629	\$54,023,485	\$54,400,982	(\$841,647)	(1.5)
Total Permanent Positions	n/a	n/a	151.50	n/a	n/a



COMMUNITY DEVELOPMENT COMMISSION

David Kiff
Interim Executive Director

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

ADOPTED BUDGET AT A GLANCE	FY 2021-22
Total Expenditures	\$129,871,029
Total Revenues/Use of Fund Balance	\$128,154,060
Total General Fund Contribution	\$1,716,969
Total Staff	54.00
% Funded by General Fund	1.32%

DEPARTMENT OVERVIEW

The Sonoma County Community Development Commission (Commission) is the County’s lead agency for creating access to housing and ending homelessness. The Commission uses local, state and federal resources to conduct the following core programs, which were identified during a strategic planning process in FY 2018-19:

Rental Assistance is the Commission’s largest program. It includes administering nearly 3,000 federal Housing Choice Vouchers and providing rental assistance to low-income households that reside in private market housing.

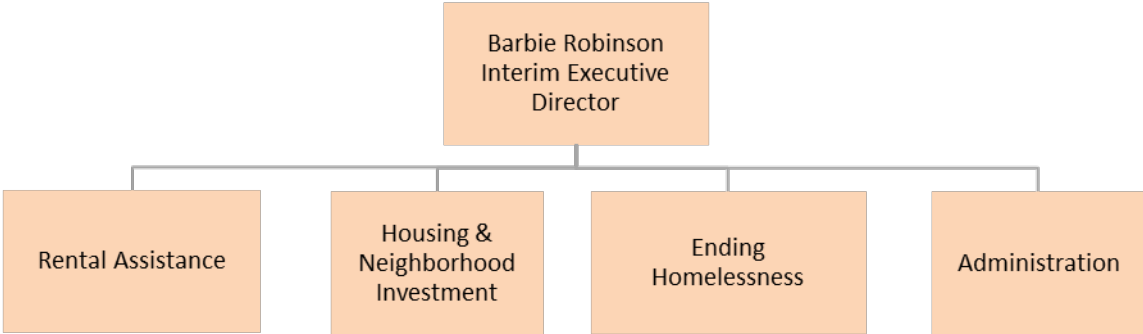
Housing and Neighborhood Investment catalyzes the development of new affordable rental housing; preserves existing affordable rental housing; repairs and upgrades homes for low-income homeowners; elevates homes to mitigate flood risks; and provides down-payment assistance to qualified homebuyers. This division also manages the assets and obligations of the Successor Agency and the Housing Successor Entity, which were established as a result of the dissolution of redevelopment agencies in 2012.

Ending Homelessness manages the system of care for the Homeless Management Information System, provides grants, and contracts to local service providers in an effort to prevent and end homelessness. Within this division, the Commission is lead agency for Home Sonoma County, regionalized and redesigned system of care that was created in FY 2018-19 to carry out federal- and state-mandated homelessness Continuum of Care efforts.

Strategic Support and Administration (Reimbursed) includes executive leadership, policy analysis and development, communications, fiscal and administrative functions. These costs are allocated, charged to and reimbursed by the three operational program areas, based on how Commission staff time is spent.

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

DEPARTMENT ORGANIZATIONAL CHART



FINANCIAL SUMMARIES

Expenditures by Program Area

	FY 2020-21 Adopted Budget	FY 2021-22 Recommended Budget	Change from FY 2020-21 Adopted	% Change from FY 2020-21 Adopted
Rental Assistance	44,419,807	55,564,322	11,144,515	25.1
Housing & Neighborhood Investments	25,664,406	29,219,608	3,555,202	13.9
Ending Homelessness	20,685,802	16,941,080	(3,744,722)	(18.1)
Administration - Reimbursed	9,475,780	10,617,268	1,141,488	12.0
Total Expenditures by Program	100,245,795	112,342,278	12,096,483	12.1

Permanent Positions by Program Area

	FY 2020-21 Adopted Budget	FY 2021-22 Recommended Budget	Change from FY 2020-21 Adopted	% Change from FY 2020-21 Adopted
Rental Assistance	17.32	21.00	3.68	21.2
Housing & Neighborhood Investments	4.50	6.00	1.50	33.3
Ending Homelessness	4.93	8.00	3.07	62.3
Administration	25.25	19.00	(6.25)	(24.8)
Total Permanent Positions	52.00	54.00	2.00	3.8

Department Budget Details

	FY 2020-21 Adopted Budget	FY 2021-22 Recommended Budget	Change from FY 2020-21 Adopted	% Change from FY 2020-21 Adopted
Salaries and Benefits	8,560,749	8,779,983	219,234	2.6
Services and Supplies	10,735,960	19,243,786	8,507,826	79.2
Other Expenses*	80,189,186	83,520,820	3,331,634	4.2
Transfers within the County	759,900	797,689	37,789	5.0
Total Expenditures by Character	100,245,795	112,342,278	12,096,483	12.1
Revenues/Reimbursements/Use of Fund Balance (Sources)				
General Fund Contribution	1,711,604	1,716,969	5,365	0.3
Fees and Charges for Services	207,676	261,887	54,211	26.1
State, Federal, & Other Govt. Revenue	76,644,939	91,003,665	14,358,726	18.7
Other Departmental Revenue**	5,874,018	2,295,925	(3,578,093)	(60.9)
Use of Fund Balance***	6,331,346	5,761,115	(570,231)	(9.0)
Internal County Reimbursements and Transfers	9,476,212	11,302,717	1,826,505	19.3
Total Revenues/Use of Fund Balance	100,245,795	112,342,278	12,096,483	12.1

*Other Expenses include approximately \$59.3 million in direct client assistance and \$23.9 million in construction project costs.

**Other Revenue includes \$728,039 in discretionary Reinvestment and Revitalization (RDA dissolution residual) and \$501,190 in Transient Occupancy Tax Measure L.

***Use of Fund Balance includes \$1.06 million for Project Homekey, \$2.6 million for projects funded with the County Fund for Housing, and \$1.0 million for Housing Choice Voucher Program.

ACCOMPLISHMENTS AND OBJECTIVES

FY 2020-21 Accomplishments

- Acquisition of the Azura Hotel (44 rooms) and Sebastopol Inn (31 rooms) for transitional housing via \$15,000,000 received from the California State's Homekey Program with an additional \$2,000,000 in matching funding from one-time discretionary general fund designated via the 2020-21 September Budget Hearings along with matching funding of \$200,000 from Whole Person Care Housing Pilot Program, and \$1,056,000 in operating subsidies from the Homekey Program.
- Responded to the coronavirus pandemic among individuals and families who are homeless or receiving homeless assistance, supported rapid rehousing, non-congregate emergency shelters and other services with \$6,598,916 in funding from Emergency Solutions Grant Program CARES Act (ESG-CARES) and \$4,987,187 in Emergency Solutions Grant Program (ESG-CV) from State of California Department of Housing and Community Development. Developed and implemented housing assistance programs, multi-family housing program, and rental assistance to prevent, prepare, and respond to those effected by the coronavirus pandemic with \$1,394,042 in Housing Authority Coronavirus Aid, Relief, and Economic Security Act (CARES Act) Administrative funds for the Housing Authority and \$4,698,809 in Community Development Block Grant Disaster Recovery (CDBG-DR) funds.
- Homeless Coordinating and Financing Council awarded the Commission Round #1 funding of \$3,476,293 and Round #2 funding of \$1,644,856 for the Homeless Housing, Assistance and Prevention Program (HHAP). Funding is designed to support regional coordination and expand or develop local capacity to address

immediate homelessness challenges with the aim of moving homeless individuals and families into permanent housing and ensuring those individuals and families maintain their permanent housing.

- In response to the COVID-19 Pandemic, the Federal Government and State of California allocated the County \$32.0 million combined for an Emergency Rental Assistance Program (ERAP). The ERAP assists low-income households with rental and utility assistance for past due payments that have accumulated due to the COVID-19 crisis. The goal of the program is to prevent low-income households from becoming homeless and providing assistance to promote housing stability.

FY 2021-22 Objectives

- Formalize a pipeline of extremely low-income (ELI) housing projects primarily focusing on the development of permanent supportive housing (PSH) units. The traditional affordable housing and market-rate housing developers do not generally produce units that serve households with incomes between 0-30 percent Area Median Income (AMI). These households are the most vulnerable and exhibit high rates of housing instability and homelessness. To address the most vulnerable households in the community and to house the chronically homeless, individuals with mental health disabilities, and those with substance abuse issues more ELI units with available wrap-around services must be developed.
- Identify, position, and pursue all affordable housing funding available through close coordination with federal and state agencies. Work includes developing shovel ready local projects that can best be positioned to meet federal and state targets and pursue grant funding when competitions are announced.
- Implement a Strategic Plan for Continuum of Care funding. The ability to deploy such funding in support of the community's most vulnerable required continuity to organize operations and create a strategic vision around ending homelessness. Also, to organize government and private investments in partnership with nonprofit, philanthropic, and faith-based organizations into the homeless system of care in a coordinated and responsive manner to reduce homelessness and strive for functional-zero in Sonoma County. Functional-zero is when the number of new people using homelessness services in any specified time period and in a specified region is less than or equal to the number of people who exit homelessness through services received or leaving the region.

DEPARTMENT HIGHLIGHTS

Major Variances

- Rental Assistance increase of \$11.1 million, or 25.1%, is primarily attributed to growth in the Voucher Program with the anticipated receipt of \$9.8 million funding for Mainstream, Housing Choice Vouchers, Veteran Affairs Supportive Housing, and Corona virus Relief Fund (CRF) funding streams.
- Housing & Neighborhood Investments increase \$3.5 million, or 13.9%, due to the anticipated use of \$9.5 million in funding for the Community Development Block Grant (CDBG) to finance low and moderate income housing. This increase is partially offset as successor agency projects located in Roseland and elsewhere in the county were completed in FY 2020-2021 and expenses are not anticipated in FY 2021-22 offsetting the additional revenue from the CDBG.
- Ending Homelessness decline of \$3.7 million, or 18.1%, is attributed to one-time State Homeless Housing Assistance Grant received in FY 2020-21 of \$3.2 million, which was used for permanent supportive housing, multi-family housing, senior housing, and affordable housing.
- Administration increase of \$1.1 million, or 12%, is associated with scheduled staffing cost increase and programming \$850,000 to reimburse the Department of Health Services for personnel cost to support Community Development Commission operations.
- Services and Supplies are projected to increase by \$8.5 million, or 79.2%, due to the award of funding for housing projects and programs within the community, funded by increased Community Development Block Grant and Housing Authority program revenue. The award of the housing projects and programs will be presented as a recommendation to the Board of Commissioners around May 2021. The increase is also due to expenses of \$4.1 million towards on-going operational cost for the Azura Hotel and Sebastopol Inn.

- Other Department Revenue declined \$3.6 million, or 60.9%. Due to staffing turnover and increased workload responding to the COVID-19 pandemic, the FY 2020-21 budget was largely based on a rollover of the FY 2019-20 budget. As such, it erroneously included one-time funding from Reinvestment and Revitalization fund for the County Fund for Housing that was slated to drop following FY 2019-20. The Revenues were not realized in FY 2020-21, and show as a decrease in the FY 2021-22 budget.

Key Issues

- Achieving functional zero homelessness requires significant effort by the community, organizations, and government agencies. Homelessness is a health crisis and cannot be solved quickly. It will require the Commission to work towards the goal through a variety of short-term, medium-term, and long-term focused programs and community-based collaboration efforts.
- The County has an affordable housing shortage exacerbated as a result of the recent disasters and fires. Considerable additional investment is needed to address the shortage. Efforts will continue to seek funding and with funding available to increase the pipeline of available housing units for Sonoma County residents that are in need of housing.
Addressing homeless encampments and bringing individuals into the system of care continues to be sensitive and challenging objective for the Commission in partnership with the ACCESS initiative, Interdepartmental Multidisciplinary Teams (IMDT), and Homeless Encampment Access and Resource Team (HEART).

BUDGET HEARING CHANGES AND ACTIONS

Adopted as recommended with the following changes:

Supplemental Changes

	FTE	Gross Expenditures	Revenue and Reimbursements	Net Cost
Other Funds				
Increase appropriations for revenues and expenditures in the amount of \$17,528,751 for the State Block Grant funding award received from the California Department of Housing and Community Development (HCD). Funding will be used for the self-administered Emergency Rental Assistance Program (ERAP) to assist households unable to pay rent or utilities during Covid-19. The original Budget Resolution had revenue and expenditures planned in the section for federal funding, however the program will be recorded in an exclusive section for reporting purposes (04/6/21, Item #29, Resolution #: 21-0148).	0.00	17,528,751	17,528,751	0
Increase appropriations for the receipt of Measure O tax revenue for Transitional and Permanent Supportive Housing. Expenditures will be added once the Measure O Ad Hoc recommendations are approved by the Board of Supervisors. (12/15/20, Item # 23).	0.00	0	500,000	(500,000)

DEPARTMENT ADOPTED BUDGET DETAILS

	FY 2020-21 Adopted Budget	FY 2021-22 Recommended Budget	FY 2021-22 Adopted Budget	Change from FY 2020-21 Adopted	% Change from FY 2020-21 Adopted
Expenditures by Character					
Salaries and Benefits	8,560,749	8,779,983	8,779,983	219,234	2.6
Services and Supplies	10,735,960	19,243,786	20,996,661	10,260,701	95.6
Other Expenses	80,189,186	83,520,820	99,296,696	19,107,510	23.8
Transfers within the County	759,900	797,689	797,689	37,789	5.0
Total Expenditures by Character	100,245,795	112,342,278	129,871,029	29,625,234	29.6
Revenues/Reimbursements/Use of Fund Balance (Sources)					
General Fund Contribution	1,711,604	1,716,969	1,716,969	5,365	0.3
Fees and Charges for Services	207,676	261,887	261,887	54,211	26.1
State, Federal, & Other Govt. Revenue	76,644,939	91,003,665	108,532,416	31,887,477	41.6
Other Departmental Revenue	5,874,018	2,295,925	2,795,925	(3,078,093)	(52.4)
Use of Fund Balance	6,331,346	5,761,115	5,261,115	(1,070,231)	(16.9)
Internal County Reimbursements & Transfers	9,476,212	11,302,717	11,302,717	1,826,505	19.3
Total Revenues/Use of Fund Balance	100,245,795	112,342,278	129,871,029	29,625,234	29.6
Total Permanent Positions	n/a	n/a	54.00	n/a	n/a



TRANSPORTATION & PUBLIC WORKS

Johannes J. Hoevertsz
Director

The mission of the Transportation and Public Works Department is to plan, construct, manage, build, and maintain resiliency into Sonoma County’s transportation infrastructure by providing quality services.

ADOPTED BUDGET AT A GLANCE	FY 2021-22
Total Expenditures	\$180,126,757
Total Revenues/Use of Fund Balance	\$159,051,610
Total General Fund Contribution	\$21,075,147
Total Staff	173.00
% Funded by General Fund	11.70%

DEPARTMENT OVERVIEW

The Transportation and Public Works Department plans, builds, and maintains critical transportation infrastructure, including roads, bridges, street lighting districts, traffic signals, and a County service area with four water systems, located within the unincorporated areas of Sonoma County, and manages an airport, public transit services, and maintains multiple solid waste disposal sites.

Engineering Division plans and designs road maintenance projects, bridges, and capital improvement projects.

Road Maintenance & Operations 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.

Other Services includes administration of several small districts including street lighting, permanent road, water, and assessment districts. This section also includes the heavy equipment internal services fund, a Special Projects Division, which includes projects funded by cable franchise fees and district formation, Public Educational, and Governmental Access Channels, Cal American Water Company, and small water systems.

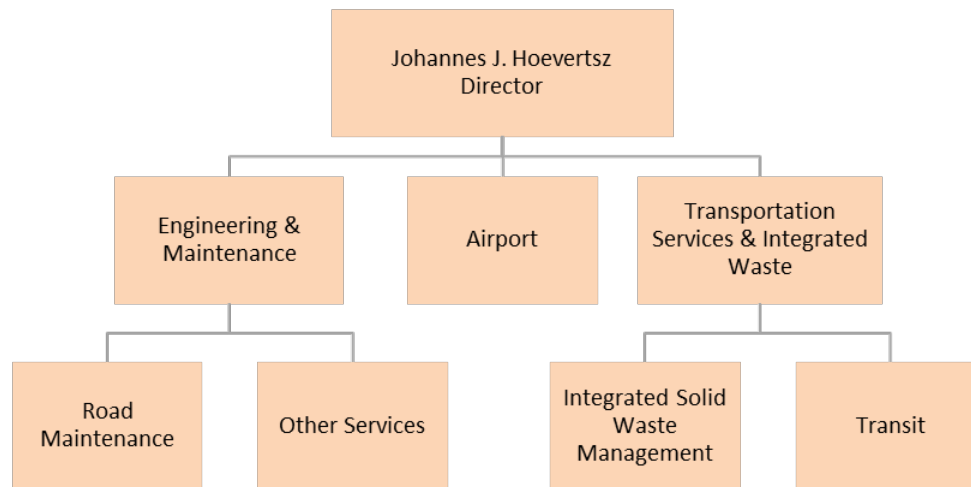
Airport Division operates and maintains the Charles M. Shultz - Sonoma County Airport, a commercial service airport with facilities for airline passenger service and other operations including air cargo, private and corporate flights, military, search and rescue, firefighting, law enforcement, and pilot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

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

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).

For more information, call (707) 565-2231, or visit <http://sonomacounty.ca.gov/TPW>.

DEPARTMENT ORGANIZATIONAL CHART



FINANCIAL SUMMARIES

Expenditures by Program Area

	FY 2020-21 Adopted Budget	FY 2021-22 Recommended Budget	Change from FY 2020-21 Adopted	% Change from FY 2020-21 Adopted
Road Maintenance and Operations	78,888,841	96,863,725	17,974,884	22.8
Other Services	8,540,065	8,603,868	63,803	0.7
Airport	23,591,229	29,163,292	5,572,063	23.6
Integrated Waste	10,083,390	11,454,065	1,370,675	13.6
Transit	23,963,341	25,930,584	1,967,243	8.2
<i>Internal Transfers & Reimbursements</i>	25,811,733	7,663,176	(18,148,557)	(70.3)
Total Expenditures by Program	170,878,599	179,678,710	8,800,111	5.1

Permanent Positions by Program Area

	FY 2020-21 Adopted Budget	FY 2021-22 Recommended Budget	Change from FY 2020-21 Adopted	% Change from FY 2020-21 Adopted
Road Maintenance and Operations	132.00	132.00	0.00	0.0
Other Services	0.00	0.00	0.00	0.0
Airport	20.00	20.00	0.00	0.0
Integrated Waste	12.00	13.00	1.00	8.3
Transit	6.00	6.00	0.00	0.0
Total Permanent Positions*	170.00	171.00	1.00	0.6

*The Recommended Budget includes 1.0 Integrated Waste Utility Infrastructure & Infrastructure Coordinator position approved by the Board of Supervisors on January 5, 2021.

Department Budget Details

	FY 2020-21 Adopted Budget	FY 2021-22 Recommended Budget	Change from FY 2020-21 Adopted	% Change from FY 2020- 21 Adopted
Expenditures by Character				
Salaries and Benefits	27,471,626	26,270,109	(1,201,517)	(4.4)
Services and Supplies	65,144,063	62,116,489	(3,027,574)	(4.6)
Capital Expenditures	55,838,214	71,791,617	15,953,403	28.6
Other Expenses	12,707,660	12,014,575	(693,085)	(5.5)
Transfers within the County	9,717,036	7,485,920	(2,231,116)	(23.0)
Total Expenditures by Character	170,878,599	179,678,710	8,800,111	5.1
Revenues/Reimbursements/Use of Fund Balance (Sources)				
General Fund Contribution	20,222,246	21,035,105	812,859	4.0
Use of Fund Balance	15,256,250	(23,144,195)	(38,400,445)	(251.7)
Fees and Charges for Services	7,425,300	6,140,239	(1,285,061)	(17.3)
State, Federal, & Other Govt. Revenue	59,569,480	65,592,735	6,023,255	10.1
Other Departmental Revenue*	42,045,496	50,855,320	8,809,824	21.0
Internal County Reimbursements and Transfers	26,359,827	59,199,506	32,839,679	124.6
Total Revenues/Use of Fund Balance	170,878,599	179,678,710	8,800,111	5.1

*Other Expenses includes Penalties and Fees.

ACCOMPLISHMENTS AND OBJECTIVES

FY 2020-21 Accomplishments

- **Roads:** 53 miles of roads were repaired as part of the FY 2020-21 Pavement Preservation Program. A total of 435 miles of County roads have been repaired since the Board began allocating funds to this program in 2012. Repaired 30 culvert sites, including removal of temporary steel plates, and implemented a Road Assessment Guide that established guidelines for priority and response to public reporting of road conditions, with the goal of minimizing risk to the public. Purchased California Public Utilities Commission (CPUC) Rule 20A Undergrounding Program Credits valued at \$3.8 million from Amador County for half of their value in dollars using PG&E settlement funds consistent with Tier 3 of the Infrastructure Resiliency Plan. These credits are estimated to deliver a project of approximately 3 miles of undergrounded utilities.
- **Disaster Recovery/Resiliency:** 2017 Flood Projects: 90% of remaining projects have been designed and ready for construction, which will occur in FY 2021-22. Repaired ten disaster sites on King Ridge Road as a result of damages from the 2019 Storms and Flood disaster, restoring access for residents. Partnered with local agencies and community groups for vegetation removal in 45 miles of County road right of way in west and north counties. Partners included County Fire District, Sonoma County Water Agency, and Fitch Mountain Citizens Organized to Prepare for Emergencies (COPE). Additionally, supported emergency response for LNU and Glass fires, including coordination with first responders, PG&E, and Cal-Fire, to re-open roads and ensure safety for resident re-entry.
- **Airport:** Completed the temporary Airport tent to expand terminal access during construction of new permanent terminal, to provide more space and an improved passenger experience for outgoing flights.
- **Integrated Waste:** Updated and amended the Master Operations Agreement (MOA) with Republic Services for management of the County landfill that specified terms for Special Waste, and outlined terms for use of the

landfill property for wetland mitigation. The amendment also provided terms for Republic Services to be subject to the Living Wage Ordinance.

- **Transit:** Maintained reduced level of Transit services during the COVID-19 Public Shelter-in-Place Health Order, to provide transportation for essential services for the community and temporarily suspended fares to eliminate barriers to transportation needs. The Department also purchased three new zero emission electric Transit buses, which will reduce air pollution and help attain the County's greenhouse gas reduction goals, as well as seven new wheelchair-accessible paratransit vehicles that will provide for a more comfortable riding experience for passengers and reduce maintenance costs and improve service reliability.

FY 2021-22 Objectives

- Explore more funding opportunities to continue to augment fire prevention and preparedness vegetation removal efforts. This includes leveraging the Adopt-A-Road program which allows individuals, companies, or nonprofit groups to voluntarily sponsor cleanup campaigns on selected sections of County maintained roadways, seeking grant opportunities, and continuing partnerships with local agencies and community groups.
- Continue repairs of 2017 and 2019 flood disaster projects, and 2019 and 2020 fire disaster projects.
- Begin design of Infrastructure Resiliency Investment Plan 2017 fire-damaged roads, fire suppression and safety improvement projects (Tier 1, Tier 1 Plus, and Tier 2) funded through the PG&E Settlement funds, and purchase radio infrastructure (Tier 3) that will allow the Department to be able to communicate with fire and law enforcement when responding to countywide emergencies and disasters.
- Work with Board of Supervisors and community stakeholders to prepare a comprehensive list of projects for CPUC Rule 20A underground electric utility projects. Rule 20A projects are constructed in areas of a community that are used most often by the general public, and the County has prioritized the undergrounding of utilities on high-risk fire areas.
- Conduct Proposition 218 process to evaluate and potentially adjust rates for CSA 41 water systems. This process, governed by legislation, will help determine appropriate rates needed to adequately maintain the systems, and requires advance notification of customers prior to changes being made.

DEPARTMENT HIGHLIGHTS

Major Variances

- In FY 2021-22, Capital Expenditures are expected to increase by \$15,953,403 due to delivery of several roads capital improvement projects including the widening of Airport Boulevard, installation of a signal at Todd Road and Standish Avenue, and One Bay Area Grant – Rehabilitation of Various Roads Project which consists of road treatments and associated work on Corby Avenue, Dutton Avenue, and Stony Point Road. Additional capital projects include repairs to 2017 and 2019 flood and 2020 fire disaster sites, construction of federal bridge projects including Wohler over Mark West Creek, Wohler over Russian River, and Boyes Boulevard. Purchase of a new Aircraft Rescue and Fire Fighting (ARFF) vehicle for the Airport and continuation of the Airport terminal expansion project. Integrated Waste Division also has perimeter fencing projects planned for the Annapolis and Guerneville closed landfills, as well as leachate projects and landfill cover maintenance.
- Transfers within the County are decreasing by \$2,231,116 representing the reduction in transfer of Traffic Mitigation funds to the Roads Capital Improvements budget as a result of fewer projects identified for use of these restricted funds in the coming year, as well as the reduction in transfer of funds from Heavy Equipment to Roads Maintenance due to a reduction in funding necessary for new equipment purchases.
- Use of Fund Balance is expected to decrease by \$38,400,445. This significant decline is primarily due to PG&E settlement fund revenue received in FY 2021-22 for the Infrastructure Resiliency Investment Plan Tier 2 generational projects in the Roads Division that will be programmed and delivered as part of the FY 2022-23 Pavement Preservation Program. Additionally, less reliance of fund balance in the Airport Division is due to anticipated receipt of the Coronavirus Aid, Relief, and Economic Security Act (CARES Act) funding in FY 2021-22 and completion of a Guerneville Lighting District project along River Road in the prior year.

- Other Departmental Revenue is expected to increase by \$8,809,824 primarily due CARES Act funding for Airport expenses, which were not included in the FY 2020-21 adopted budget, as well as Federal Aviation Administration (FAA) grants awarded for the terminal expansion project.
- Internal County Reimbursements and Transfers are increasing by \$32,839,679 due to one-time PG&E settlement funds being transferred to Roads Maintenance and Capital Improvements to finance Infrastructure Resiliency Investment Plan projects.

Key Issues

- **Funding:** The Department continues to prioritize delivery of 2017 and 2019 flood disaster road projects, which will include a proposed cash flow loan from internal department funds that will be recommended to the Board in May 2021. These projects will be reimbursed in part by the Federal Emergency Management Agency (FEMA) and the California Office of Emergency Services (Cal OES). The Department is also challenged with preparing a list of shovel-ready projects, or projects that are ready to be advertised for construction, and have the required environmental permits, to present if and when economic stimulus funding is available. These are typically projects that involve paving within an existing footprint, replacement of retaining walls, or intersection improvements.
- **CARES Act:** The Coronavirus Aid, Relief, and Economic Security Act (CARES Act) was signed into law on March 27, 2020, and included funding relief for Transit and Airport programs due to impacts of the COVID-19 pandemic. In FY 2020-21, the Airport received \$19.6 million in CARES Act funding to offset losses resulting from a decline in airline travel. Transit also received \$5.7 million in funding to offset the reduction in bus fare revenues. In December 2020, an additional stimulus package was passed. From that, in FY 2020-21 the Department expects to receive \$1.5 million for Transit, and \$2.0 million for the Airport specifically for costs associated with cleaning supplies related to mitigate COVID-19 risks. It is yet unknown what the Department will receive for the most recent stimulus package passed in early 2021. This funding has been and continues to be critical in offsetting declining revenues resulting from the sharp reduction in travel due to COVID-19 impacts. While travel has been increasing with restrictions lifting, Airline and Transit ridership continues to trend under pre-COVID levels.
- **Disasters:** The department continues to work on disaster preparedness, including training staff on techniques that will improve readiness when disasters happen, such as advanced chainsaw training for tree removal, and interagency radio communication with first responders and Community Emergency Response Teams (CERT). The Department is also seeking grant opportunities for funding to reinforce resiliency toward future disasters, such as vegetation management and continue to seek opportunities for Hazard Mitigation Grant Program, Community Development Block Grant, and other grants that support this goal. The Department will also seek ways to bolster water systems to ensure safe access to water for residents on small water systems during disasters and/or power shut offs.
- **Senate Bill 1383:** In FY 2021-22, the Department will continue efforts to meet organic waste reduction targets set by Senate Bill 1383 (SB 1383), passed in 2016, which established targets to achieve a 50% reduction in the level of statewide disposal of organic waste from the 2014 level by 2020 and a 75% reduction by 2025. Regulations mandating that every jurisdiction provide organic waste collection services to all residents and businesses will take effect on January 1, 2022. Efforts will include establishing an organics recycling ordinance and collaborating with Zero Waste Sonoma (formerly Sonoma County Waste Management Agency) to assist with administrative responsibilities as this endeavor will require significant planning, education and outreach, and reporting to meet the requirements established by the Local Enforcement Agency, CalRecycle.

BUDGET HEARING CHANGES AND ACTIONS

Adopted as recommended with the following changes:

Supplemental Changes

None

Budget Hearing Actions

	FTE	Gross Expenditures	Revenue and Reimbursements	Net Cost
General Fund				
Restore ongoing General Fund net cost in the Special Projects Division for Board of Supervisors meeting video production, filming and archiving contract services.	0	40,042	0	40,042
Other Funds				
Add 1.0 Senior Engineer in the Roads Division Traffic Engineering and Land Development section to respond to traffic issues, analysis of speed studies, and analysis and design guidance for striping and signage for road projects of the Pavement Preservation Program and Infrastructure Resiliency Investment Plan. Position costs will be funded through Highway Users Tax (HUTA) revenues.	1.0	239,050	\$239,050	0
Add 1.0 Waste Management Specialist II for the Sonoma County Waste Management Agency to support SB 1383 Organics Waste Reduction implementation efforts including reporting and record keeping, outreach, and compliance. Position costs will be funded by the Sonoma County Waste Management Agency.	1.0	168,955	168,955	0

DEPARTMENT ADOPTED BUDGET DETAILS

	FY 2020-21 Adopted Budget	FY 2021-22 Recommended Budget	FY 2021-22 Adopted Budget	Change from FY 2020-21 Adopted	% Change from FY 2020-21 Adopted
Expenditures by Character					
Salaries and Benefits	27,471,626	26,270,109	26,678,114	(793,512)	(2.9)
Services and Supplies	65,144,063	62,116,489	62,156,531	(2,987,532)	(4.6)
Capital Expenditures	55,838,214	71,791,617	71,791,617	15,953,403	28.6
Other Expenses*	12,707,660	12,014,575	12,014,575	(693,085)	(5.5)
Transfers within the County	9,717,036	7,485,920	7,485,920	(2,231,116)	(23.0)
Total Expenditures by Character	170,878,599	179,678,710	180,126,757	9,248,158	5.4
Revenues/Reimbursements/Use of Fund Balance (Sources)					
General Fund Contribution	20,222,246	21,035,105	21,075,147	852,901	4.2
Fees and Charges for Services	7,425,300	6,140,239	6,270,863	(1,154,437)	(15.5)
State, Federal, & Other Govt. Revenue	59,569,480	65,592,735	65,701,161	6,131,681	10.3
Other Departmental Revenue	42,045,496	50,855,320	51,024,275	8,978,779	21.4
Use of Fund Balance	15,256,250	(23,144,195)	(23,144,195)	(38,400,445)	(251.7)
Internal County Reimbursements & Transfers	26,359,827	59,199,506	59,199,506	32,839,679	124.6
Total Revenues/Use of Fund Balance	170,878,599	179,678,710	180,126,757	9,248,158	5.4
Total Permanent Positions	n/a	n/a	173.00	n/a	n/a



ECONOMIC DEVELOPMENT DEPARTMENT

Sheba Person-Whitley
Director

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

ADOPTED BUDGET AT A GLANCE	FY 2021-22
Total Expenditures	\$5,617,813
Total Revenues/Use of Fund Balance	\$5,617,813
Total General Fund Contribution	\$0
Total Staff	15.00
% Funded by General Fund	0.00%

DEPARTMENT OVERVIEW

The Sonoma County Economic Development Department (EDD), or Economic Development Board (EDB) as it is commonly referred to, 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.

Business Assistance Services provides services in the areas of Business Retention and Expansion, Entrepreneurship and Startup, Business Market Intelligence, Business Diversity, and Financing and Access to Capital.

Research and Program Development, which has the primary functions of Workforce Development, Broadband, Research Reports, Workshops and Tourism.

Creative Sonoma provides trainings, workshops, one-on-one consulting, grant funding, and arts education to the creative community of Sonoma County.

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

DEPARTMENT ORGANIZATIONAL CHART



FINANCIAL SUMMARIES

	FY 2020-21 Adopted Budget	FY 2021-22 Recommended Budget	Change from FY 2020-21 Adopted	% Change from FY 2020-21 Adopted
Business Assistance Services	1,735,348	1,387,589	(347,759)	(20.0)
Research and Program Development	3,403,472	2,859,336	(544,136)	(16.0)
Creative Sonoma	915,714	877,291	(38,423)	(4.2)
Total Expenditures by Program	6,054,534	5,124,216	(930,318)	(15.4)

Permanent Positions by Program Area

	FY 2020-21 Adopted Budget	FY 2021-22 Recommended Budget	Change from FY 2020-21 Adopted	% Change from FY 2020-21 Adopted
Business Assistance Services	6.00	6.00	0.00	0.0
Research and Program Development	4.00	4.00	0.00	0.0
Creative Sonoma	4.00	4.00	0.00	0.0
Total Permanent Positions	14.00	14.00	0.00	0.0

Department Budget Details

Expenditures by Character	FY 2020-21 Adopted Budget	FY 2021-22 Recommended Budget	Change from FY 2020-21 Adopted	% Change from FY 2020-21 Adopted
Salaries and Benefits	2,564,031	2,622,819	58,788	2.3
Services and Supplies	2,978,395	2,336,689	(641,706)	(21.5)
Other Expenses*	497,400	150,000	(347,400)	(69.8)
Transfers within the County	14,708	14,708	0	0.0
Total Expenditures by Character	6,054,534	5,124,216	(930,318)	(15.4)
Revenues/Reimbursements/Use of Fund Balance (Sources)				
State, Federal, & Other Govt. Revenue	202,625	176,500	(26,125)	(12.9)
Other Departmental Revenue	14,200	0	(14,200)	(100.0)
Use of Fund Balance**	4,649,467	3,869,726	(779,741)	(16.8)
Internal County Reimbursements and Transfers***	1,188,242	1,077,990	(110,252)	(9.3)
Total Revenues/Use of Fund Balance	6,054,534	5,124,216	(930,318)	(15.4)

* Other Expenses include Community Investment Fund program managed by the department's Creative Sonoma program.

** Use of Fund Balance represents Transient Occupancy Tax allocated to the department.

***Internal County Reimbursements and Transfers include \$481,527 of ongoing General Fund granted in FY 2020-21 to offset declining Transient Occupancy Tax Revenue which will be reduced or eliminated when TOT stream is restored, as well as \$316,707 of PG&E Settlement funding granted over a 3-year period during FY 2020-21 Budget Hearings and reimbursements from other entities for department services performed.

ACCOMPLISHMENTS AND OBJECTIVES

FY 2020-21 Accomplishments

- **EDB Program Participation and Outreach Services:** Responded and provided assistance to over 1,200 Sonoma County businesses requests, of which 924 were associated with businesses impacted by COVID-19. Also, hosted over 1,630 participants at various events and webinars including over 1,200 at COVID-related presentations. While over 197,000 unique page views were recorded for the EDB's website.
- **Equitable Economic Development into the Business Diversity Program:** Increased outreach, community engagement and translation of business resources; provided live interpretation at workshops, roundtables, and events; and held weekly meetings with Latinx business leaders and regular meetings with the North Bay Black Chamber. Increased Spanish language access.
- **COVID-19 Recovery and Response:** Developed nine (9) new COVID-19 webpages – Best Management Plans, Coronavirus Assistance Center, What's Open, Phases of Reopening, SoCo Launch, COVID Recovery, Affected Businesses Assistance, Industry Specific Assistance, Recovery Action Plan.
- **Business Stabilization Grant:** \$2,500,000 in CARES Act funding made available to support small businesses impacted by COVID-19. Grants were awarded in the amounts of \$2,500, \$7,500, and \$15,000. A total of 1,304 applications were submitted and a total of 542 grants were awarded. 80% of grant recipients were low-moderate income; 48% people of color.

FY 2021-22 Objectives

- **Business Assistance:** Increase outreach and support for small businesses seeking assistance with emergency resources, business expansion, and entrepreneurship and start-up programs, including a robust suite of COVID-19 business assistance services. Outreach will continue to be done through a variety of channels including direct outreach and through continued and strengthened relationships with community partners.
- **Perspectives Series:** Launch a new series of roundtables, virtual events, and economic forecasts aimed at small businesses, which focus on a number of high priority topics including the economy, disaster preparedness, and resiliency.
- **Small Business Disaster Response:** In collaboration with community partners, launch a small business technical assistance program focused on disaster response and preparedness.
- **Workforce Development Mentorship Program:** Create a new workforce program to aid local job seekers with creating relationships and networking opportunities, with a focus on matching new graduates and displaced workers with local employers.
- **Sonoma County Recovery Action Plan Implementation:** On November 17, 2020, the Board of Supervisors approved the COVID Recovery Action Plan. EDB intends to continue with implementation of short term action items identified in the plan in FY 2021-22. This will include collaboration with staff from the County Administrator's Office and community partners.

DEPARTMENT HIGHLIGHTS

Major Variances

- Due to the ongoing pandemic, transient occupancy tax revenue will continue to be projected lower than pre-pandemic collections. Therefore, new year recommended budget includes decreases to Services and Supplies primarily due to reduced funding agreement with the Sonoma County Tourism Bureau given amount allocated is 1.25% of the first 9% of tax rate collected. In addition, this category of expenses is reducing professional and consulting services to staffing costs, combined with reduced lease costs from office space consolidation measure implemented in FY 2020-21, as well as a decrease in the amount of expenses for year two of a three year grant from the California Public Utilities Commission.
- Decreases for Other Expenses is due to elimination of the Visitor Center Grant program, consistent with the April 2019 Transient Occupancy Tax Policy which provided funding through the end of their 3-year agreements ending on June 30, 2021.
- Use of fund balance represents the amount of Transient Occupancy Tax sources used to finance annual operations. In FY 2021-22 the reduction is associated with decrease programming for Sonoma County Tourism Bureau and Visitor Centers grants.

Key Issues

- **Broadband:** Existing broadband digital divide has been exacerbated by the impacts of COVID-19. Broadband has been identified as a key action item in the Resilient Infrastructure pillar of the Board of Supervisor's 5-year strategic plan and implementation and infrastructure are important to improve access. In addition, Broadband priority advocacy was added to the Board's 2021 Two-Year Legislative Platform.
- **Transient Occupancy Tax/Business Improvement Area (TOT/BIA):** Funding for the Sonoma County Tourism Bureau is based on tax collected during the fiscal year, tourism has decreased as a result of shelter in place orders and travel restrictions due to COVID-19. As a result, significant reduction in funding will be provided to Sonoma County Tourism.
- **Sonoma Mendocino Economic Development District:** Update of a regional Comprehensive Economic Development Strategy (CEDS) with a focus on recovery and resiliency due third quarter 2021. Recent grant funding received provides for the execution of COVID-19 recovery and resiliency projects and priorities that will be identified in the CEDS. The creation and update of regional CEDS priorities every five years is required by the Economic Development Administration (EDA) to maintain the Economic Development District, and provides a foundation for continued funding opportunities from the EDA.

- COVID-19 Economic Recovery: As the community continues to move through reopening and recovery, specialized programs will be required to catalyze recovery for local small businesses, including technical assistance and access to capital for the most impacted businesses.
- Small Business Disaster Preparedness and Resiliency: The community has dealt with successive emergencies and disasters since 2017, including wildfire, flooding, Public Safety Power Shutoffs, and the pandemic. It is critically important to bring timely and relevant resiliency tools and strategies to the small business community.

BUDGET HEARING CHANGES AND ACTIONS

Adopted as recommended with the following changes:

Supplemental Changes

	FTE	Gross Expenditures	Revenue and Reimbursements	Net Cost
Other Funds				
Add one full time time-limited Department Analyst to support the creation of an updated Comprehensive Economic Development Strategy for the Sonoma Mendocino Economic Development District reimbursed by outside partners (4/20/21, item #5)	1.00	143,597	143,597	0

Budget Hearing Actions

	FTE	Gross Expenditures	Revenue and Reimbursements	Net Cost
Other Funds				
Program one-time General fund discretionary funds transfer to finance 1 more year of grants to Chambers and Visitor Centers		350,000	350,000	0

Additional Directions to Staff

Complete Grant Application Process for 1-year of Funding Assistance for Visitors & Chambers of Commerce

Consistent with the 4/16/2019 Board approved revision of the Community Investment Program investment policy <https://sonomacounty.ca.gov/CAO/Services/Community-Investment-Program/PDFs/FY-19-20-Community-Investment-Fund-Policy-Adopted-04-16-2019/>, FY 2020-21 was the last year of Transient Occupancy Tax (TOT) funding to chambers and visitors centers. Consequently, and given the negative pandemic impact on these entities, the Board approved Board Request #04, to provide \$350,000 from one-time discretionary sources to finance an additional year of funding for those organization that apply for the assistance.

DEPARTMENT ADOPTED BUDGET DETAILS

	FY 2020-21 Adopted Budget	FY 2021-22 Recommended Budget	FY 2021-22 Adopted Budget	Change from FY 2020-21 Adopted	% Change from FY 2020-21 Adopted
Expenditures by Character					
Salaries and Benefits	\$2,564,031	\$2,622,819	\$2,766,416	\$202,385	7.9
Services and Supplies	\$2,978,395	\$2,336,689	\$2,336,689	(\$641,706)	(21.5)
Other Expenses*	\$497,400	\$150,000	\$500,000	\$2,600	0.5
Transfers within the County	\$14,708	\$14,708	\$14,708	\$0	0.0
Total Expenditures by Character	\$6,054,534	\$5,124,216	\$5,617,813	(\$436,721)	(7.2)
Revenues/Reimbursements/Use of Fund Balance (Sources)					
State, Federal, & Other Govt. Revenue	\$202,625	\$176,500	\$176,500	(\$26,125)	(12.9)
Other Departmental Revenue	\$14,200	\$0	\$0	(\$14,200)	(100.0)
Use of Fund Balance**	\$4,649,467	\$3,869,726	\$3,869,726	(\$779,741)	(16.8)
Internal County Reimbursements & Transfers**	\$1,188,242	\$1,077,990	\$1,571,587	\$383,345	32.3
Total Revenues/Use of Fund Balance	\$6,054,534	\$5,124,216	\$5,617,813	(\$436,721)	(7.2)
Total Permanent Positions	n/a	n/a	15.00	n/a	n/a



NATURAL RESOURCES & AGRICULTURE

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.

ADOPTED BUDGET AT A GLANCE

	FY 2021-22
Total Expenditures	\$285,207,383
Total Revenues/Use of Fund Balance	\$285,207,383
Total General Fund Contribution	\$0
Total Staff	243.00
% Funded by General Fund	0.00%

The mission of Sonoma Water is to effectively manage the water resources in our care for the benefit of people and the environment through resource and environmental stewardship, technical innovation, and responsible fiscal management.

DEPARTMENT OVERVIEW

The Sonoma County Water Agency (Sonoma Water) is a special district founded in 1949, whose Board of Directors is comprised 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.

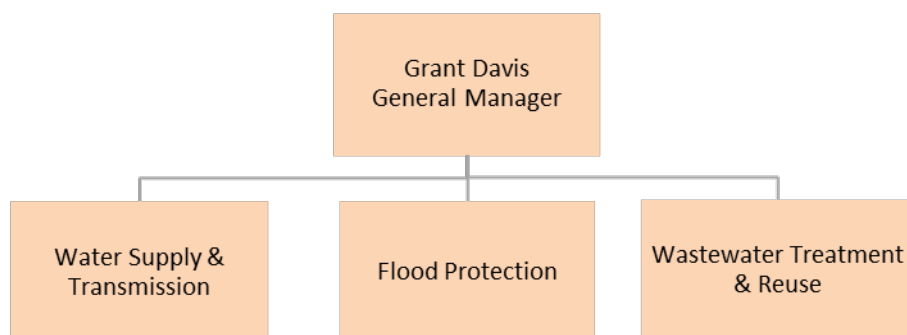
Sonoma Water is responsible for **Water Supply and Transmission** for much of Sonoma County and beyond. As a water supplier, Sonoma Water is responsible for securing and maintaining Warm Springs Dam and water rights, and encouraging water conservation and reuse to meet present and future demand. Sonoma Water's water 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, Valley of the Moon Water District, Town of Windsor, and North Marin Water District), 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 over 75 miles of creeks and waterways.

Sonoma Water operates and maintains eight wastewater treatment and reuse systems as part of its **Sanitation** function, which provides wastewater collection and treatment services to over 22,000 residences and businesses throughout the County.

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

DEPARTMENT ORGANIZATIONAL CHART



FINANCIAL SUMMARIES

Expenditures by Program Area

	FY 2020-21 Adopted Budget	FY 2021-22 Recommended Budget	Change from FY 2020-21 Adopted	% Change from FY 2020-21 Adopted
Water Supply & Transmission	116,539,741	115,004,333	(1,535,408)	(1.3)
Flood Protection	18,581,598	21,001,484	2,419,886	13.0
Wastewater Treatment & Reuse	64,233,513	67,293,651	3,060,138	4.8
Internal Transfers/Reimbursements	74,786,294	81,907,915	7,121,621	9.5
Total Expenditures by Program	274,141,146	285,207,383	11,066,237	4.0

Permanent Positions by Program Area

	FY 2020-21 Adopted Budget	FY 2021-22 Recommended Budget	Change from FY 2020-21 Adopted	% Change from FY 2020-21 Adopted
Water Supply & Transmission	141.00	141.00	0.00	0.0
Wastewater Treatment & Reuse	22.00	22.00	0.00	0.0
Flood Protection	78.00	78.00	0.00	0.0
Total Permanent Positions	241.00	241.00	0.00	0.0

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

Department Budget Details

	FY 2020-21 Adopted Budget	FY 2021-22 Recommended Budget	Change from FY 2020-21 Adopted	% Change from FY 2020-21 Adopted
Expenditures by Character				
Salaries and Benefits	47,201,526	52,081,751	4,880,225	10.3
Services and Supplies	117,811,252	118,885,607	1,074,355	0.9
Capital Expenditures	32,265,564	29,017,128	(3,248,436)	(10.1)
Other Expenses*	38,854,392	42,314,982	3,460,590	8.9
Transfers within the County	38,008,412	42,907,915	4,899,503	12.9
Total Expenditures by Character	274,141,146	285,207,383	11,066,237	4.0
Revenues/Reimbursements/Use of Fund Balance (Sources)				
Fees and Charges for Services**	56,318,109	58,954,934	2,636,825	4.7
State, Federal, & Other Govt. Revenue	27,938,556	29,379,738	1,441,182	5.2
Other Departmental Revenue***	75,628,344	76,413,135	784,791	1.0
Use of Fund Balance	39,469,843	38,551,661	(918,182)	(2.3)
Internal County Reimbursements and Transfers****	74,786,294	81,907,915	7,121,621	9.5
Total Revenues/Use of Fund Balance	274,141,146	285,207,383	11,066,237	4.0

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

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

***Other Departmental Revenue includes property tax, sanitation rates, rental income, interest, and other minor sources.

****Internal transfer and reimbursement of expenses between budget sections within Sonoma Water total \$82 million in FY 2021-22, resulting in a net budget of \$203 million.

ACCOMPLISHMENTS AND OBJECTIVES

FY 2020-21 Accomplishments

- At the request of Larkfield Estates community members, Sonoma Water constructed 10,600 feet of sewer collection system in this community that was damaged by the 2017 Sonoma Complex Fires. More than 47 percent of fire-impacted customers voluntarily elected to connect, and enrolled in a low interest financing program that eased the financial burden to them and facilitated their rebuilding process.
- As part of a comprehensive potable water storage tank maintenance program, removed and replaced protective coatings and installed a new cathodic protection system on Forestville water storage tanks to preserve the useful life and integrity of the tanks and ensure continued water supply reliability to our water customers.
- Signed a \$28.3 million landmark Project Partnership Agreement with the United States Army Corps of Engineers for its 65 percent cost share under the 2008 Russian River Biological Opinion to design and construct miles IV, V, and VI of the Dry Creek Habitat Enhancement Project to improve in-stream conditions for protected salmon and steelhead.
- Executed a \$1.2 million agreement with the United States Department of Agriculture Natural Resources Conservation Service to prepare a Watershed Plan and Environmental Assessment for the upgrade and rehabilitation of the Central Sonoma Watershed Project's flood management facilities.
- In partnership with the U.S. Army Corps of Engineers and other state and federal agencies, Sonoma Water implemented water supply savings measures published in the Lake Mendocino Forecast-Informed Reservoir

Operations Final Viability Assessment that demonstrates how reservoirs can be operated to store more winter rain without adversely increasing flood risk.

FY 2021-22 Objectives

- Construct a FEMA-funded Russian River Crossing Seismic Hazard Mitigation Project to stabilize the potable water pipeline located in the Russian River liquefaction zone, thus making water supply more reliable in the event of a major earthquake.
- Repair and upgrade Spring Lake flood control vortex tube to restore flood control capacity and protect the community from flooding.
- Replace 2,100 feet of trunk sewer main in Sonoma Valley to reliably handle flows to the plant, reduce inflow and infiltration, and comply with state enforcement order.
- Develop a regional water supply decision support tool. Tool will be used to evaluate the impacts from short- and long-term water shortages, formulate operational strategies, and prioritize water supply capital projects to improve the region's water supply resiliency.
- Finalize Climate Adaptation Plan that assesses climate vulnerabilities, risks, and adaptive capacity for water supply, wastewater, and flood protection, and develops, evaluates, and prioritizes adaptation strategies and projects to improve resilience to climate impacts.

DEPARTMENT HIGHLIGHTS

Major Variances

- Salary and Benefits are increasing 10.3% due to additional extra help, increased staffing levels, and the addition of an Assistant General Manager and Operations Manager in May of FY 2020-21 to support administrative and operational functions at Sonoma Water.
- Sanitation expenditures are expected to increase by \$3 million, or 4.8%, to implement critical operational projects including sludge removal, electrical resiliency improvements, manhole inspections, and development of sewer master plans to help inform system improvement priorities.
- Flood Protection expenditures are projected to increase \$2.4 million, or 13%, to fund a Watershed Plan and Environmental Assessment for the upgrade and rehabilitation of the Central Sonoma Watershed Project's flood management facilities; an Upper Petaluma River Flood Protection Feasibility Study; a Nathanson Creek Stormwater Study; and a FEMA funded Green Valley Creek Flood Hazard Mitigation Project.

Key Issues

- PG&E Settlement Funds for Fire Mitigation Decision Support Framework to be implemented in partnership with University of California Cooperative Extension. The Decision Support Framework will consist of: (1) a decision support tool that identifies areas of the watershed to focus fire mitigation measures to protect built and natural assets; (2) another tool that will support decisions on what types of fire mitigation measures are most appropriate on a parcel level scale; and (3) an interface between the two modeling tools. The project will be supported by a robust stakeholder process to help guide the development of the framework. The Decision Support Framework will serve to evaluate watersheds throughout Sonoma County.
- Some flood zones are unfunded or minimally funded, impeding Sonoma Water's ability to fully protect the community from flooding and other climate change impacts. Procuring reliable and consistent funding represents a significant challenge. Generally, there is low public support for increased taxes or assessments to fund flood control projects.
- Some small sanitation districts and zones continue to have financial shortfalls for maintenance and replacement of aging infrastructure and rely on contributions from Sonoma Water's General Fund. The COVID-19 pandemic has had devastating impacts to many residents and businesses throughout the county. Revenues are decreasing as some property owners are unable to pay their annual fees. While the districts and zones are forced to work with tight budgets, we continue to operate the systems in a safe and reliable manner.
- Plan to issue up to \$15 million in revenue bonds in FY 2021-22 to fund Sonoma Valley's large capital improvement program including Clarifier Seismic Retrofit, Sewer Trunk Main Projects, Influent/Effluent

Pumping and Piping Upgrade, equalization basin relining, electrical resiliency upgrade, and treatment plant headworks rehabilitation.

BUDGET HEARING CHANGES AND ACTIONS

Adopted as recommended with the following changes:

Supplemental Changes

	FTE	Gross Expenditures	Revenue and Reimbursements	Net Cost
Other Funds				
Position allocation list adjustment adding 1.0 FTE Assistant General Manager and 1.0 FTE Operations and Maintenance Manager. (5/11/21 Item #14)	2.0	-	-	-

DEPARTMENT ADOPTED BUDGET DETAILS

	FY 2020-21 Adopted Budget	FY 2021-22 Recommended Budget	FY 2021-22 Adopted Budget	Change from FY 2020-21 Adopted	% Change from FY 2020-21 Adopted
Expenditures by Character					
Salaries and Benefits	47,201,526	52,081,751	52,081,751	4,880,225	10.3
Services and Supplies	117,811,252	118,885,607	118,885,607	1,074,355	0.9
Capital Expenditures	32,265,564	29,017,128	29,017,128	(3,248,436)	(10.1)
Other Expenses*	38,854,392	42,314,982	42,314,982	3,460,590	8.9
Transfers within the County	38,008,412	42,907,915	42,907,915	4,899,503	12.9
Total Expenditures by Character	274,141,146	285,207,383	285,207,383	11,066,237	4.0
Revenues/Reimbursements/Use of Fund Balance (Sources)					
Fees and Charges for Services**	56,318,109	58,954,934	58,954,934	2,636,825	4.7
State, Federal, & Other Govt. Revenue	27,938,556	29,379,738	29,379,738	1,441,182	5.2
Other Departmental Revenue***	75,628,344	76,413,135	76,413,135	784,791	1.0
Use of Fund Balance	39,469,843	38,551,661	38,551,661	(918,182)	(2.3)
	74,786,294	81,907,915	81,907,915	7,121,621	9.5
Internal County Reimbursements & Transfers****					
Total Revenues/Use of Fund Balance	274,141,146	285,207,383	285,207,383	11,066,237	4.0
Total Permanent Positions	n/a	n/a	243.00	n/a	n/a

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

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

** Other Departmental Revenue includes property tax, sanitation rates, rental income, interest, and other minor sources.

****Internal transfer and reimbursement of expenses between budget sections within Sonoma Water total \$82 million in FY 2021-2022, resulting in a net budget of \$203 million.

REGIONAL PARKS

Bert Whitaker
Director

The mission of Sonoma County Regional Parks is to create healthy communities and contribute to the economic vitality of Sonoma County by acquiring, developing, managing, and maintaining parks and trails countywide. Regional Parks preserves irreplaceable natural and cultural resources, and offers opportunities for recreation and education to enhance the quality of life and well-being of residents and visitors to Sonoma County.

ADOPTED BUDGET AT A GLANCE	FY 2021-22
Total Expenditures	\$47,096,872
Total Revenues/Use of Fund Balance	\$42,357,820
Total General Fund Contribution	\$4,739,052
Total Staff	128.00
% Funded by General Fund	10.06%

DEPARTMENT OVERVIEW

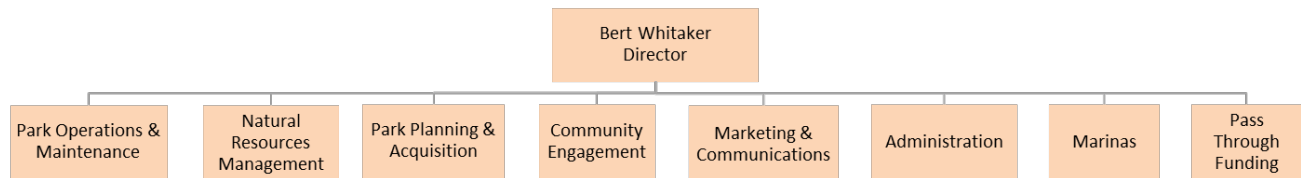
Regional Parks provides recreational, educational, social, and cultural opportunities for Sonoma County residents and visitors.

The Department has seven major operational program areas: **Park Operations and Maintenance** ensures the safety and security of park visitors by providing adequate ranger patrols and well-maintained facilities; **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; **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; **Community Engagement** contributes to community well-being by providing health, wellness, environmental education, recreation and cultural experiences for a wide diversity of park users; **Administration** manages the core financial, human resources, and customer service functions; **Marketing and Communications** handles business development, marketing and the internal/external communications functions of the department; and **Marinas** oversees three Bodega Bay marinas that support commercial and recreational fishing. An eighth program area, **Pass Thru Funding**, handles the disbursement of other dedicated revenues such as Measure M sales tax to capital projects and associated operational costs.

In the coming year, the Department will continue to provide essential mental and physical health benefits to residents, to innovate solutions to address record visitation due to COVID and to build climate-durable parks adapted to more frequent fire and flood disasters. We are also embarking on a department-wide greenhouse gas assessment and adopting a climate decision tool for every aspect of park/visitation management.

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

DEPARTMENT ORGANIZATIONAL CHART



FINANCIAL SUMMARIES

Expenditures by Program Area

	FY 2020-21 Adopted Budget	FY 2021-22 Recommended Budget	Change from FY 2020-21 Adopted	% Change from FY 2020-21 Adopted
Park Operations and Maintenance	15,681,841	16,410,684	728,843	4.6
Natural Resources Management	1,734,415	2,239,977	505,562	29.1
Park Planning and Acquisition	2,099,216	2,291,928	192,712	9.2
Community Engagement	3,126,290	3,758,004	631,714	20.2
Marketing and Communications	1,393,852	1,616,256	222,404	16.0
Administration	3,066,532	3,502,597	436,065	14.2
Marinas	2,905,213	3,438,426	533,213	18.4
Pass through Funding	11,253,998	13,839,000	2,585,002	23.0
Total Expenditures by Program	41,261,357	47,096,872	5,835,515	14.1

Permanent Positions by Program Area

	FY 2020-21 Adopted Budget	FY 2021-22 Recommended Budget	Change from FY 2020-21 Adopted	% Change from FY 2020-21 Adopted
Park Operations and Maintenance	64.00	66.00	2.00	3.1
Natural Resources Management	6.00	8.00	2.00	33.3
Park Planning and Acquisition	11.00	11.00	0.00	0.0
Community Engagement	13.00	15.00	2.00	15.4
Marketing and Communications	5.00	5.00	0.00	0.0
Administration	18.00	18.00	0.00	0.0
Marinas	5.00	5.00	0.00	0.0
Total Permanent Positions	122.00	128.00	6.00	4.9

Department Budget Details

	FY 2020-21 Adopted Budget	FY 2021-22 Recommended Budget	Change from FY 2020-21 Adopted	% Change from FY 2020-21 Adopted
Expenditures by Character				
Salaries and Benefits	17,710,491	19,151,708	1,441,217	8.1
Services and Supplies	10,757,336	12,721,639	1,964,303	18.3
Capital Expenditures	1,049,000	933,000	(116,000)	(11.1)
Other Expenses	477,890	470,383	(7,507)	(1.6)
Transfers within the County	11,266,640	13,820,142	2,553,502	22.7
Total Expenditures by Character	41,261,357	47,096,872	5,835,515	14.1
Revenues/Reimbursements/Use of Fund Balance (Sources)				
General Fund Contribution	4,593,282	4,739,052	145,770	3.2
Use of Fund Balance	2,703,573	4,630,871	1,927,298	71.3
Fees and Charges for Service	6,873,907	7,735,593	861,686	12.5
State, Federal, and other Govt. Revenue	4,261,728	4,180,438	(81,290)	(1.9)
Other Departmental Revenue	9,993,884	11,275,041	1,281,157	12.8
Internal County Reimbursements and Transfers	12,834,983	14,535,877	1,700,894	13.3
Total Revenues/Use of Fund Balance	41,261,357	47,096,872	5,835,515	14.1

*Recommended budget includes \$11,935,240 from Measure M Sales Taxes, \$9,234,452 in new funding in Other Departmental Revenue, and \$2,700,788 prior year revenue in the Use of Fund Balance.

ACCOMPLISHMENTS AND OBJECTIVES

FY 2020-21 Accomplishments

- Developed the first Parks for All Measure M Annual Report in partnership with the cities to communicate park investments and the community benefits of the voter-approved funds.
- Improved customer experience and functionality by implementing new online camping reservation system.
- Expanded grazing to 10 park locations and over 4,500 acres, helping reduce fuels, supporting local food systems, and vegetation management.
- Completed the acquisition of 515 acres near Monte Rio to create the community's first regional park.
- Opened the Red Tail Natural Play Area at Taylor Mountain Regional Park and Open Space Preserve.

FY 2021-22 Objectives

- Perform repairs to critical infrastructure in the Department's deferred maintenance schedule such as Stillwater campground renovations; Ragle Ranch field and volleyball renovations; Arnold Field Irrigation; and solar energy installation at Doran Beach Regional Park.
- Collaborate with community partners and other local agencies to reduce the impacts of homelessness to the Regional Parks while supporting our community partners who serve this population.
- Develop a "Climate Smart" decision tool to help inform decision making, investments, and other strategies to reduce climate impacts and increase climate resiliency.
- Implement the Career Pathways Program providing youth interns with park related professional experience in operations, maintenance, natural resources and public engagement.

DEPARTMENT HIGHLIGHTS

Major Variances

- Revenue from Measure M is increasing by \$1,099,870, as revenue projections in FY 2020-21 were conservative for this new funding source. In addition, \$2,700,788 of prior year revenue is included in Use of Fund Balance.
- The increase in Measure M revenue is supporting 2 new positions in Park Operations and Maintenance, totaling \$316,510, 2 new positions in Natural Resources Management, totaling \$271,334, and 2 new positions in Community Engagement, totaling \$280,123. The Measure M Capital Improvement budget is increasing by \$591,344, or 26%.
- Revenue in charges for services is projected to increase by \$911,772 as a result of increased day-use parking fees and camping revenue reflecting the increased usage and revenues seen over the past year.

Key Issues

- Meeting the public demand for increased access to trails, the Russian River, outdoor facilities, and camping.
- Illegal camping and homelessness in parks and along trails, which can damage the natural environment and detract from recreational uses of parks.
- Aging park facilities and marinas with infrastructure requiring replacement, repairs, or renovations to remain operational, improve efficiency and sustainability.
- Increasing project costs attributed to price escalations, regulatory compliance, and public engagement.
- Expanding capacity to operate, maintain, and steward parklands with increasingly larger and more complex ecosystems experiencing the impacts of droughts, floods, and fires.

BUDGET HEARING CHANGES AND ACTIONS

Adopted as recommended.

DEPARTMENT ADOPTED BUDGET DETAILS

	FY 2020-21 Adopted Budget	FY 2021-22 Recommended Budget	FY 2021-22 Adopted Budget	Change from FY 2020-21 Adopted	% Change from FY 2020-21 Adopted
Expenditures by Character					
Salaries and Benefits	17,710,491	19,151,708	19,151,708	1,441,217	8.1
Services and Supplies	10,757,336	12,721,639	12,721,639	1,964,303	18.3
Capital Expenditures	1,049,000	933,000	933,000	(116,000)	(11.1)
Other Expenses	477,890	470,383	470,383	(7,507)	(1.6)
Transfers within the County	11,266,640	13,820,142	13,820,142	2,553,502	22.7
Total Expenditures by Character	41,261,357	47,096,872	47,096,872	5,835,515	14.1
Revenues/Reimbursements/Use of Fund Balance (Sources)					
General Fund Contribution	4,593,282	4,739,052	4,739,052	145,770	3.2
Fees and Charges for Services	6,873,907	7,735,593	7,735,593	861,686	12.5
State, Federal, & Other Govt. Revenue	4,261,728	4,180,438	4,180,438	(81,290)	(1.9)
Other Departmental Revenue	9,993,884	11,275,041	11,275,041	1,281,157	12.8
Use of Fund Balance	2,703,573	4,630,871	4,630,871	1,927,298	71.3
Internal County Reimbursements & Transfers	12,834,983	14,535,877	14,535,877	1,700,894	13.3
Total Revenues/Use of Fund Balance	41,261,357	47,096,872	47,096,872	5,835,515	14.1
Total Permanent Positions	122.00	128.00	128.00	n/a	n/a

Adopted budget includes \$11,935,240 from Measure M Sales Taxes.



AGRICULTURAL PRESERVATION & 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.

ADOPTED BUDGET AT A GLANCE

	FY 2021-22
Total Expenditures	\$46,284,046
Total Revenues/Use of Fund Balance	\$4,924,402
Total General Fund Contribution	\$41,359,644
Total Staff	30.50
% Funded by General Fund	89.36%

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 acquisitions are guided by the newly adopted 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 will provide 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 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, operation and maintenance of lands purchased by Ag + Open Space for transfer to park agencies and non-profit partners for outdoor recreation.

Program Area Description

Ag + Open Space is organized into three program areas, and is currently evaluating its organizational structure to ensure effectiveness in climate resiliency efforts and to advance the goals and objectives outlined in the Vital Lands Initiative.

The Conservation Planning develops and analyzes data to ensure the highest value land is protected, and includes community relations.

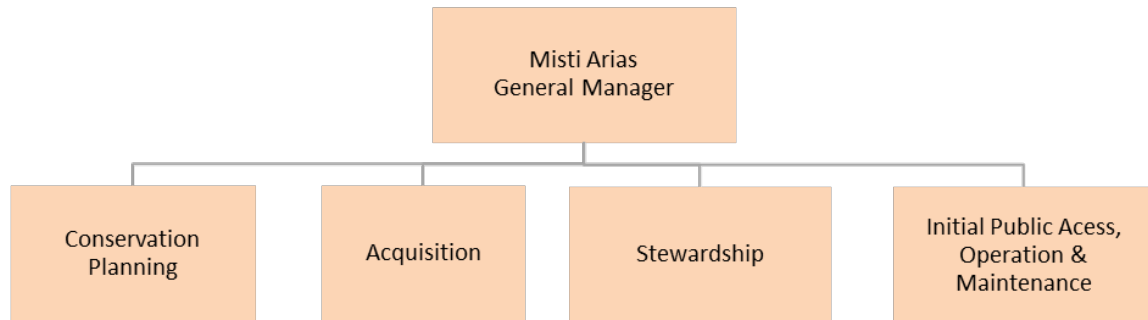
The **Acquisition Program** leads the purchase of conservation easements and land to protect farmland, greenbelts, natural resource areas, and recreational lands.

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.

While not a separate program, **Initial Public Access, Operation and Maintenance** reflects eligible expenditures by Ag + Open Space to other agencies to provide initial public access on protected properties intended for public recreational use.

For more information, call (707) 565-7360, or visit <https://www.sonomaopenspace.org/>.

DEPARTMENT ORGANIZATIONAL CHART



FINANCIAL SUMMARIES

Expenditures by Program Area

	FY 2020-21 Adopted Budget	FY 2021-22 Recommended Budget	Change from FY 2020-21 Adopted	% Change from FY 2020-21 Adopted
Conservation Planning	3,600,346	3,594,213	(6,133)	(0.2)
Acquisition	36,892,997	35,773,671	(1,119,326)	(3.0)
Stewardship	4,793,480	4,129,662	(663,818)	(13.8)
Initial Public Access, O&M	3,017,413	2,786,500	(230,913)	(7.7)
Total Expenditures by Program	48,304,236	46,284,046	(2,020,190)	(4.2)

Permanent Positions by Program Area

	FY 2020-21 Adopted Budget	FY 2021-22 Recommended Budget	Change from FY 2020-21 Adopted	% Change from FY 2020-21 Adopted
Conservation Planning	8.33	9.00	0.67	8.0
Acquisition	8.33	9.00	0.67	8.0
Stewardship	11.84	12.50	0.66	5.6
Total Permanent Positions*	28.50	30.50	2.00	7.0

*11/17/2020 Board of Directors resolution 20-0432 added one Time-Limited Planner position through 06/30/2022.
02/09/2021 Board of Directors resolution 21-0077 added one Assistant General Manager position.

Department Budget Details

Expenditures by Character	FY 2020-21 Adopted Budget	FY 2021-22 Recommended Budget	Change from FY 2020-21 Adopted	% Change from FY 2020- 21 Adopted
Salaries and Benefits	5,233,016	5,749,314	516,298	9.9
Services and Supplies	8,021,735	9,157,550	1,135,815	14.2
Capital Expenditures	30,285,548	26,565,000	(3,720,548)	(12.3)
Matching Grant Program	3,618,213	4,146,943	528,730	14.6
Transfers within the County	1,145,724	665,239	(480,485)	(41.9)
Total Expenditures by Character	48,304,236	46,284,046	(2,020,190)	(4.2)
Revenues/Reimbursements/Use of Fund Balance (Sources)				
Open Space District Sales Tax Revenue*	40,574,362	41,359,644	785,282	1.9
State, Federal, & Other Govt. Revenue	3,070,000	2,275,000	(795,000)	(25.9)
Revenue-Use of Money & Prop	145,000	145,000	0	0.0
Donations and Contributions	2,255,500	1,850,000	(405,500)	(18.0)
Use of Fund Balance	1,128,077	0	(1,128,077)	(100.0)
Internal County Reimbursements and Transfers	1,131,297	654,402	(476,895)	(42.2)
Total Revenues/Use of Fund Balance	48,304,236	46,284,046	(2,020,190)	(4.2)

*Open Space District Sales Tax Revenue includes \$26.1 million in anticipated FY 2021-22 Sales tax revenue and \$15.2 million in accumulated sales tax revenue from prior years

ACCOMPLISHMENTS AND OBJECTIVES

FY 2020-21 Accomplishments

- Board adoption of Vital Lands Initiative (VLI) which provides the framework to permanently protect the unique natural and working landscapes of Sonoma County.
- Implementation of pro-active fuels reduction, invasive species management, and roadwork on Ag + Open Space owned properties, including Saddle Mountain Preserve and Calabazas Creek Preserve for community safety and fire resiliency.
- Acquisition of a conservation easement while assisting Regional Parks with the fee acquisition of the Torr property (315 acres) to expand recreational opportunities; transferred to Sonoma County Regional Parks Carrington Ranch Open Space Preserve providing recreational opportunities on the Sonoma Coast; receive expanding recreational opportunities in the coastal zone and Sonoma Valley.
- Anticipated to close conservation easements on Mattos Dairy and Earthseed Farm totaling 715 acres by the end of the fiscal year to preserve agricultural land and to advance District goals to broaden access to agricultural land.
- Conducted the 2020 Matching Grant Program and recommended six new matching grant projects approved by the Board of Directors. Updated and refined the Matching Grant Program Guidelines, including development of a new evaluation matrix to provide urban area recreation. Also, conducted the Agricultural Support and Protection Matching Grant Program and recommended nine projects for funding.

FY 2021-22 Objectives

- Initiate and accelerate proactive land conservation efforts within high priority areas as identified by the Vital Lands Initiative.

- Implement and quantify Board climate change objectives relevant to the Ag + Open Space land conservation mission, including actions focused on carbon sequestration, avoided greenhouse gas emissions, climate adaptation and climate resiliency.
- Establish Diversity, Equity, and Inclusion goals including the adoption of an Environmental Justice policy and proactively seek projects benefitting underserved communities, including the Matching Grant Program criteria.
- Resolve the highest priority outstanding conservation easement enforcement cases protecting taxpayer investments and develop an investment strategy to achieve the Stewardship Reserve Fund target to ensure that Ag + Open Space held easements are protected in perpetuity.
- Develop partnerships with community organizations and tribal partners to manage or receive transfer of greenbelt properties now owned by Ag + Open Space.
- Coordination of centralized vegetation management funded by the PG&E settlement.

DEPARTMENT HIGHLIGHTS

Major Variances

- Salaries and Benefits increased nearly 10% due to the addition of one Time-Limited Planner position and one Assistant General Manager position, which will provide increased support to landowner request and internal operational efficiency, as well as overall staffing cost adjustments.
- Services and Supplies increased by 14%, or \$1.13 million, which reflects the required contracts for projects anticipated during this fiscal year. The FY 2020-21 budget was reduced due to anticipated impacts of COVID-19, and this increase brings spending back in line with pre-COVID levels.
- Capital Expenditures decreased by 12%, or \$3.72 million, which reflects a decrease in the purchases that are anticipated to close in this fiscal year.
- The Matching Grant Program increased by over 14%, or \$529,000, which reflects the work to be completed on accepted projects. The Matching Grant program provides reimbursement for approved expenditures as they are completed, and so the level of spending is contingent on work being completed by the grant recipients.
- Transfers within the County budget has decreased by approximately 42%, or \$480,000, as a result of reduced funding from the Operations and Maintenance reserve to perform stewardship work due to the transfer of fee lands to other entities.
- State and Federal Revenue decreased by nearly 26%, or \$795,000 representing the completion of grant funding deliverables in the prior year.
- Donations and Contributions decreased by 18%, or \$405,000, which corresponds to the decrease in the purchases that are anticipated to close in this fiscal year.
- Use of Fund Balance decreased to \$0. During budget adjustments related to COVID-19, expenditures were not reduced to the same extent as revenues, resulting in a budgeted use of fund balance in the District fund that was not reflected in actual expenditures.
- Internal County Reimbursements decreased by 42%, or \$477,000, which reflects the reduction of fee land as described above.

Key Issues

- Implementation of the Vital Lands Initiative (VLI) is the top priority of Ag + Open Space for Fiscal Year 2021-22. VLI provides key policy direction for planning, acquisition, and stewardship components of our land conservation work, including proactive targeting of acquisitions within regional or focus areas, and increasing the role of Ag + Open Space land conservation actions in meeting the County's goals for climate resiliency and adaptation.
- The completion of property transfers (Wright Hill, Carrington, and Calabazas) will create 2,861 acres of new Regional Parks and will reduce associated District costs of land management. This is key to reducing the costs of stewardship overall and enhancing public benefit.

BUDGET HEARING CHANGES AND ACTIONS

Adopted as recommended with the following changes:

Supplemental Changes

	FTE	Gross Expenditures	Revenue and Reimbursements	Net Cost
Other Funds				
Appropriate \$660,000 in revenues from PG&E Settlement Funds to a designated fund in the District to support a Vegetation Management Coordinator position for 3 years (3/23/21, item #19)	0.00	0	660,000	(660,000)

DEPARTMENT ADOPTED BUDGET DETAILS

	FY 2020-21 Adopted Budget	FY 2021-22 Recommended Budget	FY 2021-22 Adopted Budget	Change from FY 2020-21 Adopted	% Change from FY 2020-21 Adopted
Expenditures by Character					
Salaries and Benefits	5,233,016	5,749,314	5,749,314	516,298	9.9
Services and Supplies	8,021,735	9,157,550	9,157,550	1,135,815	14.2
Capital Expenditures	30,285,548	26,565,000	26,565,000	(3,720,548)	(12.3)
Other Expenses	3,618,213	4,146,943	4,146,943	528,730	14.6
Transfers within the County	1,145,724	665,239	665,239	(480,485)	(41.9)
Total Expenditures by Character	48,304,236	46,284,046	46,284,046	(2,020,190)	(4.2)
Revenues/Reimbursements/Use of Fund Balance (Sources)					
Open Space District Sales Tax Revenue*	40,574,362	41,359,644	41,359,644	785,282	1.9
Revenue-Use of Money & Property	145,000	145,000	145,000	0	0.0
State, Federal, & Other Govt. Revenue	3,070,000	2,275,000	2,275,000	(795,000)	(25.9)
Donations and Contributions	2,255,500	1,850,000	1,850,000	(405,500)	(18.0)
Use of Fund Balance	1,128,077	0	(660,000)	(1,788,077)	(158.5)
Internal County Reimbursements & Transfers**	1,131,297	654,402	1,314,402	183,105	16.2
Total Revenues/Use of Fund Balance	48,304,236	46,284,046	46,284,046	(2,020,190)	(4.2)
Total Permanent Positions	n/a	n/a	30.50	n/a	n/a

*Open Space District Sales Tax Revenue includes \$26.1 million in anticipated FY 2021-22 Sales tax revenue and \$15.2 million in accumulated sales tax revenue from prior years.



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, the environment, and the economy through education and the enforcement of laws and regulations.

ADOPTED BUDGET AT A GLANCE	FY 2021-22
Total Expenditures	\$7,808,274
Total Revenues/Use of Fund Balance	\$5,591,211
Total General Fund Contribution	\$2,217,063
Total Staff	38.50
% Funded by General Fund	28.39%

DEPARTMENT OVERVIEW

The Department of Agriculture/Weights & Measures enforces local, state, and federal laws and regulations pertaining to agriculture, the environment, human health and safety, and the marketplace. The Department includes three major divisions: Agriculture, Weights & Measures, and Land Stewardship.

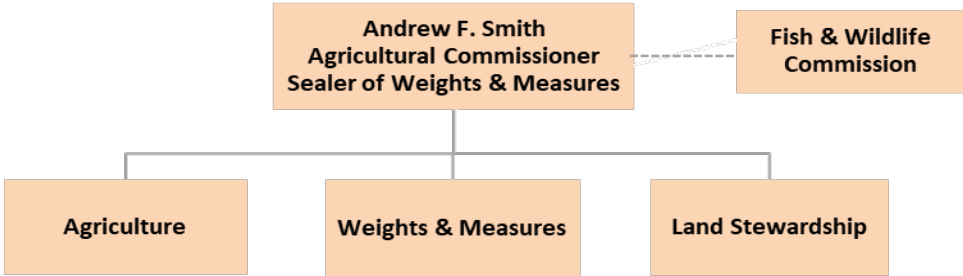
The **Agriculture Division's** functions include protecting public health and safety and the environment by enforcing pesticide regulations. It also protects agriculture and the environment by administering programs that minimize the introduction and spread of pests, promotes local foods by certifying local producers and farmers markets, and inspecting organic and egg operations. The Agriculture Division continues to work collaboratively with other County departments on cannabis land use policy and permitting. In FY 2019-20 the Agricultural division developed an ordinance and local registration program for industrial hemp cultivation.

The **Weights & Measures Division** protects the economy and consumers 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 quantity of packaged commodities to ensure that consumers are getting what they paid for. Additionally, the Division verifies the accuracy of scanners at point of sale systems through enforcement of a local ordinance and also investigates consumer complaints and collaborates with the District Attorney on major cases.

The **Land Stewardship Division's** charge is to protect the environment and promote the agriculture-driven economy by 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 aid the stewardship of private agricultural land.

For more information, call (707) 565-2371, or visit <http://sonomacounty.ca.gov/AWM/>.

DEPARTMENT ORGANIZATIONAL CHART



FINANCIAL SUMMARIES

	FY 2020-21 Adopted Budget	FY 2021-22 Recommended Budget	Change from FY 2020-21 Adopted	% Change from FY 2020-21 Adopted
Agriculture	5,906,059	5,831,203	(74,856)	(1.3)
Weights & Measures	1,068,597	1,074,594	5,997	0.6
Land Stewardship	824,720	902,477	77,757	9.4
Total Expenditures by Program	7,799,376	7,808,274	8,898	0.1

PERMANENT POSITIONS BY PROGRAM AREA

	FY 2020-21 Adopted Budget	FY 2021-22 Recommended Budget	Change from FY 2020-21 Adopted	% Change from FY 2020-21 Adopted
Agriculture	29.50	29.50	0.00	0.0
Weights & Measures	6.00	6.00	0.00	0.0
Land Stewardship	3.00	3.00	0.00	0.0
Total Permanent Positions	38.50	38.50	0.00	0.0

DEPARTMENT BUDGET DETAILS

	FY 2020-21 Adopted Budget	FY 2021-22 Recommended Budget	Change from FY 2020-21 Adopted	% Change from FY 2020-21 Adopted
Expenditures by Character				
Salaries and Benefits	6,063,223	6,057,431	(5,792)	(0.1)
Services and Supplies	1,712,647	1,727,337	14,690	0.9
Transfers within the County	23,506	23,506	0	0.0
Total Expenditures by Character	7,799,376	7,808,274	8,898	0.1
Revenues/Reimbursements/Use of Fund Balance (Sources)				
General Fund Contribution	2,212,526	2,217,063	4,537	0.2
Fees and Charges for Services	1,549,800	1,748,752	198,952	12.8
State, Federal, & Other Govt. Revenue	3,239,743	3,175,700	(64,043)	(2.0)
Other Departmental Revenue*	239,400	241,100	1,700	0.7
Use of Fund Balance	3,815	22,930	19,115	501.0
Internal County Reimbursements and Transfers**	554,092	402,729	(151,363)	(27.3)
Total Revenues/Use of Fund Balance	7,799,376	7,808,274	8,898	0.1

*Other Departmental Revenue includes Penalties and Fines, Miscellaneous, and Interest Revenue.

**Internal County Reimbursements and Transfers includes Cannabis, Hemp, and Gap (due to pending Fee Survey) Funding.

ACCOMPLISHMENTS AND OBJECTIVES

FY 2020-21 Accomplishments

- Implemented the County’s new Industrial Hemp Ordinance and registration process as well as the California Department of Food and Agriculture’s (CDFA) Industrial Hemp registration process to allow Sonoma County farmers to participate in this emerging industry. Over the past year, the Department registered eleven industrial hemp growers and two seed breeders.
- Due to pandemic health restrictions, the Department seamlessly transitioned from an in-person process of issuing and renewing Restricted Material Permits and Operator Identification Numbers to a virtual process without compromising Department standards, protecting our staff as well as the agricultural industry. In FY 2020-21, over 450 Restricted Material Permits and Operator Identification Numbers were processed. The Department hopes to continue the option of electronic permit processing in the future and is awaiting approval from the California Department of Pesticide Regulation.
- Completed an update to the Vineyard and Orchard Site Development Ordinance (VESCO) based on input from the VESCO Ad Hoc committee, industry stakeholders, and environmental groups. The updates include a separation of permit application processes for new and replant vineyard and orchard developments; revised permit requirements for biotic resource assessments; revisions to the process around expiration, time limits, and extensions of permits. New standards were added for protection of certain species and agricultural road networks, setback requirements for areas of slope instability, work during the rainy season, and the winterization of sites.
- Developed a streamlined registration process for Low-Impact Replanting that allows farmers to expedite their vineyard replanting projects while affording County staff the ability to maintain oversight and ensure compliance with VESCO standards.

FY 2021-22 Objectives

- Finalize and implement proposed amendments to the cannabis cultivation permitting policies while balancing the performance of this work with performance of core California Department of Food and Agriculture-related work required to meet Maintenance of Effort.
- In order to ensure the safety of our agricultural field workers and applicators, increase by 10% the number of field inspections performed by Department staff related to pesticides and pesticide usage.
- Collaborate with other departments/agencies and stakeholders in the development of a County Agricultural Access program and policy for declared disasters. The program will protect agricultural workers, not interfere with emergency personnel, and allow agricultural practices to continue. Other departments include Animal Services, County Counsel, Emergency Services, Sheriff, and the University of California Cooperative Extension. Stakeholders include those with agricultural properties, grape growers, wineries or other processing type of facilities, ranchers, and growers of other crops.
- Maintain price accuracy standards in commerce as set forth by the Board of Supervisors in the County's automated price verification ordinance by registering new eligible retailers and prioritizing our inspection efforts to ensure consumer protection.

DEPARTMENT HIGHLIGHTS

Major Variances

None

Key Issues

- The Department is currently engaged in a study of its fees and charges. In FY 2021-22, Agriculture/Weights & Measures will need to implement the fee study recommendations that balance the Department's needs, the business climate, and County policy.
- Continue to balance the safety of Department staff and customers while carrying out our mission and by performing core functions in a continuing COVID-19 environment.
- Continue to move forward in aligning the Department with the County's Equity, Diversity, and Inclusion Initiative and apply an equity lens to public and stakeholder facing services.

BUDGET HEARING CHANGES AND ACTIONS

Adopted as recommended with the following changes:

Supplemental Changes

	FTE	Gross Expenditures	Revenue and Reimbursements	Net Cost
Other Funds				
Appropriate \$660,000 in revenues from PG&E Settlement Funds to a designated fund in the District to support a Vegetation Management Coordinator position for 3 years (3/23/21, item #19)	0.00	0	660,000	(660,000)

DEPARTMENT ADOPTED BUDGET DETAILS

	FY 2020-21 Adopted Budget	FY 2021-22 Recommended Budget	FY 2021-22 Adopted Budget	Change from FY 2020-21 Adopted	% Change from FY 2020-21 Adopted
Expenditures by Character					
Salaries and Benefits	5,233,016	5,749,314	5,749,314	516,298	9.9
Services and Supplies	8,021,735	9,157,550	9,157,550	1,135,815	14.2
Capital Expenditures	30,285,548	26,565,000	26,565,000	(3,720,548)	(12.3)
Other Expenses	3,618,213	4,146,943	4,146,943	528,730	14.6
Transfers within the County	1,145,724	665,239	665,239	(480,485)	(41.9)
Total Expenditures by Character	48,304,236	46,284,046	46,284,046	(2,020,190)	(4.2)
Revenues/Reimbursements/Use of Fund Balance (Sources)					
Open Space District Sales Tax Revenue*	40,574,362	41,359,644	41,359,644	785,282	1.9
Revenue-Use of Money & Property	145,000	145,000	145,000	0	0.0
State, Federal, & Other Govt. Revenue	3,070,000	2,275,000	2,275,000	(795,000)	(25.9)
Donations and Contributions	2,255,500	1,850,000	1,850,000	(405,500)	(18.0)
Use of Fund Balance	1,128,077	0	(660,000)	(1,788,077)	(158.5)
Internal County Reimbursements & Transfers**	1,131,297	654,402	1,314,402	183,105	16.2
Total Revenues/Use of Fund Balance	48,304,236	46,284,046	46,284,046	(2,020,190)	(4.2)
Total Permanent Positions	n/a	n/a	30.50	n/a	n/a

*Open Space District Sales Tax Revenue includes \$26.1 million in anticipated FY 2021-22 Sales tax revenue and \$15.2 million in accumulated sales tax revenue from prior years.



UC COOPERATIVE EXTENSION

Stephanie Larson
Director

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.

ADOPTED BUDGET AT A GLANCE	FY 2021-22
Total Expenditures	\$1,507,780
Total Revenues/Use of Fund Balance	\$316,140
Total General Fund Contribution	\$1,191,640
Total Staff	6.75
% Funded by General Fund	79.03%

DEPARTMENT OVERVIEW

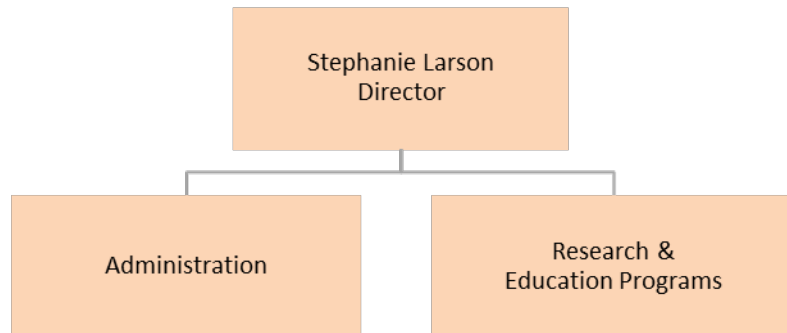
Through a collaborative agreement between the University of California, Division of Agriculture and Natural Resources (UC ANR) and Sonoma County, the University of California Cooperative Extension (UCCE), provides science-based research and educational programming in agriculture, natural resources, and 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 \$1.5 million in salary and benefits to the UC employees in the department, which is not reflected in the County budget. UC funding sources also cover expenses related to many UCCE programs.

The UCCE is organized into two functional areas: **Administration**, which is responsible for the oversight and fiscal management of the department, and **Programs**.

The latter supports eleven major programs: **Horticulture** provides education and research assistance, supports the Master Gardener program, and promotes food waste recovery and compost systems. **Livestock and Rangeland Management** supports local livestock and grazing industries, promotes rangelands management for increased ecosystem services, vegetation management, and fire fuel reduction, along with exploring land opportunities for livestock and specialty crop producers. **Dairy** program serves to encourage environmentally sound dairy management, and improve the production and marketing of milk and milk products. These two programs work closely with livestock and dairy producers to assist with climate smart agriculture practices. Our **Healthy Soils Initiative** and **AAMP** (Alternative Manure Management Program) programs address efforts in the community to reduce greenhouse gases. **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. **Sonoma County 4-H Youth Development** provides volunteer training and oversight of the program 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. **Environmental Horticulture** program promotes sound plant health care in our urbanized County, with an emphasis on Integrated Pest Management (IPM) principles. 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. Additionally, the **UC Master Gardener** and **UC Master Food Preserver** volunteer programs provide science-based outreach and education in the community related to home gardening and food preservation.

For more information, call (707) 565-2621, or visit <http://cesonoma.ucanr.edu/>.

DEPARTMENT ORGANIZATIONAL CHART



FINANCIAL SUMMARIES

Expenditures by Program Area

	FY 2020-21 Adopted Budget	FY 2021-22 Recommended Budget	Change from FY 2020-21 Adopted	% Change from FY 2020-21 Adopted
Research and Education Programs	1,056,365	1,077,162	20,797	2.0
Administration	157,139	245,818	88,679	56.4
Total Expenditures by Program	1,213,504	1,322,980	109,476	9.0

Permanent Positions by Program Area

	FY 2020-21 Adopted Budget	FY 2021-22 Recommended Budget	Change from FY 2020-21 Adopted	% Change from FY 2020-21 Adopted
Research and Education Programs	4.00	4.00	0.00	0.0
Administration	1.00	1.00	0.00	0.0
Total Permanent Positions	5.00	5.00	0.00	0.0

Department Budget Details

Expenditures by Character	FY 2020-21 Adopted Budget	FY 2021-22 Recommended Budget	Change from FY 2020-21 Adopted	% Change from FY 2020-21 Adopted
Salaries and Benefits	730,014	841,363	111,349	15.3
Services and Supplies	478,316	476,443	(1,873)	(0.4)
Transfers within the County	5,174	5,174	0	0.0
Total Expenditures by Character	1,213,504	1,322,980	109,476	9.0
Revenues/Reimbursements/Use of Fund Balance (Sources)				
General Fund Contribution	1,166,234	1,191,640	25,406	2.2
State, Federal, & Other Govt. Revenue	47,270	25,000	(22,270)	(47.1)
Internal County Reimbursements and Transfers	0	106,340	106,340	0.0
Total Revenues/Use of Fund Balance	1,213,504	1,322,980	109,476	9.0

ACCOMPLISHMENTS AND OBJECTIVES

FY 2020-21 Accomplishments

- Provided science based recommendations to private and public landowners and managing agencies on best management practices for forest and range landowners and home owners to increase climate resiliency and reduce fire fuels:
 - Coordinated a prescribed burn program, Good Fire Alliance (GFA).
 - Developed Match.Graze, <https://matchgraze.com/>, to increase opportunities for both landowners and grazers to reduce fire fuels.
 - Created the Fire Fuel Mapper Tool; tool for property owners to assess vegetation and fire risks.
 - Conducted defensible space workshops across the County in partnership with Fire Safe Sonoma, Sonoma Ecology Center, and Habitat Corridor Project to improve the effectiveness and durability of defensible space in the Wildland Urban Interface (WUI).
 - Conducted post-fire management and restoration activities on redwood forest management for landowners and managers, consisting of a series of public workshop and site visits.
- Lead collaborative efforts to reduce food waste and increase food recovery via countywide models that also will help address implementation requirements of SB 1383 (statewide organic waste legislation with a mandated food recovery component).
- Extended sustainable landscaping educational outreach in partnership with Sonoma County Library, Zero Waste Sonoma, and City of Santa Rosa.
- Assisted dairy and livestock producers to receive California Department of Food and Agriculture Healthy Soils grants; reducing greenhouse gas emissions on dairies and rangelands.
- Reached 1,285 youth (20% Latino) through the 4-H youth development program.

FY 2021-22 Objectives

- Assist with small scale local livestock meat producers to create local options for harvest; work with Permit Sonoma to secure approval and permits for mobile slaughter.
- Collaborate with the Department of Agriculture/Weights and Measures and Sonoma County Health Services - Animal Services to create a disaster preparedness and develop evacuation plans for livestock and horses in preparation for future disasters.

- Pursue funding for a comprehensive 3-year fire wise landscaping education outreach program in partnership with Fire Safe Sonoma, Sonoma Ecology Center, and Habitat Corridor Project; deepen partnerships with local fire service organizations to help meet community's needs on this topic.
- Implement climate change education and outreach programs for all agriculture producers - livestock, dairy, viticulture, etc. along with Master Gardeners, to implement climate smart practices.
- Expand UC Master Food Preserver program in the County, delivering outreach and education about home food preservation and food safety, especially as it relates to food security, food access, and food waste reduction.

DEPARTMENT HIGHLIGHTS

Major Variances

- The UCCE department was allocated funds from the PG&E settlement that will support a key Vegetation Management position (time-limited position) to oversee and manage the Department's lead role in providing outreach and education to public and private landowners as it relates to vegetation management, use of innovative tools, and fuel reduction practices.
- The department's liability insurance share of cost will be reduced by \$113,000, therefore allowing consideration of additional clerical support for a variety of key programs being delivered in the community.

Key Issues

- UCCE is launching the Wildfire Fuel Mapper, <https://wildfirefuelmapper.org/>, tools that provide Sonoma County landowners with properties greater than 3 acres with the information they need to understand and reduce fuels on their land. It provides a set of tools, resources, and information to help Sonoma County landowners and managers reduce fire hazards.
- UCCE Sonoma has been taking a leading role since the 2017 fires and during the pandemic to increase food security, recovery, and resiliency. Additional support for our work in emergency food response would enable us to build community resiliency and preparedness to respond more effectively to future disasters. Administrative support would enable us to support expansion of the capacity of service providers thereby increasing access to food support; strengthen local food networks; reduce food waste; and conduct a comprehensive evaluation program of a regional food coordination pilot.

BUDGET HEARING CHANGES AND ACTIONS

Adopted as recommended with the following changes:

Supplemental Changes

None

Budget Hearing Actions

	FTE	Gross Expenditures	Revenue and Reimbursements	Net Cost
Other Funds				
PGE Settlement Funds – Approval of 1.0 FTE (2 year limited) Climate Resiliency Program Manager to assist in vegetation management education and outreach.	1.0	99,779	99,779	0
PGE Settlement Funds – Approval of .75 Senior Office Assistant to support outreach efforts to private property owners related to vegetation management.	.75	85,021	85,021	0

DEPARTMENT ADOPTED BUDGET DETAILS

	FY 2020-21 Adopted Budget	FY 2021-22 Recommended Budget	FY 2021-22 Adopted Budget	Change from FY 2020-21 Adopted	% Change from FY 2020-21 Adopted
Expenditures by Character					
Salaries and Benefits	730,014	841,363	1,026,163	296,149	40.6
Services and Supplies	478,316	476,443	476,443	(1,873)	(0.4)
Total Expenditures by Character	1,213,504	1,322,980	1,507,780	294,276	24.3
Revenues/Reimbursements/Use of Fund Balance (Sources)					
General Fund Contribution	1,166,234	1,191,640	1,191,640	25,406	2.2
State, Federal, & Other Govt. Revenue	47,270	25,000	25,000	(22,270)	(47.1)
Internal County Reimbursements & Transfers	0	106,340	291,140	291,140	0.0
Total Revenues/Use of Fund Balance	1,213,504	1,322,980	1,507,780	294,276	24.3
Total Permanent Positions	n/a	n/a	6.75	n/a	n/a



CAPITAL PROJECTS

Capital Projects

Financing Table & Status Report



CAPITAL PROJECTS

Sheryl Bratton
County Administrator

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.

ADOPTED BUDGET AT A GLANCE	FY 2021-22
Total Expenditures	\$118,990,666
Total Revenues/Use of Fund Balance	\$113,350,666
Total General Fund Contribution	\$5,640,000
% Funded by General Fund	4.74%

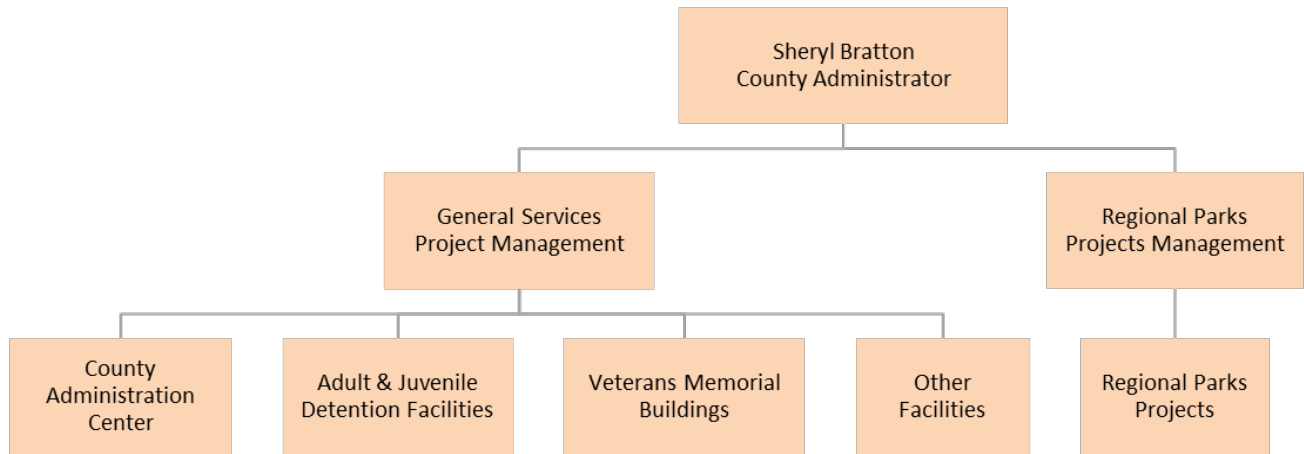
DEPARTMENT OVERVIEW

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 funding for projects contained within the Capital Project Plan. The budget includes projects funded by the General Fund, by Regional Parks' budget, grant funding, and by sources such as the Criminal Justice Construction Fund and other departmental budgets. Capital Projects are managed by the General Services and Regional Parks Departments. Staffing associated with project management are housed in those departments and included in the departmental budgets.

The General Government projects included in this budget are grouped by type of facilities or location and support 81 government facilities, and are managed by the General Services Department. **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, and Transportation and Public Works facilities. **Regional Parks** includes the funding to acquire, plan and develop park properties for parks and trails. Currently, there are 56 Regional Parks and trail facilities owned by the County and managed by Regional Parks.

For more information, call (707) 565-2431, or visit <http://sonomacounty.ca.gov/General-Services/>

DEPARTMENT ORGANIZATIONAL CHART



FINANCIAL SUMMARIES

Expenditures by Program Area

	FY 2020-21 Adopted Budget	FY 2021-22 Recommended Budget	Change from FY 2020-21 Adopted	% Change from FY 2020-21 Adopted
County Administration Center	6,406,584	11,177,355	4,770,771	74.5
Adult Detention Facilities	52,732,902	44,215,869	(8,517,033)	(16.2)
Veteran's Memorial Buildings	2,648,492	1,867,140	(781,352)	(29.5)
Other Facilities	20,049,234	20,223,468	174,234	0.9
Regional Parks	30,278,147	36,085,274	5,807,127	19.2
Total Expenditures by Program	112,115,359	113,569,106	1,453,747	1.3

Department Budget Details

	FY 2020-21 Adopted Budget	FY 2021-22 Recommended Budget	Change from FY 2020-21 Adopted	% Change from FY 2020-21 Adopted
Expenditures by Character				
Services and Supplies	2,825,691	2,129,132	(696,559)	(24.7)
Capital Expenditures	107,523,258	109,681,818	2,158,560	2.0
Transfers within the County	1,766,410	1,758,156	(8,254)	(0.5)
Total Expenditures by Character	112,115,359	113,569,106	1,453,747	1.3
Revenues/Reimbursements/Use of Fund Balance (Sources)				
General Fund Contribution	0	5,500,000	5,500,000	0.0
State, Federal, and other Govt Revenue	64,009,983	67,427,453	3,417,470	5.3
Other Departmental Revenue*	3,434,916	5,203,616	1,768,700	51.5
Use of Fund Balance	17,798,409	12,826,280	(4,972,129)	(27.9)
Internal County Reimbursements and Transfers**	26,872,051	22,611,757	(4,260,294)	(15.9)
Total Revenues/Use of Fund Balance	112,115,359	113,569,106	1,453,747	1.3

* In FY 2020-21, the General Fund contribution was replaced with Securitized Tobacco funds on a one-time basis.

**Other Departmental Revenue includes Insurance Claims Reimbursement from damages caused by the Kinkade and Glass Fires and Donations from the Parks Foundation and others.

PROJECT DESCRIPTIONS

The majority of the FY 2021-22 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. Given competing priorities for General Fund dollars, the County Administrator's Office is recommending that Criminal Justice funds are used to improve power resiliency and reliability of critical communications systems at the Sheriff's Office and new Inmate Connector. Consistent with base annual contributions, \$5.5 million of the General Fund is being dedicated to various high priority capital projects.

All new facility projects represent a collaborative effort between the General Services design, maintenance, and operating department and County departments in order to ensure integration and compatibility with existing training, safety, and service practices. This team approach has been utilized for all major capital projects since 2016 and ensures that life cycle costs are considered in the design of each new facility project.

GENERAL GOVERNMENT CAPITAL PROJECTS - Managed by General Services

County Administration Center: One project is included in the FY 2021-22 budget with new funding, as described below.

County Government Center Facility Planning Project: New funding of \$2.19 million from the Deferred Maintenance Fund will be used for continued consulting services and staff support to evaluate and plan for the design and construction of new administration buildings, and to conduct outreach to employees and the community. Additional funding to complete the second and third phases of design and planning for County Government Center will be requested, as needed.

Adult and Juvenile Detention Facilities: There are no new projects recommended for new funding in the FY 2021-22 Capital budget. However, there are five (5) projects recommended for Deferred Maintenance funding. These will be described in a standalone Board item.

Veterans Memorial Buildings: There are five (5) projects requiring funding to reduce hazards and improve seismic safety and public safety at certain Veterans Buildings. Also, ongoing major maintenance in the eight Veterans Memorial Buildings are funded through a single project. The budget includes \$150,510 in new funding from the FY 2021-22 Transit Occupancy Tax (Measure L). Specific projects will be identified in the Supplemental Budget.

Other Facilities and Programs: There are three projects receiving new funding as part of the recommended budget.

Fleet Improvements: Fleet Accumulated Capital Outlay funding of \$225,000 to replace malfunctioning and obsolete manual overhead doors at Fleet’s Heavy Equipment Facility with automatic overhead doors to improve operations and employee safety; and \$200,000 to install double-hulled bulk storage oil tanks used in vehicles and equipment serviced at Fleet’s Heavy Equipment Facility to not only increase storage capacity but to improve operations and employee safety.

County Americans with Disabilities Act Barrier Removal: New funding of \$1.9 million from General Fund (\$300,000 to be included in the supplemental budget) continues the County’s commitment to the Transition Plan priorities. Funding will be used for the following projects:

- Main Adult Detention Facility “B-Mod” accessibility \$600,000
- Veteran’s Halls door hardware/signage \$100,000
- Spring Lake Park \$110,000
- Steelhead Beach and Gualala Park \$130,000
- Fairgrounds RV Park Toilets \$400,000
- Transportation & Public Works Signalized Intersection projects \$350,000
- SETP outlying areas survey \$210,000.

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 and County Service Area 41 Sonoma Valley Funds. Ongoing operational costs associated with these projects are included in the Regional Parks department budget.

There are 126 capital projects included in the FY 2021-2022 budget, with 73 projects receiving new funding.

Projects receiving less than \$25,000 each of new funding include:

Andy’s Unity Park Accessibility Improvements; Bodega Bay Bicycle Trail Coastal Harbor and Smith Brother’s Road; California Coastal Trail; Carrington Coast Ranch; Crane Creek Park Expansion; Geyserville River Access; Gleason Beach Access Improvements; Healdsburg Veterans Memorial Bridge Dam; Helen Putnam Kelly Creek Trail; Hood – Graywood Trail; Joe Rodota Linear Park; Laguna Trail Phase 3 Balletto to Occidental Road; Mark West Creek Trail; North Sonoma Mountain Trail; Park Access Improvements; Russian River Bike Trail Middle Reach; Russian River Water Trail Lower Reach; San Francisco Bay Trail Sonoma; San Francisco Bay Water Trail; Shiloh Ranch Renovation and Phase 4; Sonoma Mountain Environs; Taylor Mountain Phase 2; Timber Cove Trail Plan; and West County Bike Trail Green Valley Road, Highway 116 to River Road, and Occidental Road.

Projects receiving \$25,000 or more of new funding are described below.

Bodega Bay Bicycle Trail Coastal Harbor North; \$1,245,000

This project will construct 0.6 mile Class 1 trail, connecting the completed Coastal Prairie Trail to Eastshore Road near Porto Bodega, and is part of the California Coastal Trail. This project will provide bicyclists and pedestrians safe passage between county and state parks, businesses, and neighborhoods.

Calabazas Creek Preserve; \$912,000

This project includes acquisition and developing initial public access of the 1,290-acre Calabazas Creek Ranch located on the east side of Sonoma Valley, acquired in 2004 by the Sonoma County Agricultural Preservation and Open Space District. The resource management plan was adopted in 2017, which, when implemented, will address natural resource measures and inform public access planning. 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. This property will transfer from the Open Space District to Regional Parks in 2021.

Central Sonoma Valley Trail; \$40,000

This project is to create a safe alternative route for pedestrians and bicyclists parallel to Highway 12, between Maxwell Farms Regional Park on Verano Avenue and Agua Caliente Road. This multi-phased project anticipates completing 2.76 trail miles that consist of off street and on street improvements connecting residences, schools, and parks. A total of 0.70 miles of Class I bike path have been completed which includes four trail segments: Larson Park, Flowery Elementary School, Sonoma Charter School-Valetti, and Verano Avenue. This is the final funding needed to complete this current project. A design study is underway to map out trail gap closures and identify construction methods to complete this trail. This will include wayfinding signs to improve trail access

Cloverdale River Park Phase 4; \$105,000

Construction of a new permanent restroom, group picnic facilities, and other park amenities to better serve park visitors. Funding from Park Mitigation Fees is budgeted to pursue grant opportunities and provide project management. The Regional Parks Foundation is also providing assistance through local donations for picnic sites, tree planting, and amenities.

Coastal Trail Kashia Pomo; \$50,000

The project includes the development of the California Coastal Trail across the coastal bluffs, creates opportunities for dramatic views of Horseshoe Cove, whale watching, and creates a safe place for trail access along the rugged coastland rich with significant interpretive features.

Dutch Bill Creek Bikeway; \$55,000

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 communities and places of interests such as Occidental, Camp Meeker, Bohemia Ranch, Tyrone, Monte Rio, Monte Rio Creekside Park, vacation resorts, beaches, and the planned Russian River Trail. This project is in partnership with the Sonoma County Agricultural Preservation and Open Space District, and includes the 2020 acquisition of 515 acres for a future regional park south of Monte Rio.

Foothill Kincade Fire; \$55,000

Replacing park infrastructure and amenities such as fences, retaining walls, benches and tables and repairing trail damages caused by the October 2019 Kincade Fire and response. Replacement costs are covered by County insurance and fire-resilient features are funded by the Sonoma County Regional Parks Foundation.

Foothill Park; \$285,000

This project includes renovating the ponds for safer trail and fishing access and resource protection, improving trails, providing gathering area at the trailhead and other amenities. This project complements the Foothill Kincade

Fire project and includes Sonoma County Regional Parks Foundation's Kaiser Grant for park climate resilience funding.

Guerneville River Park Phases 2; \$433,662

Phase 2 includes construction of an entry driveway on the east side of Highway 116, parking, boat turn around, boat launch ramp/portage, trails, and picnic area. California Boating & Waterways has awarded a grant for most of the construction funding. Remaining development funding has been awarded from the Sonoma County Agricultural Preservation & Open Space District's Matching Grant program. Construction is planned to begin summer 2021.

Healdsburg Veteran's Memorial Beach Redevelopment; \$363,662

This project will enhance the aging facilities that support Russian River access, expand uses, and improve opportunities for paddle craft launch and take out. Additionally, this project will enhance environmental protection addressing septic systems, provide additional public restrooms, and evaluate in-stream opportunities that enhance conditions and passage for fish populations while also expanding aquatic recreation.

Helen Putnam Renovation; \$105,000

The project is funded by an anonymous donor matching grant to the Regional Parks Foundation, limited onetime funds from the advertising fund, and a State Parks Habitat Conservation fund grant. Helen Putnam Regional Park is an older park and is in need of infrastructure, resource management, visitor, and aesthetic improvements. The renovation 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 2022.

Helen Putnam Varnhagen Addition; \$60,000

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. Trail construction is complete and staging area construction is underway.

Hood Mountain Expansion; \$55,000

This project includes acquisition, planning and development of park expansion and Bay Area Ridge Trail and other trail linkages to Sugarloaf Ridge State Park, the Los Guilicos county facility, and other adjacent destinations.

Hood Mountain Lawson Phase 2; \$170,000

This project includes design and construction of new trails and overnight facilities in the Lawson addition to Hood Mountain Regional Park and Preserve as part of the master plan build out. This will include a fire-resilient bunkhouse cabin, individual campsites, restroom, picnic tables and benches, signs and similar features.

Hood Mountain Recovery; \$335,000

This project includes rebuilding park infrastructure damaged in fires and floods, as well as 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.

Hood Santa Rosa Creek Headwaters Addition; \$160,000

This project includes developing and implementing a master plan, resource management plan, and environmental document for this 162-acre addition to Hood Mountain Regional Park and Preserve. Planning will include public outreach.

Hudeman Slough Boat Launch; 1,508,000

Site improvements are needed for Hudeman Slough Fishing Access to support ongoing public fishing, hunting, and boat launching activities, and improve disabled access. This facility provides access to surrounding sloughs and San Pablo Bay, is a portal to 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 and closed boat launch ramp, dock, and gangway; rehabilitation of the paved parking areas; a new gravel overflow parking area; and a new vault restroom.

Larson Park Improvements; \$220,000

Several major maintenance and renovation projects are needed to respond to community needs and continue to improve the facilities at Larson Park. Work will include 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. Given the extent of improvements needed, Regional Parks is updating the Master Plan for the park. The updated Master Plan is scheduled for 2021 adoption followed by preparation of cost estimates and construction documents, and securing grant funding for construction.

Los Guillicos Uplands Trail; \$70,000

Enhance trail routes, protect resources, install interpretive signs, benches and other amenities 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.

Maddux Park Phase 4; 250,000

This project includes planning, design and construction of additional parking, restroom, picnic sites, paths, amenities, and an irrigation system for the baseball fields.

Mark West Creek Cresta Road; \$565,932

This project is to restore Cresta Road, which was damaged by a landslide. Due to heavy rains unstable post-fire conditions, a large section of Cresta Road failed, cutting off the only vehicle access into the western area of the park. Over half of the existing 15-foot wide gravel road was lost in the floods of 2019, a federally declared disaster. This is a FEMA-funded project.

Maxwell Farms Redevelopment; \$1,239,749

The updated Master Plan was adopted in 2019 and supports a community vision for the park to meet the current and future recreational needs while preserving and enhancing the natural resource values of the floodplain and riparian environments along Sonoma Creek. Project funding commitments total \$2.6 million. Funders include the Sonoma County Agricultural Preservation and Open Space District, Sonoma Ecology Center, Sonoma Little League, Sonoma Valley Youth Soccer, Sonoma County Regional Parks Foundation, and State Housing and Community Development. Improvements will be constructed in phases, as funding is available. Phase 1 improvements are expected to start in the summer of 2021 and are anticipated to continue through 2022.

Petaluma – Sebastopol Trail; \$85,000

Planning and acquisition for 13 miles of Class I trail connecting Petaluma with Sebastopol. Preferred trail alignment is based on 2018 study.

Poff Ranch (Wright Hill Ranch); \$580,000

This project includes acquisition and initial public access of the 1,235-acre Poff Ranch, acquired in 2007 by the Sonoma County Agricultural Preservation and Open Space District. The project will implement the Poff Ranch Resource Management Plan that identifies natural and cultural resource protection measures, rangeland management infrastructure, and sediment reduction. This project also includes planning, community outreach and public access including trails, historic cabin protection, and other management items. This property will transfer from the Open Space District to Regional Parks in 2021.

Preston River Access; \$83,000

This project is to formalize a longtime popular use area along the Russian River between the former Preston Bridge site and the Sonoma-Mendocino County line. Sonoma County acquired a portion of the former Caltrans Highway

101 right-of-way that includes river access. In 2018, Regional Parks began title work and negotiating with underlying fee title owners to secure the remainder of the area where Caltrans had only a highway easement. Regional Parks secured the underlying easements along two-miles of Geysers Road in 2020, allowing the improvement of public access to the Russian River between Cloverdale and the Mendocino County line. This project includes design and constructing trailheads, parking, pump out restroom, safe trails to the beaches, and other amenities.

Russian River Bike Trail Lower; \$57,788

Funding provided for planning a 19-mile multiuse trail paralleling the Russian River from Forestville to Jenner. The feasibility study was completed in 2020 and identifies preferred trail alignment and prioritizes completing the Rio Nido to Monte Rio trail.

Spring Lake Park Campground ADA; \$110,000

Disabled Access Improvements at Spring Lake Park are based on the Sonoma County Self Evaluation & Transition Plan. The project consists 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 new accessible route signs; replacement of two non-compliant drinking fountains; and restroom and shower building improvements including leveling the existing concrete floor, replacing and reconfiguring partitions and plumbing fixtures, replacing the exterior pot washing sink with an accessible model, and new building identification signs. Funding requests of \$165,000 from the Community Development Commission was not received but will be requested in upcoming funding cycle. General Services managed Capital Projects budget includes \$145,000 in General Fund Accessibility funding.

Spring Lake Park Renovation; \$475,000

This project includes several major maintenance projects to provide safe, functional, accessible, and improved facilities to serve the public. Work will include replacing the sewage pump system, upgrading the electrical system for the entire park, and renovating the eight restrooms that serve the day use areas and campgrounds. This project also includes renovating and updating the amenities including the swimming lagoon, picnic facilities, paved and unpaved trails, interpretive areas, parking areas, utilities, and signage. New funding is for the sewage pump and electrical systems.

Sonoma Schellville Trail; \$385,000

Planning and acquisition for 4.8-mile trail. County staff are in active negotiations with Union Pacific Railroad and other landowners to acquire their property rights in the railroad right of way. Once acquisition is complete, staff will pursue funding to complete the design and engineering, California Environmental Quality Act compliance, and construction. The project is partially funded with Transportation Measure M funds.

Sonoma Valley Park Expansion; \$50,000

Plan and develop trail extensions into recent park expansions, install a permanent restroom and group picnic area, and conduct an analysis of expanding the park into additional undeveloped lands of the Developmental Center.

Sonoma Valley Trail; \$310,000

This project includes the planning, acquisition, and development of the 13-mile Sonoma Valley Trail along the Highway 12 corridor from Melita Road (Santa Rosa) to Agua Caliente Road (Springs Area). The trail extends north from the Central Sonoma Valley Trail project. This project will provide a safe and separated pathway from Highway 12 and would provide connections to destination areas such as regional and state parks, wineries, restaurants, schools, and local businesses along the Highway 12 corridor.

Steelhead Beach Phase 3; \$80,000

This project would develop a camp host site with utilities, walk-in campsites with fire rings and tables, installation of shower fixtures in the existing restroom building, and related amenities. Improvements would support the Russian River Water Trail project and allow multi-day Russian River trips, improve site security, and increase

revenue. Disabled access improvements are also included. Current funding includes Community Development Commission Block Grant, County Accessibility Program funds, and Park Mitigation Fees.

Stewarts Point Trail; \$50,000

This project includes acquisition, planning, and development of approximately 0.9 miles of California Coastal Trail including staging area with parking.

Stillwater Cove Renovation; \$50,000

This project includes replacing 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. New funding is for bridge engineering and the electrical system.

Taylor Mountain Cooper Creek Phase 1; \$353,663

This project will complete a master plan and design, as well as construction of Phase 1 development for the Cooper Creek addition to Taylor Mountain Park and Preserve. Work will include community engagement, resource studies, design and construction of trails and related amenities.

Taylor Mountain Phase 3; \$130,000

This includes the third phase of trail and staging area improvements and the remaining new trails identified in the master plan along with renovation of ranch roads used as trails, and park amenities outside of the planned Kawana Springs park center area.

Tolay Lake Regional Park Gathering Area; \$230,000

The Tolay Gathering Area is a co-management project between the Federated Indians of Graton Rancheria and Sonoma County Regional Parks. This project will create the space for outdoor education with a presentation and programming space. This includes a stage, formal seating and informal seating, planters/seat walls, and barrier-removal and interpretive elements.

Tolay Lake Regional Park Phase 1; \$105,000

This project includes priority improvements needed for public access to the Park. This includes improved trail alignments, new trail access, well testing and certification, rangeland fencing and trail access gate improvements, equestrian staging improvements, and park signs.

IMPACTS ON OPERATING BUDGET

To estimate each Capital Improvement Plan project's ongoing operating cost, General Services uses a portion of the current operating expense associated with the existing building, using a per square foot estimate.

For a new building, the costs of operation and maintenance are estimated using International Facilities Management Association standards. The County identifies the operating cost increases necessary for a new building at the time the item goes to the Board of Supervisors for authorization of the project.

Regional Parks similarly estimates the costs associated with long terms operations and maintenance of their projects. This is included in the Capital Improvement Plan and considered when projects are brought to the Board of Supervisors for authorization.

ACCOMPLISHMENTS AND OBJECTIVES

FY 2020-21 Accomplishments

- **General Services**

Completed the technically challenging \$13.19 million Inmate Connector project on time and within budget. The Connector will enable the safe, cost effective movement of inmates from the Main Adult Detention Facility to the new State Courthouse, thereby fulfilling our obligation to complete the Connector prior to the State beginning construction.

- **Regional Parks**

Completed transfer approvals for Calabazas Creek Preserve and Wright Hill Ranch in partnership with Sonoma County Agricultural Preservation and Open Space District.

Opened the following facilities:

- Red Tail Natural Play Area at Taylor Mountain Regional Park and Preserve
- West County Trail extension to Forestville

Completed the following:

- Two miles of new trails in Taylor Mountain Regional Park and Preserve
- Maintenance repairs to Marinas and Sports Fishing Center
- Accessibility improvements at Andy's Unity Park
- Acquisition of 515 acres for a future regional park near Monte Rio
- A 205-acre addition to Hood Mountain Regional Park
- New parking lot and trail, trail renovations, and equestrian parking enhancements at Helen Putnam Regional Park
- First phase of infrastructure repairs at Foothill Regional Park damaged during 2019 Kincade Fire
- Camp Host and park enhancements at Steelhead Beach

FY 2021-22 Objectives

- **General Services**

Support County Administrator's Office and consultants efforts to issue Request for Proposal/Request for Qualifications (RFP/RFQ) for a New County Government Center with goal of approving at least three (3) teams to move forward with design.

Award a design/build contract for the \$48 million Adult Detention Behavioral Housing Unit project that will provide critical mental health services to clients in detention.

- **Regional Parks**

Complete the following:

- Class I Coastal North Harbor section of the Bodega Bay Trail
- Copeland Creek trail connecting Rohnert Park and Sonoma State University with Crane Creek Regional Park
- Construction of 8 miles of new trails at Taylor Mountain Regional Park and Open Space Preserve
- First phase of restoring park infrastructure at Hood Mountain using fire resistant design following the 2020 Glass Fire
- First phase of Maxwell Farms construction improving sports fields and other infrastructure enhancements
- New Russian River boat launch/portage, trails, picnic area, and access at Guerneville River Park
- New permanent restrooms at Cloverdale River Park, Sonoma Valley Regional Park, and Maxwell Farms

Open the following:

- Taylor Mountain Expansion property
- New park in Monte Rio for interim access

Complete transfers and acquisitions:

- Transfer of Occidental Road Property and Ceanothus Preserve in partnership with the Sonoma County Agricultural Preservation and Open Space District
- Acquisition of property expanding Hood Mountain Park and Preserve
- Acquisition of property extending Crane Creek Regional Park
- Acquisition of Russian River access near Healdsburg

BUDGET HEARING CHANGES AND ACTIONS

Adopted as recommended with the following changes:

Supplemental Changes

	FTE	Gross Expenditures	Revenue and Reimbursements	Net Cost
Other Funds				
County Facilities Resources Fund - Re-direct General Fund contribution recorded in this holding fund to the projects listed below.	0.00	(3,900,000)	(3,900,000)	0
Communication Towers- New funding from General Fund to support two communication towers projects; \$950,000 for a new vault at Pine Mountain, and \$150,000 for road maintenance required by the County's lease agreement with the private owner of the Sleepy Mountain tower site, and transfer \$180,000 from General Fund to the Sheriff's Telecommunication Tower Capital Projects for Microwave replacements.	0.00	1,280,000	1,280,000	0
Public Health Lab & Morgue Replacement - Create a 35% bridging design for the new Public Health Laboratory and Morgue facility. These facilities must be relocated from the Chanate campus and are critical infrastructure necessary to ensure the health and safety of the community.	0.00	200,000	200,000	0
Veterans Buildings - New funding from General Fund for the following projects; \$100,000 for the Cloverdale Veterans Building Solar Thermal and Pool Safety Upgrades, \$200,000 to resurface and address potholes improving pedestrian and vehicular safety at multiple Veterans Buildings parking lots, \$200,000 for new Solar Parking Canopy at the Santa Rosa Veterans Building, and seismic retrofit designs- \$250,000 for the Santa Rosa Veterans Building and \$250,000 for the Sonoma Veterans Building, and \$800,000 for future projects.	0.00	1,800,000	1,800,000	0
2009 SETP ADA - New funding from the General Fund to re-store a portion of prior year's re-direction of funds towards non-ADA priority projects including the Inmate Connector and County Center Parking Improvements. These funds will be used to continue the County's commitment to the Transition Plan priorities, as adopted in the Board's 2009 Self-Evaluation Transition Plan.	0.00	300,000	300,000	0

	FTE	Gross Expenditures	Revenue and Reimbursements	Net Cost
Planning - New funding from General Fund for Capital Program to cover project management of the overall Capital Improvement Plan.	0.00	276,208	276,208	0
Chanate - New funding from General Fund for completion of the expanded scope of work for the Chanate geotechnical and constraints mapping project.	0.00	43,792	43,792	0
Use of Criminal Justice Construction Fund- \$793,000 for the construction phase of the project to replace the existing generator, uninterruptible power supply (UPS), and transfer switch equipment serving the Sheriff's Building to ensure the continuity of operations during emergencies, and \$95,000 for the addition of an antenna to facilitate communications within the Inmate Connector between the new State Courthouse and the Main Adult Detention Facility to ensure safety of staff and inmates.	0.00	888,000	888,000	0
Transfer \$2,196,780 Deferred Maintenance to County Government Center Development Project.	0.00	2,196,780		2,196,780
Use of \$2,196, for County Government Center Development Project to continue consulting services and staff support to evaluate and plan for the design and construction of new County Center, transferred from Deferred Maintenance.	0.00	2,196,780	2,196,780	2,196,780

Budget Hearing Actions

	FTE	Gross Expenditures	Revenue and Reimbursements	Net Cost
General Fund				
Use of General Fund to inventory and temporarily re-house County archives/records at Los Guilicos.		140,000	140,000	0

DEPARTMENT ADOPTED BUDGET DETAILS

	FY 2020-21 Adopted Budget	FY 2021-22 Recommended Budget	FY 2021-22 Adopted Budget	Change from FY 2020-21 Adopted	% Change from FY 2020-21 Adopted
Expenditures by Character					
Services and Supplies	2,825,691	2,129,132	2,129,132	(696,559)	(24.7)
Capital Expenditures	107,523,258	109,681,818	112,215,390	4,692,132	4.4
Other Expenses	0	0	140,000	140,000	0.0
Transfers within the County	1,766,410	1,758,156	4,506,144	2,739,734	155.1
Total Expenditures by Character	112,115,359	113,569,106	118,990,666	6,875,307	6.1
Revenues/Reimbursements/Use of Fund Balance (Sources)					
General Fund Contribution*	0	5,500,000	5,640,000	5,640,000	0.0
State, Federal, & Other Govt. Revenue	64,009,983	67,427,453	67,427,453	3,417,470	5.3
Other Departmental Revenue**	3,434,916	5,203,616	5,203,616	1,768,700	51.5
Use of Fund Balance	17,798,409	12,826,280	15,023,060	(2,775,349)	(15.6)
Internal County Reimbursements & Transfers	26,872,051	22,611,757	25,696,537	(1,175,514)	(4.4)
Total Revenues/Use of Fund Balance	112,115,359	113,569,106	118,990,666	6,875,307	6.1
Total Permanent Positions	n/a	n/a	0.00	n/a	n/a

* In FY 2020-21, the General Fund contribution was replaced with Securitized Tobacco Funds on a one-time basis.

**Other Departmental Revenue includes Insurance Claims Reimbursements from damages caused by the Kinkade and Glass Fires and Donations from the Parks Foundation and others.

Capital Projects Status Report
Fiscal Year 2021-22

EFS Department	Project Title	Project Description	Total Expenditures To Date	FY 2021-22 Rollover Budget	FY 2021-22 New Funding	Total FY 2021-22 Budget
GENERAL GOVERNMENT CAPITAL PROJECTS						
County Administration Center						
40101000	County Facilities Resources	Holding account for new project not yet set up in Hyperion-relocation of County Archives.	-	-	140,000	140,000
40102200	Motor Pool Lot Relocation	Relocate Fleet parking space due to the sale of the existing property to State Courts for the new courthouse facility.	455,456	3,309	-	3,309
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.	2,215,320	3,515,709	2,196,780	5,712,489
40104100	Fleet Building Photovoltaic Array	Installation of a photovoltaic array on the new Fleet building.	20,563	2,465	-	2,465
40104300	ISD Data Center Power Improvements	Replace the data center generator.	121,211	342,790	-	342,790
40104400	ISD Space Reconfiguration	Remove non-bearing walls between offices to create four large work group areas, one small conference space and open up space for related service delivery teams.	485,416	14,584	-	14,584
40104600	CAO Lobby	Provide security screening equipment in the hallway outside of the CAO lobby area. Provide secondary barrier in the Board of Supervisors lobby with a smaller reception desk and "buzz-in" controls.	192,108	4,904	-	4,904
40104700	Permit Sonoma-FES Reconfiguration	Second phase for Permit Sonoma Fire Division merge. Remodel and reorganization of public service space, records area, and adjacent staff space to provide better customer service and more efficient utilization of staff space.	80,208	14,416	-	14,416
40104800	Sheriff's Office and CMP Generators	To ensure continuance of operations during an emergency.	228,378	1,013,622	793,000	1,806,622
40105100	Parking Improvements	Design and construction of two ADA compliant cross walks and striped parking along County Center Drive.	778,656	485,917	-	485,917
40105200	Capital Projects Planning	Support staff efforts to identify, and conduct preliminary design work in order to maintain the Capital Improvement Plan (annual allocation).	-	-	276,208	276,208
40105300	REDCOM Expansion	Design and construct an expansion of the emergency call center operations for cities and unincorporated communities of Sonoma County.	6,993	61,063	-	61,063
40105400	Andover Controls	Upgrade Andover control equipment used to monitor air flow in County Administration Offices.	8,004	622,788	-	622,788
40105500	Sheriff's Office HVAC Upgrade	To ensure continuance of operations during an emergency: replace existing, aged emergency generator at the Sheriff's Office.	8,157	934,843	-	934,843
40105600	County Center Microgrid	Install a local energy grid with control capacity which can be disconnected from the traditional grid and operate autonomously.	5,864	144,136	-	144,136
40105700	Sheriff's Distributed Antenna System	Installation of a Distributed Antenna System in the corridor connecting the Main Adult Detention Facility to the new state courthouse, in order to ensure communications for the safety of staff and inmates.	-	-	95,000	95,000
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.	2,499,833	116,809	-	116,809
Subtotal County Administration Center			7,106,168	7,277,355	3,500,988	10,778,343
Adult Detention Facilities						
40302800	Main Adult Detention Facility Roof	Re-roof older Main Adult Detention Facility critical-condition roof area (phased replacement).	3,970,513	37,784	-	37,784
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.	254,070	145,930	-	145,930
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.	578,444	728,945	-	728,945
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.	3,698,630	42,512,979	-	42,512,979
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.	12,420,364	780,050	-	780,050
40303700	MADF Expansion Roof	Re-roof 1994 Main Adult Detention Facility expansion not included in the phased roof replacement of the original 1987 building. Currently on construction of Phase 4.	1,127,369	10,181	-	10,181
Subtotal Adult Detention Facilities			22,049,391	44,215,869	-	44,215,869

Capital Projects Status Report
Fiscal Year 2021-22

EFS Department	Project Title	Project Description	Total Expenditures To Date	FY 2021-22 Rollover Budget	FY 2021-22 New Funding	Total FY 2021-22 Budget
Veterans' Memorial/Community Svc. Bldg						
40701000	Vets Buildings Repairs	Petaluma Veterans Building seismic retrofitting and emergency generators, Guerneville HVAC repairs, Cloverdale auditorium upgrades, Petaluma Driveway refurbishment and kitchen renovations at various locations.	9,572,925	1,716,630	1,950,510	3,667,140
	Subtotal Memorial Buildings		9,572,925	1,716,630	1,950,510	3,667,140
Other Facilities						
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.	13,693,495	3,000,845	1,900,000	4,900,845
40801600	Redevelopment Improvements	Roseland property maintenance of groundwater monitoring well, and ongoing sampling and test result reporting to the State Water Quality Board.	4,580,583	4,761,875	-	4,761,875
40801900	Communications-Towers	Complete construction for Siri, Moonraker, and Meyers Grade. Next priority projects are Sears Point for construction and Tracen Two Rock for design and radio microwave placement at Mt. Jackson and Mt. Oakridge.	8,346,636	20,773	1,280,000	1,300,773
40802000	Human Services Improvement Projects	Improvements in Human Services facilities to be identified.	6,023,474	142,937	-	142,937
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	-	405,160
40802800	Porto Bodega Dock Removal	Dock repair at Porto Bodega Marina, Mason's Marina and Spud Point Marina.	325,220	17,994	-	17,994
40802900	CEC Electric Vehicle Station Grant	Upgrade existing vehicle charging stations and install new charging stations in Guerneville and Cloverdale.	440,580	-	-	-
40803600	Deferred Maintenance	Fund used to address building systems or equipment that are imminent danger of failing and invest in repair or replacement before a catastrophic failure occurs.	2,168,700	2,453,376	3,395,520	5,848,896
40803700	Behavioral Health Relocation	Consolidation of Behavioral Health Services at The Lakes complex in southwest Santa Rosa to Improve Service Delivery and Increase Efficiencies (Leases for 2235 Challenger Way, 2255 Challenger Way, and 2227 Capricorn Way, Santa Rosa).	1,148,691	257,647	-	257,647
40804000	Chanate	Planning and oversight of vegetation management at the Chanate Campus.	421,469	779,988	43,792	823,780
40804200	JRT Housing	Conversion of the Los Guilicos Village from temporary to permanent. Improvements to meet code requirements include ADA accessibility work and the installation of fire sprinklers.	1,578,397	641,697	(137,505)	504,192
40804300	Crestwood-Los Guilicos	Design, construction and project management of a new DHS Psychiatric Health Facility at 7440 Rancho Los Guilicos, Santa Rosa.	210,088	4,415,512	-	4,415,512
40804400	Tidelands - Cannery Demo	Demolish and remove existing Bodega Bay Cannery Pier.	1,026,030	113,970	-	113,970
40804500	Los Guilicos Microgrid	Install a local energy grid with control capacity which can be disconnected from the traditional grid and operate autonomously.	4,541	125,459	-	125,459
40804800	Fleet Improvements	Fleet Heavy Fleet Facility - Replace malfunctioning and obsolete overhead doors at with automatic overhead and install double-hulled bulk storage oil tanks to improve operations and employee safety.	-	-	425,000	425,000
40805000	Public Health Laboratory and Morgue Relocation	Conduct preliminary design work for relocation of Public Health Laboratory and Morgue in preparation of final disposition of Chanate campus.	-	-	200,000	200,000
	Subtotal Other Facilities		40,478,063	17,137,233	7,106,807	24,244,040
TOTAL GENERAL GOVERNMENT			79,206,546	70,347,087	12,558,305	82,905,392

REGIONAL PARKS

40914800	Andy's Unity Park Accessibility	Provide disabled access improvements to enhance the path of travel into and through the playground at Andy's Unity Park.	21,548	109,763	3,906	113,669
40913600	Arnold Field	This project includes replacing lights on existing poles with LED lights.	360,945	24,055	-	24,055
40910200	Bay Area Ridge Trail	The project is to acquire and develop Sonoma County's portions of the continuous 550 mile Bay Area Ridge Trail.	7,837	28,163	(15,000)	13,163
40906600	Bellevue Creek Trail	This project includes the acquisition and development of a 4.74-mile trail from Stony Point Road to Petaluma Hill Road. This project will create a safe non-motorized transportation and recreation route along the Water Agency's Bellevue-Wilfred channel, connecting Rohnert Park and Cotati to the regional trails. Phase 1 will construct approximately 2 trail miles from the Laguna Bikeway to the SMART Trail.	14,618	2,415	-	2,415

Capital Projects Status Report
Fiscal Year 2021-22

EFS Department	Project Title	Project Description	Total Expenditures To Date	FY 2021-22 Rollover Budget	FY 2021-22 New Funding	Total FY 2021-22 Budget
40906400	Bodega Bay Bicycle Trail Coastal Prairie	Construct 1.1 mile of Class 1 trail from Keefe Avenue south to the Bodega Bay Community Center. Construction completed in 2016. Operations and maintenance easement from State Parks to be completed. Wetland mitigation and monitoring continues through 2021.	1,269,756	31,916	-	31,916
40904400	Bodega Bay Bicycle Trail Coastal Harbor	This project will construct 1 mile of the Coastal Harbor Trail from Lucas Wharf to Eastshore Road as part of the California Coastal Trail. The project provides a safe north-south route for walking and cycling residents and visitors to access local businesses, as well as state and county parks.	7,422	579	2,000	2,579
40904100	Bodega Bay Bicycle Trail Coastal North Harbor	This project will construct 0.6 mile Class 1 trail, connecting the completed Coastal Prairie Trail to Eastshore Road near Porto Bodega, and is part of the California Coastal Trail. This project will provide bicyclists and pedestrians safe passage between county and state parks, businesses, and neighborhoods.	221,530	588,469	1,245,000	1,833,469
40905300	Bodega Bay Bicycle Trail Smith Brothers Road	This project will 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. Once completed, the trail will provide bicyclists and pedestrians safe passage between Doran Beach Regional Park and local businesses.	124,348	174,769	5,000	179,769
40906700	Calabazas Creek Preserve	This project includes acquisition and developing initial public access of the 1,290-acre Calabazas Creek Ranch located on the east side of Sonoma Valley, acquired in 2004 by Ag + Open Space. Property transfer is planned for 2020.	10,364	42,305	912,000	954,305
40906800	California Coastal Trail	This project includes the acquisition and development of Sonoma County's portion of the continuous 1200 mile California Coastal Trail.	10,765	7,993	2,000	9,993
40906900	Carrington Coast Ranch	This project includes acquisition, master planning, and development of initial public access of the 335-acre Carrington Ranch acquired in 2003 by Ag + Open Space. The property was transferred to Regional Parks in 2020 with funding from Ag + Open Space for initial public access and management.	62,931	1,319,459	20,000	1,339,459
40905100	Central Sonoma Valley Trail	Planning and construction of Class I trail parallel to Highway 12 connecting schools and parks.	1,089,180	5,663	40,000	45,663
40903700	Cloverdale River Park Phase 4	Construction of a new permanent restroom, group picnic facilities, and other park amenities to better serve park visitors.	30,065	85,714	105,000	190,714
40907000	Coastal Trail Kashia Pomo	This project includes planning and development of approximately 1.1 miles of California Coastal Trail including staging area with restroom and parking.	149,040	437,733	50,000	487,733
40901200	Copeland Creek Trail	Design and construction of a 2.6 mile Class 1 trail connecting Sonoma State University to Crane Creek Regional Park.	54,968	616,662	(74,000)	542,662
40902500	Crane Creek Park Expansion	This project will acquire a 75-acre expansion for Crane Creek Regional Park to connect Copeland Creek Trail and protect of the headwaters of Hinebaugh Creek.	79,538	10,885	5,000	15,885
40907200	Del Rio Woods	Construction of disabled access improvements and minor renovation of park facilities.	286,184	13,816	-	13,816
40900600	Doran Boat Launch	This project includes redevelopment of the boat launch facilities at Doran Park including replacing aging structures and improving disabled access.	1,567,001	-	-	-
40910300	Doran Shell Restroom	A new accessible restroom and shower building between Gull and Shell campgrounds was installed 2018. A disabled campsite and camp host site was installed in 2020.	290,697	-	-	-
40910400	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. Includes acquisition of 515 acres for a future regional park.	1,487,378	351,785	55,000	406,785
40910500	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.	-	60,000	-	60,000
40903000	Estero Trail	Planning for a trail connection on the Ag + Open Space's conservation easement on Bordessa Ranch.	126,228	15,419	-	15,419
40914500	FEMA Hood	This project included replacing a trail bridge with abutments and retaining wall and culvert. This work was in response to Hood Mountain Regional Park damage related to the October 2017 wildfires. Costs were covered by County insurance. Work was completed in 2019.	175,000	-	-	-

Capital Projects Status Report
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EFS Department	Project Title	Project Description	Total Expenditures To Date	FY 2021-22 Rollover Budget	FY 2021-22 New Funding	Total FY 2021-22 Budget
40914300	FEMA Parks	This project includes replacing damaged park infrastructure and amenities. 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 were covered by county insurance. Work was completed in 2020.	189,890	115,110	-	115,110
40914400	FEMA Shiloh	A retaining wall on the face of a culvert on a steep slope was burned and damaged at Shiloh Ranch Regional Park during the October 2017 wildfires. The remaining wall was removed, slope stabilized, and drainage improved. Costs were covered by county insurance. Work was completed in 2019.	13,745	254	-	254
40915100	Foothill Kincade Fire	Replacing park infrastructure and amenities such as fences, retaining walls, benches and tables and repairing trail damages caused by the October 2019 Kincade Fire and response. Replacement costs are covered by County insurance and fire-resilient features are funded by the Sonoma County Regional Parks Foundation.	436,528	262,179	55,000	317,179
40902600	Foothill Park	This project includes renovating the ponds for safer trail and fishing access and resource protection, improving trails, providing gathering area at the trailhead and other amenities. This project complements the Foothill Kincade Fire project and includes Sonoma County Regional Parks Foundation funding.	38,413	171,122	285,000	456,122
40911000	Geyserville River Access	This project includes planning and acquisition work for a new park and Russian River access in the Geyserville area to provide safe recreational access to the River.	514	2,986	5,000	7,986
40913700	Gleason Beach Access Improv	This project includes new coastal access at Scotty Creek and constructing a new section of the California Coastal Trail. This project is associated with Caltrans relocating a section of Highway near Gleason Beach.	12,044	187,956	10,000	197,956
40911500	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.	1,560	843	-	843
40906500	Gualala Point Expansion	This project is focused on identifying available land in order to expand the park along the main and South Forks 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 of redwood groves and riparian woodland.	75,055	1,993	-	1,993
40907500	Gualala Point Accessibility (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.	7,312	277,688	-	277,688
40907400	Gualala Point Renovation	Replace potable water supply for the campground area.	70,732	29,269	-	29,269
40904200	Guerneville River Park	Construct new access from Highway 116, parking, boat launch/portage, picnic area, and pathway.	401,331	809,011	433,662	1,242,673
40911700	Hanson Russian River Access and Trail	Design for future public access and trails.	6,655	94,845	-	94,845
40904900	Healdsburg Veterans Memorial Beach Dam	Repair work was completed in 2014 to keep the seasonal dam functional for the next seven years. Regional Parks is evaluating replacement dam structure possibilities and alternative approaches to providing river recreation, consistent with fish passage regulations and community interest.	33	12,467	5,000	17,467
40911900	Healdsburg Veterans Memorial Beach Redevelopment	This project will improve the aging facilities supporting river access, expand uses, improve opportunities for paddle craft lunch and take out, add restrooms, and evaluate in-stream opportunities that enhance conditions and passage for fish while expanding aquatic recreation.	146,025	136,474	363,662	500,136
40907600	Helen Putnam Accessibility (Accessibility)	Barrier removal work including accessible parking, path of travel, renovations to an existing restroom, accessible tables/benches, and installation of high-low drinking fountains. Construction was completed in 2020.	213,370	-	-	-
40907700	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.	17,272	12,729	5,000	17,729
40912300	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. Construction is underway and will continue through 2022.	225,791	101,209	105,000	206,209

Capital Projects Status Report
Fiscal Year 2021-22

EFS Department	Project Title	Project Description	Total Expenditures To Date	FY 2021-22 Rollover Budget	FY 2021-22 New Funding	Total FY 2021-22 Budget
40900200	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. Trail construction is complete and staging area construction is underway.	173,998	116,618	60,000	176,618
40911600	Hinebaugh Creek Bikeway (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.	106	894	-	894
40912200	Hood - Graywood Trail	Planning, permitting, and developing a trail and trailhead on an existing easement on the former Graywood Ranch property.	772	228	15,000	15,228
40912500	Hood - McCormick	This project includes acquisition of approximately 244 acres adjacent to Sugar Loaf Ridge State Park and Hood Mountain Regional Park and planning, design and construction of a section of the Bay Area Ridge Trail and connecting trails.	18,089	281,910	(15,000)	266,910
40900100	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 Guillicos county facility.	162,934	654,519	55,000	709,519
40900400	Hood Mountain Lawson	Complete master plan and construct initial public access for a 247 acre expansion to Hood Mountain Regional Park and Preserve. Construction was completed in 2020.	771,610	38,942	(16,926)	22,016
40915200	Hood Lawson Phase 2	Design and construction of fire-resistant structures and connecting trails supporting hike-in day use and overnight facilities identified in the master plan. This project also includes facility recovery from the 2017 Nunns Fire and 2020 Glass Fire and includes county insurance funding.	-	48,000	170,000	218,000
40900500	Hood Lower Johnson Ridge Trail	Planning, acquisition, and construction for approximately 0.25-mile a second phase of this Bay Area Ridge Trail project.	118,434	8,870	-	8,870
40915600	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. County insurance funding is included.	-	630,000	335,000	965,000
40912400	Hood Santa Rosa Creek Headwaters addition	This project includes master planning and implementation of trails, repurposing and augmenting structures, and new environmental camps.	1,789	98,211	160,000	258,211
40902200	Hudeman Slough Boat Launch	Design and construction for boat launch redevelopment, restroom, and disabled access improvements.	371,309	73,691	1,508,000	1,581,691
40915400	Joe Rodota Trail Linear Park	This project includes a community-based planning process for new amenities, complementary uses, restoration, greening and safety enhancements for the trail corridor within Santa Rosa city limits.	359	49,641	(15,000)	34,641
40903500	Kenwood Plaza Accessibility	Fabricate and install interpretive signs.	107,692	11,914	-	11,914
40910800	Laguna Trail Phase 1 Kelly Farm	Multi-use trail was originally constructed using products that failed to prevent cracking. Proceeds from a claim against the contractor and product manufacturer will fund the repairs.	379	309,621	-	309,621
40901100	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.	1,027,641	373,866	-	373,866
40907800	Laguna Trail Phase 3 Balletto to Occidental Road	Planning, acquisition, and construction of a 1.2 mile trail across the former Balletto property, Ag + Open Space property, Occidental Road, to Stone Farm.	5,935	-	20,000	20,000
40911400	Larson Park Improvements	Planning, design, and renovation of the sport courts, ball fields, play area, pathways, and maintenance structure, disabled access improvements, and construction of a permanent restroom.	328,763	374,226	220,000	594,226
40901700	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	-	1,597
40907900	Los Guillicos Master Plan (Los Guillicos Upland Trails)	Enhance trail routes, protect resources, install interpretive signs, benches and other amenities along and north of the Eliza Way corridor.	25,349	55,171	70,000	125,171
40911100	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.	-	5,000	250,000	255,000
40900900	Mark West Creek	Acquire land to create a new park and preserve that will provide recreational and educational opportunities and protect scenic, natural, and agricultural resources.	369,599	8,775	-	8,775
40915700	Mark West Creek Cresta Road	This project is to restore Cresta Road damaged by a landslide following the flood of 2019, a federally-declared disaster.	-	-	565,932	565,932
40914600	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.	47,956	373,216	-	373,216

Capital Projects Status Report
Fiscal Year 2021-22

EFS Department	Project Title	Project Description	Total Expenditures To Date	FY 2021-22 Rollover Budget	FY 2021-22 New Funding	Total FY 2021-22 Budget
40912900	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.	332,581	1,544,815	-	1,544,815
40901900	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.	41,143	153,856	10,000	163,856
40910700	Matanzas Creek Park	Acquisition, planning, and developing Matanzas Creek Park and Taylor Mountain Trail.	914	2,602	-	2,602
40908200	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.	11,959	211,119	-	211,119
40905600	Maxwell Farms Redevelopment	The 2019 updated Maxwell Farms Regional Park Master Plan identifies improved ball fields, parking, play structures, picnic areas, numerous other amenities, and resource protections. Design and engineering is underway and the first phase of construction is planned for 2022 completion.	1,440,542	1,612,385	1,239,749	2,852,134
40901400	North Sonoma Mountain Trail (North Sonoma Mountain Park & Preserve)	Master Planning and environmental compliance for the entire property is planned for 2021 completion. Trail construction will follow and includes a section of the Bay Area Ridge Trail.	2,655,255	370,670	10,000	380,670
40903100	Occidental Community Center	Replace gym floor and install new outdoor signboard.	72,447	9,867	-	9,867
40905000	Occidental to Coast Trail	Planning for a future trail including accepting existing trail easements between Occidental and the Coast.	1,916	6,084	-	6,084
40909800	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.	33,902	119,394	10,000	129,394
40903200	Petaluma - Sebastopol Trail	Planning and acquisition for a 13-mile Class I trail connecting Petaluma with Sebastopol. Preferred trail alignment based on 2018 study.	322,105	17,301	85,000	102,301
40908400	Poff Ranch (Wright Hill Ranch)	This project includes acquisition and initial public access of the 1,235-acre Poff Ranch (Wright Hill Ranch), acquired in 2007 by the Ag + Open Space. The project will implement the Resource Management Plan. Transfer of the property is scheduled for 2021.	27,618	24,330	580,000	604,330
40914700	Preston River Access	Regional Parks secured the underlying easements along two-miles of Geysers Road in 2020, allowing the improvement of public access to the Russian River between Cloverdale and the Mendocino County line. This project includes design and constructing trailheads, parking, pump out restroom, safe trails to the beaches, and other amenities.	130,453	1,050,575	83,000	1,133,575
40908500	Ragle Ranch Restroom	Planning and design for a new restroom to be located in the northeast area of the park between the playground and tennis court.	26,411	23,589	(20,000)	3,589
40904800	Riverfront Park Phase 3	Phase 3 constructs Lake Wilson, Lake Benoist and Russian River access including trails, picnic areas and restroom, boat portages, and redwood grove, lakeshore and riverfront restoration.	788,349	1,441,732	(267,000)	1,174,732
40908600	Roseland Creek Trail	The proposed 3 mile Class 1 trail project starts at the end of the City of Santa Rosa's Roseland Creek Trail at Ludwig Road and continues along the Sonoma County Water Agency flood control channel to property owned by the City of Santa Rosa. The first phase of the project is to plan and construct 1.7 miles of trail along the Sonoma County Water Agency flood control channel from city limits to Llano Road.	1,637	807	-	807
40901600	Russian River Bike Trail Lower	Planning for a 19 mile multiuse trail paralleling the Russian River from Forestville to Jenner. The feasibility study was completed in 2020 and identifies preferred trail alignment.	886,852	14,880	57,788	72,668
40908700	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.	29,249	20,751	5,000	25,751
40908800	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.	13,326	12,928	20,000	32,928
40908900	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.	9,631	10,371	-	10,371
40905400	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.	80,233	28,768	-	28,768

Capital Projects Status Report
Fiscal Year 2021-22

EFS Department	Project Title	Project Description	Total Expenditures To Date	FY 2021-22 Rollover Budget	FY 2021-22 New Funding	Total FY 2021-22 Budget
40904600	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.	210,087	60,426	(15,000)	45,426
40909000	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.	86,768	2,461	5,000	7,461
40913900	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.	1,001	44,999	10,000	54,999
40903300	Santa Rosa Creek Trail Willowside to Guerneville Rd	This project includes acquisition, planning, and construction for a 1.6 mile Class 1 trail along the Sonoma Water property from Willowside Road to Guerneville Road.	702,527	137,493	-	137,493
40909200	Santa Rosa SE Greenway (Spring Lake Greenway)	This project includes planning, acquisition and construction of the 0.50-mile greenway from Summerfield Road through Spring Lake Regional Park.	5,489	4,510	-	4,510
40904000	Schopflin Fields Phase 3	Construct the final athletic field and parking as shown in the approved master plan and renovate the two existing fields.	29,671	232,500	(205,000)	27,500
40905700	Sea Ranch (Coastal) Access Trails	Relocate sections of the Bluff Top Trail public access easement and access to Walk On Beach, prepare final design and C.E.Q.A. and complete improvements.	96,570	11,076	-	11,076
40912000	Shiloh Ranch Renovation	Rehabilitating the park's pond, improving public access, and addressing deferred site stewardship.	13,688	43,812	2,000	45,812
40905800	Shiloh Ranch Phase 4	Planning and construction of the 4 mile unpaved North Loop Trail including a major trail bridge.	28,622	16,377	20,000	36,377
40914900	Spring Lake Park Campground Accessibility	Path of travel improvements to connect accessible cabins and campsites to the campground office, camp host, outdoor story telling area, and restroom. This includes route signs, replacing drinking fountains, restroom, and outdoor sink improvements.	223	34,777	110,000	144,777
40913300	Spring Lake Park Renovation	This project includes several major maintenance projects to provide safe, function, accessible facilities. This includes replacing the sewage pump system and upgrading the park's electrical system. This also includes renovating and updating the swimming lagoon, picnic facilities, paved and unpaved trails, interpretive areas, parking areas, utilities, and signs.	13,554	61,446	475,000	536,446
40902400	Sonoma County Integrated Parks Plan	System-wide strategic plan to integrate parks, programs, and open spaces with regional economic, environmental, and community initiatives.	200,299	32,675	-	32,675
40909100	Sonoma Mountain Environs	Acquisition and planning for parks and trail connections identified in the General Plan in the Sonoma Mountain environs.	18,144	4,022	5,000	9,022
40902800	Sonoma Schellville Trail	Planning and acquisition for 4.8-mile trail.	310,443	243,297	385,000	628,297
40903800	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.	275,913	385,822	50,000	435,822
40902900	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.	325,956	135,726	310,000	445,726
40915000	Sport Fishing Center Dock	Replace main docks and second gangway.	-	457,361	-	457,361
40903600	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.	151,446	282,233	80,000	362,233
40911200	Stewarts Point Trail	This project includes acquisition, planning, and development of approximately 0.9 miles of California Coastal Trail including staging area with parking.	125,868	275,241	50,000	325,241
40901500	Stillwater Cove Expansion	This acquisition, planning and development project includes expanding Stillwater Cove Regional 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 and connecting to Salt Point State Park.	40,331	70,072	-	70,072
40911300	Stillwater Cove Renovation	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.	19,715	155,285	50,000	205,285
40915500	Taylor Mountain Cooper Creek Phase 1	This project will complete a master plan and design and construction of Phase 1 development.	1,118	98,882	353,663	452,545

Capital Projects Status Report
Fiscal Year 2021-22

EFS Department	Project Title	Project Description	Total Expenditures To Date	FY 2021-22 Rollover Budget	FY 2021-22 New Funding	Total FY 2021-22 Budget
40914000	Taylor Mountain Expansion	The project includes acquisition of the 54-acre Cooper Creek property, completed in 2020.	133,901	100,000	(14,250)	85,750
40904300	Taylor Mountain Phase 1	Phase 1 improvements were completed in 2021, including trails and natural play area construction.	2,261,929	140,266	-	140,266
40910100	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.	321,967	1,694,165	10,000	1,704,165
40915800	Taylor Mountain Phase 3	This includes the third phase of trail and staging area improvements and the remaining new trails identified in the master plan along with renovation of ranch roads used as trails, and park amenities outside of the planned Kawana Springs park center area.	-	-	130,000	130,000
40902100	Timber Cove Trail Plan	Trail feasibility work is underway 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.	158,814	1,399	5,000	6,399
40912700	Tolay Cannon Lane	Asphalt paved road improvements including design engineering, minor widening, road shoulder and drainage improvements, road overlay, and signage was completed in 2019.	495,091	4,909	-	4,909
40914100	Tolay 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.	60,352	369,498	230,000	599,498
40909300	Tolay Lake Phase 1	This project includes priority improvements needed for public access to the Park. This include improved trail alignments, new trail access, well testing and certification, rangeland fencing and trail access gate improvements, equestrian staging improvements and park signs.	151,410	259,581	105,000	364,581
40909400	Tolay Shop Replacement	Replacement of the shop destroyed by fire in 2013 was completed in 2020.	978,817	33,184	-	33,184
40905200	Watson School	Building restoration and access improvements of an early one-room schoolhouse for interpretation and public use.	376,910	60,597	-	60,597
40909500	West County Trail Forestville Trailhead	Planning, acquisition, and construction of Class 1 trail connections and a trailhead in downtown Forestville. Construction was completed in 2021.	584,866	140,134	-	140,134
40913000	West County Trail Green Valley Road	Acquisition and planning for a 0.26 mile Class 1 trail paralleling Green Valley Road between Ross Road and Atascadero Creek.	12,452	4,548	10,000	14,548
40915300	West County Trail Hwy 116 to River Rd	This project includes acquisition, planning, and construction of a 0.4 Class 1 trail along Mirabel Road from Highway 116 to Forestville Youth Park and evaluating extending the trail to Davis Road and/or River Road.	-	5,000	5,000	10,000
40912800	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.	38,586	833,414	-	833,414
40913100	West County Trail - Occidental Road	Acquisition and planning for a 0.87 mile Class 1 trail paralleling Occidental Road from Highway 116 to the trail/road intersection.	136,445	455,068	5,000	460,068
40903400	Westside Boat Launch	Reconstruct boat ramp, adding a third launch lane, new pathways and picnic areas, improve parking and fish cleaning station, and provide disabled access improvements. Construction was completed in 2017.	2,336,726	4,349	-	4,349
40909700	Willow Creek	This project focuses on collaborating with public and private partners for planning public access to Willow Creek environs including Ag + Open Space protected lands.	13,261	6,023	-	6,023
40912100	Wohler Beach Improvements	This project includes improving river access by renovating the boat launch, installing a permanent restroom, and upgrading and connecting trails.	28,972	1,927,028	(70,000)	1,857,028
TOTAL REGIONAL PARKS			30,498,185	25,165,088	10,920,186	36,085,274
GENERAL GOVERNMENT CAPITAL PROJECT			79,206,546	70,347,087	12,558,305	82,905,392
REGIONAL PARKS CAPITAL PROJECTS			30,498,185	25,165,088	10,920,186	36,085,274
GRAND TOTAL CAPITAL PROJECTS			109,704,731	95,512,175	23,478,491	118,990,666

DEBT OBLIGATIONS



SHORT TERM DEBT OBLIGATIONS

The County General Fund experiences cash flow shortages during the year. While expenditures occur consistently throughout the Fiscal Year (FY), property taxes are collected primarily in December and April.

The County has analyzed General Fund cash requirements and determined that additional short term debt obligations will not be required in FY 2021-22.

LONG TERM DEBT OBLIGATIONS

Sonoma County's estimated long term debt obligations, excluding enterprise and special district funds, are summarized below.

Long Term Debt Interest and Principal Payments through Maturity Estimated as of June 30, 2021:

Long Term Debt	Fund	Maturity	Interest through Maturity	Principal through Maturity
2010 Administration Building COP	General Fund	2024	\$19,758	\$ 342,336
2017 General Services Energy COP	General Fund	2026	803,699	10,910,000
2015 Agricultural Preservation and Open Space Bonds	Open Space Bonds	2024	1,491,125	20,065,000
2020 Tobacco Securitization Bonds	Tobacco Settlement Bonds	2049	41,675,431	63,395,609
2003 Pension Obligation Bonds	2003 A/B POB	2022	2,855,584	54,655,000
2010 Pension Obligation Bonds	2010 POB	2030	73,088,550	232,035,000
CDC Note	General Fund	2022	21,000	840,000
Multiple Leases	Various	2029	488,480	3,448,603
Total			\$ 120,443,627	\$ 385,691,548

ESTIMATED CERTIFICATES OF PARTICIPATION (COP): \$11,252,336

Certificates of Participation (COPs) are tax-exempt bonds issued by governmental entities usually secured with revenue from an equipment or facility lease. COPs enable governmental entities to finance capital projects without issuing bonds.

2010 Certificates - \$342,336 remaining principal

A total of \$1,475,000 was issued in 2010 to finance the acquisition, construction, rehabilitation and installation of certain improvements to the County's 370 Administrative Building; and the acquisition and installation of equipment and other property for a security management system at the County's regional airport. Interest rates range from 2.89% to 3.80% and the certificates mature in 2024. Principal and interest payments are financed by

legally available funds of the County and are collateralized by a first security interest in the security management system equipment.

2017 Certificates - \$10,910,000 remaining principal

A total of \$17,225,000 was issued in 2017 to refinance the 2009 Comprehensive Energy Efficiency Project. The interest rate is 2.45% and the certificates mature in 2026. Principal and interest payments are financed by legally available funds of the County and are fully collateralized by the County's Sheriff Building.

ESTIMATED BONDS, NOTES AND CAPITAL LEASES

\$374,439,212

Bonds are issued by governments to raise money. By buying a bond, an investor gives the issuer a loan, and the issuer agrees to pay back the loan over time, typically with annual payments of principal and interest over a period of many years.

2015 Agricultural Preservation and Open Space Bonds totaling \$43,335,000 were issued by Sonoma County to refinance the Sonoma County Agricultural Preservation and Open Space bonds issued in 2007. Interest rates range from 2.00% to 5.00%. The bonds mature in 2024. Payments are financed by legally available funds of the County. Bond ratings are S&P AA. The outstanding debt as of June 30, 2021 totals \$20,065,000.

2020 Tobacco Securitization Bond Payable totaling \$66,635,309 was issued to the Sonoma County Tobacco Securitization Corporation from the California County Tobacco Securitization Agency. Sonoma County Securitization Corporation (Corporation) is a California non-profit public benefit corporation established by the County Board of Supervisors. Transactions related to the Corporation are included in the financial statements of the County. The proceeds of the series 2020A and 2020B Tobacco Settlement Asset-Backed Refunding Bonds were used to provide additional resources and to refund the Series 2005 Tobacco Settlement Asset-Backed Bonds used by the Agency. Loan repayments are funded by future tobacco settlement revenues. Interest rates range from 1.375% to 5.000%. The bonds mature in 2049. Bond ratings are S&P A. The outstanding debt as of June 30, 2021 totals \$63,395,609.

2003 Pension Obligation Bonds totaling \$231,200,000 were issued by Sonoma County to finance unfunded pension benefit obligations and for future retirement benefits related to retirement program enhancements. Interest rates range from 1.55% to 5.07%. The bonds mature in 2022. Payments are financed by legally available funds of the County. Bond ratings are S&P AAA, Fitch AA, and Moody's Baa2. The outstanding debt as of June 30, 2021 totals \$54,655,000.

2010 Pension Obligation Bonds totaling \$289,335,000 were issued by Sonoma County to finance unfunded pension benefit obligations. Interest rates range from 2.12% to 6.00%. The bonds mature in 2030. Payments are financed by legally available funds of the County. Bond ratings are S&P AAA, Fitch AA. The outstanding debt as of June 30, 2021 totals \$232,035,000.

2021 CDC Note totaling \$840,000 were issued by Sonoma County to the Sonoma County Community Development Commission (CDC) to facilitate the financing of the purchase of property at 2150 West College Avenue in Santa Rosa. The interest rate is 2.50%. The Note will be paid off in June 2022. The outstanding debt as of June 30, 2021 totals \$840,000.

Estimated Capital Leases for building and equipment, as of June 30, 2021 total \$3,448,603.

LEGAL DEBT MARGIN

The legal debt margin available is the County's available borrowing authority under state finance statutes, and is calculated by subtracting the debt applicable to the legal debt limit from the legal debt limit. The County's legal debt limit is 2% of the assessed value of property, not including tax exempt property. The County has no debt applicable to the debt margin, therefore the legal debt margin available is \$2,033,618,223.

Only General Obligation debt is applicable to the legal debt margin. The County has no General Obligation debt, therefore the County's legal debt margin available is \$2,033,618,223.

Legal Debt Margin Available June 30, 2021

Assessed Valuations:

Estimated Assessed Value of Property	<u>\$ 101,680,911,147</u>
Estimate Legal Debt Limitation – 2% of total assessed value	2,033,618,223
Total Debt Applicable to Limit	<u>0</u>
Legal Debt Margin Available	<u>\$ 2,033,618,223</u>



STATE FINANCIAL SCHEDULES



STATE FINANCIAL SCHEDULES

The following section of this budget document includes a number of financial summary schedules required by State Budget law that allow for comparability with other counties.

They include:

- All Funds Summary (Schedule 1)
- Governmental Funds Summary (Schedule 2)
- Fund Balance – Governmental Funds (Schedule 3)
- Obligated Fund Balances – By Governmental Funds (Schedule 4)
- Summary of Additional Financing Sources by Source and Fund (Schedule 5)
- Detail of Additional Financing Sources by Account and Fund (Schedule 6)
- Summary of Financing Uses by Function and Fund (Schedule 7)
- Detail of Financing Uses by Function, Activity and Budget Unit-Governmental Funds (Schedule 8)
- Special Districts and Other Agencies Summary – Non Enterprise (Schedule 12)
- Fund Balance–Special Districts and Other Agencies – Non Enterprise (Schedule 13)
- Obligated Fund Balances – Special Districts and Other Agencies – Non Enterprise (Schedule 14)

Some of the State’s functional categories are slightly different than those functional categories used to present groups of similar services in this budget document.

The last page in this section provides a cross-reference for the portions of the County Operating Budget as they appear in this document with the corresponding State functional category.

Additional note:

The state formatted detail reports supporting these financial summaries include the following:

- Financing Sources and Uses by Budget Unit by Object – Governmental Funds (Schedule 9)
- Operation of Internal Service Fund (Schedule 10)
- Operation of Enterprise Fund (Schedule 11)
- Financing Sources & Uses-Non-Enterprise Special Districts/Agencies (Schedule 15)
- Road Fund Cost Center Detail
- Capital Asset Detail

These are presented under separate cover and are incorporated in this document by reference. See also <http://sonomacounty.ca.gov/Auditor-Controller-Treasurer-Tax-Collector/> for these schedules as they become available each year.



Fund Name (1)	Total Financing Sources				Total Financing Uses		
	Fund Balance Available June 30,2021 (2)	Decreases to Obligated Fund Balances (3)	Additional Financing Sources (4)	Total Financing Sources (5)	Financing Uses (6)	Increases to Obligated Fund Balances (7)	Total Financing Uses (8)
General Fund	0	64,731,889	616,796,516	681,528,405	642,752,926	38,775,479	681,528,405
Special Revenue Funds	0	60,116,482	679,662,744	739,779,226	696,147,186	43,632,040	739,779,226
Capital Project Funds	0	15,023,063	101,225,824	116,248,887	116,248,887	0	116,248,887
Debt Service Funds	0	0	12,234,370	12,234,370	12,234,370	0	12,234,370
Subtotals - Governmental Funds	0	139,871,434	1,409,919,454	1,549,790,888	1,467,383,369	82,407,519	1,549,790,888
Less: Operating Transfers	0	0	(169,106,054)	(169,106,054)	(169,106,054)	0	(169,106,054)
Total Governmental Funds	0	139,871,434	1,240,813,400	1,380,684,834	1,298,277,315	82,407,519	1,380,684,834
Enterprise Funds	0	5,038,995	71,731,548	76,770,543	76,770,543	0	76,770,543
Internal Service Funds	0	20,478,068	218,521,863	238,999,931	238,999,931	0	238,999,931
Special Districts & Other Agencies	0	43,697,367	374,961,364	418,658,731	418,658,731	0	418,658,731
Total Other Funds	0	69,214,430	665,214,775	734,429,205	734,429,205	0	734,429,205
Total All Funds	0	209,085,864	1,906,028,175	2,115,114,039	2,032,706,520	82,407,519	2,115,114,039

Fund Name (1)	Total Financing Sources				Total Financing Uses		
	Fund Balance Available June 30,2021 (2)	Decreases to Obligated Fund Balance (3)	Additional Financing Sources (4)	Total Financing Sources (5)	Financing Uses (6)	Increases to Obligated Fund Balance (7)	Total Financing Uses (8)
10003 General	0	62,144,590	612,113,649	674,258,239	637,717,772	36,540,467	674,258,239
10200 General Reserve	0	0	2,209,196	2,209,196	946,920	1,262,276	2,209,196
10500 ACO Funds	0	2,587,299	2,473,671	5,060,970	4,088,234	972,736	5,060,970
10002 Total General	0	64,731,889	616,796,516	681,528,405	642,752,926	38,775,479	681,528,405
11010 Community Investment Fund	0	533,552	13,099,871	13,633,423	13,625,731	7,692	13,633,423
11050 Road Fund	0	0	112,207,700	112,207,700	83,488,493	28,719,207	112,207,700
11100 Other Special Revenue Funds	0	45,554,278	51,228,459	96,782,737	96,227,475	555,262	96,782,737
11300 2011 Public Safety Realignment	0	6,445,097	67,583,969	74,029,066	74,027,677	1,389	74,029,066
11400 Human Services Realignment	0	0	43,846,516	43,846,516	43,846,515	1	43,846,516
11500 Human Services Dept	0	0	199,987,045	199,987,045	199,866,713	120,332	199,987,045
11550 DCSS - Child Support Enforcement	0	0	12,809,083	12,809,083	12,809,083	0	12,809,083
11600 Dept of Health Services	0	116,446	89,013,662	89,130,108	86,651,671	2,478,437	89,130,108
11700 Public Health Funds	0	846,648	8,012,026	8,858,674	8,850,003	8,671	8,858,674
11800 Behavioral Health Funds	0	5,998,647	47,861,448	53,860,095	42,556,825	11,303,270	53,860,095
11990 1991 Realignment Funds	0	621,814	34,012,965	34,634,779	34,197,000	437,779	34,634,779
11001 Total Special Revenue	0	60,116,482	679,662,744	739,779,226	696,147,186	43,632,040	739,779,226
21000 Total Capital Projects	0	15,023,063	101,225,824	116,248,887	116,248,887	0	116,248,887
31000 Total Debt Service	0	0	12,234,370	12,234,370	12,234,370	0	12,234,370
Subtotals	0	139,871,434	1,409,919,454	1,549,790,888	1,467,383,369	82,407,519	1,549,790,888
Operating Transfers*			(169,106,054)	(169,106,054)	(169,106,054)		(169,106,054)
Total Governmental Funds	0	139,871,434	1,240,813,400	1,380,684,834	1,298,277,315	82,407,519	1,380,684,834

*Transfers within a fund totalling \$67,430,247 have been eliminated from the above fund totals. Transfers between funds are included within the above funds and eliminated here before consolidating General County totals.

Fund Name (1)	Total Fund Balance June 30, 2021 (2)	Less: Obligated Fund Balance				Less: Unassigned Fund Balance (7)	Total Fund Balance Available June 30, 2021 (8)
		Nonspendable (3)	Restricted (4)	Committed (5)	Assigned (6)		
10003 General	292,540,106	8,457,066		123,749	251,645,093	32,314,198	0
10200 General Reserve	65,881,261				8,727,045	57,154,216	0
10500 ACO Funds	9,351,782				9,351,782		0
10002 Total General	367,773,149	8,457,066	0	123,749	269,723,920	89,468,414	0
11010 Community Investment Fund	9,267,705	9,546		9,258,159			0
11050 Road	24,834,753	778,512	13,299,341	2,176,504	8,580,396		0
11100 Other Special Revenue Funds	128,137,458	128,147	128,010,165			(854)	0
11300 Public Safety Realignment	45,236,589		45,236,589				0
11400 Human Services Realignment	9,065,265		9,065,265				0
11500 Human Services Dept	24,836,709	2,535,323	22,301,386				0
11550 DCSS - Child Support Enforc.	(476,209)	2,250				(478,459)	0
11600 Dept of Health Services	24,556,488	29,764	24,622,706			(95,982)	0
11700 Public Health Funds	6,518,606	2,527	6,516,079				0
11800 Behavioral Health Funds	52,339,967		52,339,967				0
11991 Health Realignment Funds 1991	19,129,355		19,129,355				0
11992 Mental Health Realignment 1991	9,290,708		9,290,708				0
11001 Total Special Revenue	352,737,394	3,486,069	329,811,561	11,434,663	8,580,396	(575,295)	0
21000 Total Capital Projects	6,279,083				6,279,083		0
31000 Total Debt Service	10,339,626		10,339,626				0
	737,129,252	11,943,135	340,151,187	11,558,412	284,583,399	88,893,119	0

*Fund Balance Component Definitions (encumbrances are excluded):

- 1) Nonspendable - Not in spendable form or there is a requirement to maintain intact.
- 2) Restricted - Externally enforceable limitations from outside parties, constitutional provisions or enabling legislation.
- 3) Committed - Formal action required by the Board of Supervisors.
- 4) Assigned - Set aside for intended use by Board of Supervisors or designated body or official.

Fund Name and Fund Balance Description (1)	Obligated Fund Balances June 30,2021 (2)	Decreases or Cancellations		Increases or New Obligated Fund Balances		Total Obligated Fund Balances for Budget Yr. (7)
		Recommended (3)	Adopted by the Board of Supervisors (4)	Recommended (5)	Adopted by the Board of Supervisors (6)	
General Fund - Nonspendable:						
10005 General Fund - Inventory	175,454					175,454
10005 General Fund - Prepaid Expenses	2,923,302					2,923,302
10150 2020 COVID-19 Disaster Fund	3,437					3,437
10005 General Fund - Advances to Funds	1,365,237		1,365,237			0
10060 PW Small Water Systems-Advances	68,536					68,536
10105 Tobacco Deallocation-Advances	3,921,100					3,921,100
Subtotal - Nonspendable	8,457,066	0	1,365,237	0	0	7,091,829
General Fund - Assigned:						
10005 Tech Enhancement Fee	50,000					50,000
10005 OPEB	1,000,000					1,000,000
10005 JMS System	500,000					500,000
10005 ISD Proj Rebudget	1,216,274					1,216,274
10005 Proj Budg Deficit	8,200,000	2,200,002	8,200,000			0
10005 Chante Demo.	10,218,600					10,218,600
10005 St Flood Relf	1,170,000					1,170,000
10005 Guernev. Security	163,101					163,101
10005 PRMD SMIP&CA Building Standards	83,814					83,814
10005 General Fund Depart. Budget Rollovers	1,015,764					1,015,764
10015 ISD Replacement Fund A	13,023,337	4,454,105	4,459,929			8,563,408
10020 ISD Replacement Fund B	1,433,505	135,970	129,995			1,303,510
10025 Technology Investment Fund	591,634	410,000	410,000			181,634
10026 Broadband Project	315,000					315,000
10035 County Ctr Parking Enforcement	11,094					11,094
10040 PG&E Local Gov't Partnership	272,760					272,760
10044 Permit Sonoma Bond Deposit	45,295					45,295
10050 Equipmt Replacem. Fund - Regional Pks	88,695			31,000	31,000	119,695
10055 PW District Formation	589,947			73,500	73,500	663,447
10056 Cal-Am Franchise Fees	293,401	21,300	21,300			272,101
10060 PW Small Water Systems	481,372	8,500	8,500			472,872
10065 PW Road Maint. District Form.	1,339			8	8	1,347
10070 Sheriff Radio Replacement	227,506	223,000	223,000			4,506
10075 Sheriff Radio Infrastructure	1,007,077		414,000			593,077
10077 Sheriff Donations-Escheated	316,042					316,042
10078 DSA/DSLEM Physical Fitness	9,118					9,118
10079 SCLEA/SCLEAMA Physical Fitness	70,323					70,323
10080 Probation Radio/Equip Replace	449,201	100,000	100,000			349,201
10085 Probation SAC Ops. and Maint.	1,258,151	568,358	568,358			689,793
10090 RDA Dissolution Distributions	4,365,641	335,940	4,435,940			(70,299)
10095 Graton Casino Mitigation	25,048,849			6,402,378	5,633,280	30,682,129
10098 Tribal Mitigation - Lytton	4,431,397					4,431,397
10100 Tribal Development Impact Mitigation	569,733					569,733
10110 Refuse Franchise Fees	2,147,895		795,405	1,204,595		1,352,490
10111 So Co Cannabis Program Fund	5,967,643			588,625	588,625	6,556,268
10130 Del Rio Woods	148,580			14,666	14,666	163,246
10137 PG&E 2017 Fire Settlement	126,563,332	40,081,507	40,917,743			85,645,589
10138 Infrastructure Sinking Fund	4,980,000					4,980,000
10139 Kincade Settlement	20,608,692					20,608,692
10146 Fire Services	5,801,741			961,743	4,461,743	10,263,484
10147 General Disaster Fund	545,628		3,875			541,753
10148 Legal Contingency Fund	3,962,867			154,000	154,000	4,116,867
10150 2020 Covid-19 Disaster Fund	2,377,324	214,218			24,218,408	26,595,732
10152 2020 Glass Fire Disaster	23,421		11,062			12,359
Subtotal - Assigned	251,645,093	48,752,900	60,699,107	9,430,515	35,175,230	226,121,216

Fund Name and Fund Balance Description (1)	Obligated Fund Balances June 30,2021 (2)	Decreases or Cancellations		Increases or New Obligated Fund Balances		Total Obligated Fund Balances for Budget Yr. (7)
		Recommended (3)	Adopted by the Board of Supervisors (4)	Recommended (5)	Adopted by the Board of Supervisors (6)	
General Fund - Committed: 10045 ARM Mitigation Fund	123,749					123,749
General Fund - Unassigned:						
10005 General Fund	31,909,165				1,365,237	33,274,402
10010 ADA Program Fund	10					10
10105 Tobacco Deallocation	751,802	3,309	3,309			748,493
10135 DR - October Fires 17-18	(47,520)		62,000			(109,520)
10149 2019 Kincade Fire Disaster Fund	(157,500)		3,875			(161,375)
10151 2020 LNU Fires Disaster Fund	(141,759)		11,062			(152,821)
Subtotal Unassigned	32,314,198	3,309	80,246	0	1,365,237	33,599,189
Subtotal General Fund	292,540,106	48,756,209	62,144,590	9,430,515	36,540,467	266,935,983
10205 General Reserve - Unassigned	57,154,216	957,920			1,262,276	58,416,492
10205 Gen Res-Assgn - FEMA Audit Reserve	8,420,804					8,420,804
10205 Gen Res- Assgn-Resiliency	306,241					306,241
Subtotal General Reserve Funds	65,881,261	957,920	0	0	1,262,276	67,143,537
ACO Funds - Assigned:						
10505 Fleet ACO	5,846,579	2,338,027	2,338,027			3,508,552
10510 Communications ACO	692,864			625,241	625,241	1,318,105
10515 County Facilities ACO	1,013,646			68,623	68,623	1,082,269
10520 Reprographics ACO	2,163					2,163
10525 Records ACO	249,190	249,272	249,272			(82)
10530 Registrar of Voters ACO	1,547,340			278,872	278,872	1,826,212
Subtotal ACO Funds	9,351,782	2,587,299	2,587,299	972,736	972,736	7,737,219
10002 Total General Fund	367,773,149	52,301,428	64,731,889	10,403,251	38,775,479	341,816,739
Community Investment Fund - Nonspendable						
11015 Community Investment Fund	9,546					9,546
Community Investment Fund - Committed						
11015 Community Investment Fund	6,391,882	533,552	533,552			5,858,330
11015 Economic Uncertainties	1,032,201					1,032,201
11016 Community Investment Measure L	1,834,076			7,692	7,692	1,841,768
Total Community Invest - Committed	9,258,159	533,552	533,552	7,692	7,692	8,732,299
Total Community Investment Fund	9,267,705	533,552	533,552	7,692	7,692	8,741,845
Road Fund - Nonspendable:						
11051 Roads Fund - Inventory	712,813					712,813
11051 Roads Fund - Prepaid Expenses	65,699					65,699
Total Roads - Nonspendable	778,512	0	0	0	0	778,512
Road Fund - Restricted/Committed/Assigned:						
11051 Roads Fund - Restricted	2,463,576					2,463,576
11051 Roads Fund - Committed	2,176,504					2,176,504
11051 Roads Fund - Assigned	8,580,396			27,679,532	27,679,532	36,259,928
11052 State Tribal Casino Fund - Restricted	99,332			950	950	100,282

Fund Name and Fund Balance Description (1)	Obligated Fund Balances June 30,2021 (2)	Decreases or Cancellations		Increases or New Obligated Fund Balances		Total Obligated Fund Balances for Budget Yr. (7)
		Recommended (3)	Adopted by the Board of Supervisors (4)	Recommended (5)	Adopted by the Board of Supervisors (6)	
Road Fund - Restricted/Committed/Assigned (cont.)						
11053 Sonoma Valley Development Fee - Restr	356,829			79,000	79,000	435,829
11054 Countywide Development Fee - Restr	10,379,604			959,725	959,725	11,339,329
Total Roads - Restri/Committed/Assigned	24,056,241	0	0	28,719,207	28,719,207	52,775,448
Total Road Fund	24,834,753	0	0	28,719,207	28,719,207	53,553,960
Other Special Rev Funds - Nonspendable						
11104 Recorder-Modernization	87,214					87,214
11107 Social Security Truncation	7,672					7,672
11137 Recorder-eRecording	11,933					11,933
11156 PRMD - Hazardous Materials	21,328					21,328
Total Other Special Rev - Nonspendable	128,147	0	0	0	0	128,147
Other Special Rev Funds - Restricted:						
11101 Tidelands Leases Fund	301,708					301,708
11102 Assessor-Property Char Data	642,564	66,015	66,015			576,549
11104 Recorder-Modernization	8,059,347			115,929	115,929	8,175,276
11105 Recorder-Micrographics	1,247,158	22,687	22,687			1,224,471
11106 Clerk/Recorder VRIP	743,844	20,519	20,519			723,325
11107 Social Security Truncation	441,723	3,243	3,243			438,480
11108 Recorder Operations Fund	2,191,976			439,233	439,233	2,631,209
11109 Survey Monument Preservation	283,781					283,781
11110 PRMD Planning	1,224,757					1,224,757
11111 Regional Parks Rstrd Donations	1,302,976	25,000	25,000			1,277,976
11112 Sonoma Coast Park Mit	27,816	36,019	36,019			(8,203)
11113 Cloverdale/Healdsburg Park Mit	130,989	52,257	52,257			78,732
11114 Russian Riv/Sebastopol Park Mit	197,013	183,753	183,753			13,260
11115 Santa Rosa Park Mit	393,957	198,661	198,661			195,296
11116 Petaluma/Rohnert Pk/Cotati Park Mit	75,210	70,625	70,625			4,585
11117 Sonoma Valley Park Mit	133,724	121,993	121,993			11,731
11118 Larkfield/Wikiup Park Mit	365,707	259,420	259,420			106,287
11119 PEG Access Fees	3,299,177	280,000	280,000			3,019,177
11120 Sheriff-AB1109 Fees	226,992	80,268	80,268			146,724
11121 Sheriff-AB709 Fees	283,602	3,791	3,791			279,811
11122 Sheriff-Federal Forf-DOJ	1,381,399	603,000	769,000			612,399
11123 Sheriff-Fed Forf-US Treas	34,306			100	100	34,406
11124 Sheriff-DMV ID Fee	2,884,959	1,896,851	1,896,851			988,108
11125 Asset Forfeiture Fund	1,824,179	1,778,000	1,778,000			46,179
11127 Detention-Jail Industries	2,387					2,387
11129 DA-Consumer Protection	3,987,165	290,703	290,703			3,696,462
11130 DA-SCATT	437					437
11131 DA-Family Justice Center	444,697					444,697
11132 DA-Asset Forfeiture - Justice	7,629					7,629
11134 DA-Treasury Forfeiture Fund	3,216					3,216
11136 Probation-CCPIF	3,044,569	1,434,574	1,434,574			1,609,995
11137 Recorder-eRecording	75,243	13,259	13,259			61,984
11138 Courthouse Construction	319,369					319,369
11139 Criminal Justice Construction	1,599,245		440,301	447,699		1,158,944
11142 Alternate Dispute Resolution	81,375	10,000	10,000			71,375
11144 Tobacco Securitization/Endowment A	12,550,871	7,037,132	7,037,132			5,513,739
11145 Open Space Spec Tax Account-Meas F	60,503,561	22,752,374	22,752,374			37,751,187
11146 Hazardous Material Fund	1,380					1,380
11147 Fish and Wildlife	263,571	22,930	22,930			240,641
11149 2019 Youth Reinvestment	137,682					137,682

Fund Name and Fund Balance Description (1)	Obligated Fund Balances June 30,2021 (2)	Decreases or Cancellations		Increases or New Obligated Fund Balances		Total Obligated Fund Balances for Budget Yr. (7)
		Recommended (3)	Adopted by the Board of Supervisors (4)	Recommended (5)	Adopted by the Board of Supervisors (6)	
Other Special Rev Funds - Restricted (cont.)						
11152 EV Charging Stations	7,726	11,325	11,325			(3,599)
11153 Communication Tower Leases	149,999					149,999
11154 Probation Trans Housing Grant	2,772,297	499,122	499,122			2,273,175
11155 PRMD - Fire Prevention	988,348	749,520	1,127,017			(138,669)
11156 PRMD - Hazardous Materials	546,369					546,369
11161 Measure M - Maint, Safety, Rec	1,897,965	1,511,112	1,511,112			386,853
11162 Measure M - Access	2,988,194	1,326,675	1,326,675			1,661,519
11163 Measure M - Natural Resources	2,325,553	520,956	520,956			1,804,597
11165 PRMD Sonoma Development Center	2,746,179	1,890,529	1,890,529			855,650
11166 CA Vehicle Code Sect 9250.14	1,766,933	774,602	774,602			992,331
11167 West Water Co. Ops & Maint.	0	23,565	23,565			(23,565)
11169 Indigent Defense Grant	882,522					882,522
11170 Juvenile Designated Purpose	216,819					216,819
Total Other Special Rev Funds -Restricted	128,010,165	44,570,480	45,554,278	1,002,961	555,262	83,011,149
Other Special Rev Funds - Unassigned						
11103 Property Tax Admin Program	(854)					(854)
Total Other Special Revenue Funds	128,137,458	44,570,480	45,554,278	1,002,961	555,262	83,138,442
2011 Public Safety Realign - Restricted:						
11304 Probation-YOBG	3,584,056	243,624	243,624			3,340,432
11306 Probation-Juv. Prob & Camp	9,069,976	2,213,890	2,213,890			6,856,086
11308 Probation-JJCPA	4,871,534	23,350	23,350			4,848,184
11309 Local Innovation Subaccount	432,535					432,535
11310 AB109 Contingency	6,872,765	941,528	1,667,904			5,204,861
11312 Human Services AB 118	4,203,549					4,203,549
11314 District Attorney Revocation	368					368
11316 District Attorney LLES	470,616					470,616
11318 Public Defender Revocation	97,007	76,315	76,315			20,692
11320 Sheriff Trial Court Security	8,036,325	1,621,338	1,621,338			6,414,987
11322 Shf Local Law Enf Svc - Booking Fees	43,184					43,184
11324 Shf Local Law Enf Svc - ST COPS (LED)	162,448	8,412	8,412			154,036
11326 Shf Local Law Enf Svc - ST COPS (DD)	132,209	91,802	91,802			40,407
11328 Shf Local Law Enf Svc - CAL-EMA	112			1,389	1,389	1,501
11334 Behavioral Health	7,259,905	498,462	498,462			6,761,443
Total 2011 Public Safety Realignment	45,236,589	5,718,721	6,445,097	1,389	1,389	38,792,881
Human Svcs Realign - Restricted:						
11405 Human Svcs Realignment	8,662,943					8,662,943
11410 Human Services CalWorks	400,319			1	1	400,320
11415 AB 85 Family Support Fund	2,003					2,003
Total Human Svcs Realignment	9,065,265	0	0	1	1	9,065,266
Human Services Dept - Nonspendable:						
11505 Human Services - Prepaid Expenses	2,535,323					2,535,323
Human Services Dept - Restricted:						
11505 Human Services Dept	12,523,881			718,543	119,332	12,643,213
11510 WP-Federal Assistance Res.	172,421					172,421
11515 WP-Wraparound	4,318,010					4,318,010
11520 Dependent Child Fund	60,793			1,000	1,000	61,793
11525 Children's Fund	169,816					169,816

Fund Name and Fund Balance Description (1)	Obligated Fund Balances June 30,2021 (2)	Decreases or Cancellations		Increases or New Obligated Fund Balances		Total Obligated Fund Balances for Budget Yr. (7)
		Recommended (3)	Adopted by the Board of Supervisors (4)	Recommended (5)	Adopted by the Board of Supervisors (6)	
Human Services Dept - Restricted (cont.)						
11530 Title I/ve Waiver Fund	5,055,129					5,055,129
11540 Domestic Violence	1,336					1,336
Total Human Services Dept - Restricted:	22,301,386	0	0	719,543	120,332	22,421,718
Total Human Services Dept	24,836,709	0	0	719,543	120,332	24,957,041
Child Support Services - Nonspendable:						
11555 DCSS - Child Support Enforcement	2,250					2,250
Child Support Services - Unassigned:						
11555 DCSS - Child Support Enforcement	(478,459)					(478,459)
Total Child Support Services	(476,209)	0	0	0	0	(474,873)
Dept of Health Services: Nonspendable						
11605 Dept of Health Services - Prepaid	29,764					29,764
Dept of Health Services - Restricted						
11605 Dept of Health Services - Restricted	6,406,043	4,053,750				6,406,043
11610 Intergovernmental Transfer - Restricted	13,887,169			2,478,437	2,478,437	16,365,606
11615 Audit Reserve - Restricted	4,329,494	116,446	116,446			4,213,048
Total Dept of Health Services - Restricted	24,622,706	4,170,196	116,446	2,478,437	2,478,437	26,984,697
Dept of Health Services - Unassigned						
11625 Homeless Coordination	(95,982)					(95,982)
Total Dept of Health Services	24,556,488	4,170,196	116,446	2,478,437	2,478,437	26,918,479
Public Health Funds - Nonspendable						
11710 Public Health Fee Stab Fund Prepaid	2,527					2,527
Public Health Funds - Restricted:						
11705 Animal Welfare Fund	1,172,837					1,172,837
11710 Public Health Fee Stabilization Fund	2,100,314	828,743	828,743			1,271,571
11720 Maddy Fund	128,655					128,655
11725 Maddy/Richie Fund	79,106					79,106
11730 Tobacco Tax - Education	32,113			3,446	3,446	35,559
11735 Hospital Preparedness Program	2					2
11745 Vital Statistics Fund	310,708	17,905	17,905			292,803
11750 Solid Waste - EAG	2,403,308			50	50	2,403,358
11760 Child Safety Seats	14,069					14,069
11765 Tobacco Tax - Prop 56 Funds	274,967			5,175	5,175	280,142
Total Public Health Funds - Restricted:	6,516,079	846,648	846,648	8,671	8,671	5,678,102
Total Public Health Funds	6,518,606	846,648	846,648	8,671	8,671	5,680,629
Behavioral Health Funds - Restricted:						
11805 Driving Under The Influence	168,180					168,180
11810 Substance Use Memorial Fund	15,925					15,925
11815 Conditional Release Int. Fund	33,550					33,550
11820 Residential Trtmt & Detox	22,172					22,172
11825 Alcohol Abuse Educ/Prevention	5,097					5,097
11830 Drug Abuse Educ/Prevention	1,076					1,076
11835 Alcohol and Drug Assessment	2					2

Fund Name and Fund Balance Description (1)	Obligated Fund Balances June 30,2021 (2)	Decreases or Cancellations		Increases or New Obligated Fund Balances		Total Obligated Fund Balances for Budget Yr. (7)
		Recommended (3)	Adopted by the Board of Supervisors (4)	Recommended (5)	Adopted by the Board of Supervisors (6)	
Behavioral Health Funds - Restricted (cont.)						
11840 MHSА-Community Services & Support	17,875,050	4,986,542	4,372,934			13,502,116
11845 MHSА-Capital	1,079					1,079
11850 MHSА-Early Intervention	5,154,484	1,002,190	1,002,190			4,152,294
11855 MHSА-Innovation	3,851,004	293,894	293,894			3,557,110
11860 MHSА-Prudent Reserve	944,981					944,981
11870 BH Stabilization Fund	24,007,308	329,629	329,629			23,677,679
11875 Measure O BH Facilities	58,381				2,423,750	2,482,131
11876 Measure O Crisis Services	116,761				3,574,520	3,691,281
11877 Measure O MH SUD Opt	47,766				1,805,000	1,852,766
11878 Measure O Homeless Care Coordination	37,151				3,500,000	3,537,151
Total Behavioral Health Funds	52,339,967	6,612,255	5,998,647	0	11,303,270	57,644,590
1991 Realignment Funds - Restricted:						
11991 Health Realignment Fund 1991	19,129,355	621,814	621,814			18,507,541
11992 Mental Health Realignment 1991	9,290,708			437,779	437,779	9,728,487
Total 1991 Realignment Funds	28,420,063	621,814	621,814	437,779	437,779	28,236,028
11001 Total Special Revenue Funds	352,737,394	63,073,666	60,116,482	33,375,680	43,632,040	336,252,952
21000 Capital Projects (Assigned)	6,279,083	12,826,280	15,023,060			(8,743,977)
Note: Estimated ending negative fund balance in capital project funds will be addressed during the FY21-22 1st quarter re-budgets.						
31000 Debt Service (Restricted)	10,339,626					10,339,626
Total Governmental Funds	737,129,252	128,201,374	139,871,431	43,778,931	82,407,519	679,665,340

Description (1)	Actual 2019-20 (2)	Estimated 2020-21 (3)	Recommended 2021-22 (4)	Adopted by the Board of Supervisors 2021-22 (5)
Summarization By Source:				
40000 Taxes:				
Property Taxes-CY Secured	259,332,613	272,596,907	275,593,375	279,593,375
Property Taxes-CY Unsecured	7,342,522	7,332,817	7,003,678	7,003,678
Property Taxes-CY Supplemental	3,678,484	3,677,805	3,500,722	3,500,722
Property Taxes-PY Secured	(1,579)	(14,427)	0	0
Property Taxes-PY Unsecured	99,322	46,068	0	0
Property Taxes-PY Supplemental	(3,451)	(12,000)	0	0
Sales and Use Tax	52,939,035	31,881,222	58,043,892	82,887,892
Other Taxes	25,676,836	26,720,854	23,735,137	23,735,137
	349,063,782	342,229,246	367,876,804	396,720,804
41000 Licenses, Permits and Franchises	33,698,206	31,988,561	35,038,245	35,038,245
42000 Intergovernmental Revenues:				
Intergovernmental-State	326,584,611	382,658,132	404,173,259	418,864,547
Intergovernmental-Federal	132,370,910	226,170,548	160,651,804	219,700,407
Intergovernmental-Other	51,505,319	50,604,659	64,044,286	64,158,192
	510,460,840	659,433,339	628,869,349	702,723,146
43000 Fines, Forfeitures and Penalties	16,951,922	13,901,440	12,970,708	12,970,708
44000 Revenue From Use of Money and Property	13,114,344	7,237,526	7,117,188	7,117,188
45000 Charges for Current Services	56,927,398	68,080,181	64,402,396	64,402,396
46000 Miscellaneous Revenues	29,317,118	202,318,658	20,955,961	21,031,209
47000 Other Financing Sources*	2,231,709	75,415,151	1,089,178	809,708
48000 Special Items	(10,112,898)	2,074,030	0	0
Total Summarization by Source	1,001,652,421	1,402,678,132	1,138,319,829	1,240,813,404

*Excludes 2019-20 Actual transfers totalling \$170,157,063, 2020-21 Estimated transfers totalling \$239,919,000, 2021-22 Recommended transfers totalling \$192,044,696 and 2021-22 Adopted transfers totalling \$236,536,301

County of Sonoma
 State of California
 Summary of Additional Financing Sources by Source and Fund
 Governmental Funds
 Fiscal Year 2021-22

Description (1)	Actual 2019-20 (2)	Estimated 2020-21 (3)	Recommended 2021-22 (4)	Adopted by the Board of Supervisors 2021-22 (5)
Summarization by Fund:				
10003 General	528,118,080	751,225,273	538,498,253	612,113,649
10200 Reserve	320,018	13,570,804	0	2,209,196
10500 Accumulated Capital Outlay	2,773,120	2,193,824	2,473,671	2,473,671
10002 General Fund	531,211,218	766,989,901	540,971,924	616,796,516
11010 Community Investment Grant Pgm	14,248,845	13,752,498	12,749,871	13,099,871
11050 Roads	59,599,376	64,478,399	111,968,650	112,207,700
11100 Other Special Revenue Funds	52,234,170	40,293,538	50,813,408	51,228,459
11300 Public Safety Realignment	69,053,192	69,692,441	67,289,457	67,583,969
11400 Human Services Realignment	46,644,930	41,572,855	43,385,095	43,846,516
11500 Human Services Department	164,897,315	200,163,895	199,002,657	199,987,045
11550 DCSS - Child Support Enforcement	12,728,240	12,886,484	12,809,083	12,809,083
11600 Department of Health Services	68,020,499	90,829,241	77,501,316	89,013,662
11700 Public Health Funds	8,172,718	8,412,283	8,012,026	8,012,026
11800 Behavioral Health Funds	25,920,578	48,098,231	23,361,448	47,861,448
11990 1991 Realignment Funds	35,405,449	21,069,776	34,012,965	34,012,965
11001 Special Revenue Funds	556,925,312	611,249,641	640,905,976	679,662,744
20000 Capital Projects	33,629,275	88,089,734	100,197,826	101,225,824
31000 Debt Service	12,692,629	90,047,798	12,234,370	12,234,370
Subtotal	1,134,458,434	1,556,377,074	1,294,310,096	1,409,919,454
XX Transfers*	(132,806,013)	(153,698,942)	(155,990,267)	(169,106,054)
Total Summarization by Fund	1,001,652,421	1,402,678,132	1,138,319,829	1,240,813,400

*The following transfers within a fund have been eliminated from the above fund totals: 2019-20 Actuals - \$37,351,050, 2020-21 Estimated - \$86,220,058, 2021-22 Recommended - \$36,054,429, and 2021-22 Adopted \$67,430,247. Transfers between funds are included within the above funds and eliminated here before consolidating General County totals.

Financing Source Category, Account and Fund (General Fund Unless Otherwise Indicated) (1)	Actual 2019-20 (2)	Estimated 2020-21 (3)	Recommended 2021-22 (4)	Adopted by the Board of Supervisors 2021-22 (5)
40000 <u>Taxes:</u>				
40001 Property Taxes-CY Secured:				
10003 General Fund	259,332,613	272,596,907	275,593,375	279,593,375
	259,332,613	272,596,907	275,593,375	279,593,375
40100 Property Taxes-CY Unsecured	7,342,522	7,332,817	7,003,678	7,003,678
40110 Property Taxes-CY Supplemental	3,678,484	3,677,805	3,500,722	3,500,722
40200 Property Taxes-PY Secured:				
10003 General Fund	(1,579)	(14,427)	0	0
	(1,579)	(14,427)	0	0
40210 Property Taxes-PY Unsecured	99,322	46,068	0	0
40220 Property Taxes-PY Supplemental	(3,451)	(12,000)	0	0
40300 Sales/Use Taxes:				
10003 General Fund	20,455,229	22,872,000	23,358,000	23,702,000
11100 Other Special Revenue Funds	32,483,806	9,009,222	34,685,892	34,685,892
11800 Behavioral Health Funds	0	0	0	24,500,000
	52,939,035	31,881,222	58,043,892	82,887,892
40400 Other Taxes:				
10003 General Fund	13,501,294	14,545,312	11,960,000	11,960,000
11010 Community Investment Fund	12,175,542	12,175,542	11,775,137	11,775,137
	25,676,836	26,720,854	23,735,137	23,735,137
40000 Total Taxes	349,063,782	342,229,246	367,876,804	396,720,804

Financing Source Category, Account and Fund (General Fund Unless Otherwise Indicated) (1)	Actual 2019-20 (2)	Estimated 2020-21 (3)	Recommended 2021-22 (4)	Adopted by the Board of Supervisors 2021-22 (5)
41000 Licenses, Permits and Franchises:				
41010 Animal Licenses:				
11600 Department of Health Services	551,765	432,877	610,000	610,000
	551,765	432,877	610,000	610,000
41020 Business Licenses:				
10003 General Fund	1,014	2,465	1,350	1,350
11600 Department of Health Services	9,759	9,000	10,000	10,000
11700 Public Health Funds	3,802,333	4,241,155	4,211,891	4,211,891
	3,813,106	4,252,620	4,223,241	4,223,241
41050 Construction Permits:				
10003 General Fund	12,324,889	11,332,276	13,842,803	13,842,803
11050 Roads Fund	253,998	376,767	100,000	100,000
	12,578,887	11,709,043	13,942,803	13,942,803
41080 Road Privileges/Permits	31,812	31,070	85,000	85,000
41100 Franchises:				
10003 General Fund	8,316,203	7,808,973	8,200,522	8,200,522
11100 Other Special Revenue Funds	320,594	205,282	300,000	300,000
11600 Department of Health Services	271,051	301,608	303,970	303,970
11700 Public Health Funds	674,875	784,865	649,820	649,820
	9,582,723	9,100,728	9,454,312	9,454,312
41130 Other Licenses/Permits:				
10003 General Fund	1,138,953	1,481,712	1,206,836	1,206,836
11050 Roads Fund	1,738,458	1,029,044	1,289,725	1,289,725
11100 Other Special Revenue Funds	2,454,295	2,143,933	2,259,874	2,259,874
11500 Human Services Department	0	100,000	100,000	100,000
11600 Department of Health Services	628,106	427,888	552,711	552,711
11700 Public Health Funds	1,180,101	1,279,646	1,313,743	1,313,743
	7,139,913	6,462,223	6,722,889	6,722,889
41000 Total Licenses, Permits and Franchises	33,698,206	31,988,561	35,038,245	35,038,245

Financing Source Category, Account and Fund (General Fund Unless Otherwise Indicated) (1)	Actual 2019-20 (2)	Estimated 2020-21 (3)	Recommended 2021-22 (4)	Adopted by the Board of Supervisors 2021-22 (5)
42000 <u>Intergovernmental Revenues:</u>				
42010 State-Highway Users Tax:				
11050 Roads Fund	12,113,353	13,035,697	14,348,461	14,587,511
	12,113,353	13,035,697	14,348,461	14,587,511
42100 Vehicle Lic. Fees, In-Lieu Tax:				
10003 General Fund	330,886	302,536	200,000	200,000
11300 2011 Public Safety Realignment	5,080,964	5,426,016	5,145,632	5,145,632
11400 Human Services Realignment	6,680,014	2,175,809	7,093,892	7,093,892
11990 1991 Realignment Funds	13,394,383	7,676,599	15,666,874	15,666,874
	25,486,247	15,580,960	28,106,398	28,106,398
42110 State-Other In-Lieu Tax	4,428	4,426	0	0
42120 State-Public Assist Admin:				
11500 Human Services Department	21,419,111	28,868,710	32,265,293	32,560,411
11550 DCSS-Child Support Enforcement	4,835,669	4,337,163	4,337,136	4,337,136
11600 Department of Health Services	123,625	336,693	71,681	71,681
	26,378,405	33,542,566	36,674,110	36,969,228
42130 State-Public Assist Programs:				
11500 Human Services Department	6,953,736	10,977,568	6,232,607	6,273,472
	6,953,736	10,977,568	6,232,607	6,273,472
42150 State-Mental Health:				
11600 Department of Health Services	518,000	0	0	0
11990 1991 Realignment Funds	12,726,979	3,898,745	12,446,415	12,446,415
	13,244,979	3,898,745	12,446,415	12,446,415
42160 State-CA Children Services:				
11600 Department of Health Services	548,111	654,799	683,293	683,293
	548,111	654,799	683,293	683,293
42170 State-Other Health:				
11400 Human Services Realignment	35,244,348	36,799,146	36,291,203	36,752,624
11500 Human Services Department	44,495,044	46,770,263	49,772,961	49,772,961
11600 Department of Health Services	3,281,736	5,612,632	6,248,322	6,248,322
11700 Public Health Funds	656,365	464,130	547,366	547,366
11990 1991 Realignment Funds	1,018,698	1,200,000	1,200,000	1,200,000
	84,696,191	90,846,171	94,059,852	94,521,273
42200 State-Agriculture	3,005,516	3,333,020	3,175,700	3,175,700

Financing Source Category, Account and Fund (General Fund Unless Otherwise Indicated) (1)	Actual 2019-20 (2)	Estimated 2020-21 (3)	Recommended 2021-22 (4)	Adopted by the Board of Supervisors 2021-22 (5)
42000 <u>Intergovernmental Revenues (cont.):</u>				
42250 State-Civil Defense	0	479,159	0	0
42260 State-Construction	100,000	100,000	0	0
42270 State-Corrections	399,709	914,266	230,160	230,160
42280 State-Disaster Relief:				
10003 General Fund	1,430,896	1,108,362	0	101,626
11050 Roads Fund	1,016,950	63,896	4,845,313	4,845,313
24000 Regional Parks	10,987	0	0	0
	2,458,833	1,172,258	4,845,313	4,946,939
42285 State-Veterans Affairs:				
11500 Human Services Department	219,426	175,973	25,000	25,000
	219,426	175,973	25,000	25,000
42290 State-Homeowners Prop Tax Relf	1,191,502	1,159,066	1,100,170	1,100,170
42300 State-Prop 172 Public Safety	45,607,139	45,921,225	52,132,927	52,132,927
42310 State-Trial Courts	441,115	534,796	563,642	563,642
42350 State-Other:				
10003 General Fund	8,234,603	11,041,728	3,956,680	11,443,408
10500 Accumulated Capital Outlay	1,043,110	256,006	783,903	783,903
11010 Community Investment Fund	120,013	249,738	176,500	176,500
11050 Roads Fund	10,392,700	10,005,684	10,949,714	10,949,714
11100 Other Special Revenue Funds	6,359,038	3,587,272	3,000,054	3,415,105
11300 2011 Public Safety Realignment	54,434,080	57,617,662	58,553,166	58,847,678
11500 Human Services Department	1,537,532	986,344	1,627,867	1,627,867
11550 DCSS-Child Support Enforcement	24,222	122,221	48,324	48,324
11600 Department of Health Services	572,473	2,124,397	1,253,959	6,610,876
11700 Public Health Funds	24,015	24,477	24,967	24,967
11800 Behavioral Health Funds	20,231,417	26,980,735	18,828,227	18,828,227
21600 Main Adult Detention Facility	0	40,000,000	40,000,000	40,000,000
23000 Miscellaneous Capital Projects	0	80,790	80,790	80,790
24000 Regional Parks	762,718	7,250,383	10,265,060	10,265,060
	103,735,921	160,327,437	149,549,211	163,102,419
Total State Revenue	326,584,611	382,658,132	404,173,259	418,864,547
42400 Federal-Public Assistance Admin:				
10003 General Fund	209,965	181,473	191,602	191,602
11500 Human Services Department	36,695,300	50,803,177	51,241,482	51,241,482
	36,905,265	50,984,650	51,433,084	51,433,084

Financing Source Category, Account and Fund (General Fund Unless Otherwise Indicated) (1)	Actual 2019-20 (2)	Estimated 2020-21 (3)	Recommended 2021-22 (4)	Adopted by the Board of Supervisors 2021-22 (5)
42000 <u>Intergovernmental Revenues (cont.):</u>				
42410 Federal-Public Assistance Program:				
10003 General Fund	0	20,000	103,604	103,604
11500 Human Services Department	15,115,870	19,270,716	17,185,841	17,185,839
	15,115,870	19,290,716	17,289,445	17,289,443
42420 Federal-Health Admin:				
11600 Department of Health Services	3,617,068	0	0	0
42430 Federal-Construction:				
11050 Roads Fund	1,683,736	10,766,241	8,427,775	8,427,775
42440 Federal-Disaster Relief:				
10003 General Fund	10,831,993	67,047,823	162,730	60,586,380
11050 Roads Fund	5,792,041	255,586	11,381,250	11,381,250
11600 Department of Health Services	380,488	6,926,838	0	0
11700 Public Health Funds	0	493,248	0	0
24,000 Regional Parks	46,260	0	565,932	565,932
	17,050,782	74,723,495	12,109,912	72,533,562
42450 Federal-In-Lieu Taxes	68,739	0	0	0
42460 Federal-Other:				
10003 General Fund	5,413,518	8,165,082	8,332,506	8,554,669
11010 Community Investment fund	50,000	383,000	0	0
11050 Roads Fund	7,474	22,654	0	0
11100 Other Special Revenue Funds	551,378	651,114	1,113,536	1,113,536
11500 Human Services Department	7,489,214	9,345,955	8,592,002	8,751,525
11550 DCSS-Child Support Enforcement	7,852,441	8,419,198	8,419,198	8,419,198
11600 Department of Health Services	33,843,715	42,068,043	42,579,345	40,822,610
11700 Public Health Funds	0	6,540	14,300	14,300
11800 Behavioral Health Funds	2,660,820	27,207	1,062,815	1,062,815
24000 Regional Parks	60,890	1,316,653	1,277,886	1,277,886
	57,929,450	70,405,446	71,391,588	70,016,539
Total Federal Revenue	132,370,910	226,170,548	160,651,804	219,700,403
42600 Other Government Agencies:				
10003 General Fund	34,275,558	23,077,425	32,758,931	32,872,837
10500 Accumulated Capital Outlay	112,731	72,638	68,523	68,523
11050 Roads Fund	2,413,975	3,343,168	2,787,736	2,787,736
11500 Human Services Department	535,769	243,239	681,846	681,846
11600 Department of Health Services	9,338,021	6,815,948	8,413,373	8,413,373
11700 Public Health Funds	12,292	12,916	12,916	12,916
11990 1991 Realignment Funds	3,792,187	4,190,992	4,083,176	4,083,176
22300 Memorial Buildings	0	44,000	44,000	44,000
23000 Miscellaneous Capital Projects	309,633	4,823,258	4,823,257	4,823,257
24000 Regional Parks	805,987	7,965,613	10,370,528	10,370,528
	790,455	0	0	0
Total Other Revenue	51,596,153	50,589,197	64,044,286	64,158,192

Financing Source Category, Account and Fund (General Fund Unless Otherwise Indicated) (1)	Actual 2019-20 (2)	Estimated 2020-21 (3)	Recommended 2021-22 (4)	Adopted by the Board of Supervisors 2021-22 (5)
42000 <u>Intergovernmental Revenues (cont.):</u>				
42700 Prior Year Intergovernmental Revenues:				
10003 General Fund	(90,834)	15,462	0	0
Total Prior Year Intergovernmental Revenues	(90,834)	15,462	0	0
42000 Total Intergovernmental Revenues	510,460,840	659,433,339	628,869,349	702,723,142
43000 <u>Fines, Forfeitures and Penalties:</u>				
43001 Vehicle Code Fines:				
10003 General Fund	235,502	260,640	359,525	359,525
11050 Roads Fund	311,341	291,034	300,000	300,000
11700 Public Health Funds	769	726	5,000	5,000
	547,612	552,400	664,525	664,525
43100 Other Court Fines:				
10003 General Fund	1,140,760	1,006,225	835,036	835,036
11100 Other Special Revenue Funds	272,276	265,830	282,500	282,500
11600 Department of Health Services	0	0	1,700	1,700
11700 Public Health Funds	560,571	533,555	541,361	541,361
11800 Behavioral Health Funds	100,508	100,430	108,987	108,987
	2,074,115	1,906,040	1,769,584	1,769,584
43200 Forfeitures and Penalties:				
10003 General Fund	6,967,872	4,174,128	4,768,129	4,768,129
11100 Other Special Revenue Funds	1,077,859	1,671,683	1,824,400	1,824,400
11600 Department of Health Services	254,696	42,024	202,000	202,000
11700 Public Health Funds	87,691	13,353	0	0
11800 Behavioral Health Funds	3,067	2,802	3,060	3,060
	8,391,185	5,903,990	6,797,589	6,797,589
43300 Penalties/Costs on Taxes	5,939,010	5,539,010	3,739,010	3,739,010
43000 Total Fines, Forfeitures and Penalties	16,951,922	13,901,440	12,970,708	12,970,708
44000 <u>Revenue From Use of Money and Property:</u>				
44001 Investment Income:				
10003 General Fund	6,676,322	5,276,773	4,546,184	4,546,184
10200 General Reserve	320,018	0	0	0
10500 Accumulated Capital Outlay	214,843	102,413	109,773	109,773
11010 Community Investment Fund	146,249	0	0	0
11050 Roads Fund	504,828	205,510	464,950	464,950
11100 Other Special Revenue Funds	1,777,554	493,207	506,202	506,202
11300 2011 Public Safety Realignment	816,654	397,513	454,592	454,592
11400 Human Services Realignment	203,320	27,184	0	0

Financing Source Category, Account and Fund (General Fund Unless Otherwise Indicated) (1)	Actual 2019-20 (2)	Estimated 2020-21 (3)	Recommended 2021-22 (4)	Adopted by the Board of Supervisors 2021-22 (5)
44000 <u>Revenue From Use of Money and Property (con't)</u>				
44001 Investment Income (con't)				
11500 Human Services Department	444,262	56,017	83,000	83,000
11550 DCSS-Child Support Enforcement	12,969	2,500	2,400	2,400
11600 Department of Health Services	(375,949)	(457,305)	(380,178)	(380,178)
11700 Public Health Funds	98,175	56,236	54,262	54,262
11800 Behavioral Health Funds	340,745	154,281	54,894	54,894
11900 Health Policy, Plan & Eval	0	0	0	0
11990 1991 Realignment Funds	474,715	104,953	118,014	118,014
21100 Administration Center	8,200	0	0	0
21500 Hall of Justice	(5,521)	0	0	0
21600 Main Adult Detention Facility	(16,124)	0	0	0
22300 Memorial Buildings	10,144	0	0	0
23000 Miscellaneous Capital Projects	134,656	(112,987)	0	0
24000 Regional Parks	126	0	0	0
31100 Special Assessments	225	0	0	0
31300 Bonds Debt Service	42,800	0	0	0
31400 Tobacco Settlement Bonds	231,634	138,180	230,000	230,000
	12,060,845	6,444,475	6,244,093	6,244,093
44100 Rents/Concessions:				
10003 General Fund	605,905	533,428	631,917	631,917
11010 Community Investment Fund	13,400	4,733	0	0
11050 Roads Fund	9,592	8,837	9,000	9,000
11100 Other Special Revenue Funds	424,602	243,664	229,789	229,789
11600 Department of Health Services	0	0	0	0
23000 Miscellaneous Capital Projects	0	2,389	2,389	2,389
	1,053,499	793,051	873,095	873,095
44000 Total Revenue From Use of Money and Property	13,114,344	7,237,526	7,117,188	7,117,188
45000 <u>Charges for Current Services:</u>				
45001 Assessment & Tax Collect Fees:				
10003 General Fund	8,302,820	8,699,024	8,723,495	8,723,495
11100 Other Special Revenue Funds	21,670	23,894	22,188	22,188
	8,324,490	8,722,918	8,745,683	8,745,683
45020 Auditing & Accounting Fees	88,332	55,550	72,800	72,800
45030 Communication Services	0	3,878	0	0
45040 Election Services	707,527	1,496,413	1,091,740	1,091,740
45050 Legal Services	74,399	31,810	42,000	42,000
45060 Planning & Engineering Services:				
10003 General Fund	2,049,268	2,987,011	2,941,580	2,941,580
11050 Roads Fund	87,650	58,304	80,625	80,625

Financing Source Category, Account and Fund (General Fund Unless Otherwise Indicated) (1)	Actual 2019-20 (2)	Estimated 2020-21 (3)	Recommended 2021-22 (4)	Adopted by the Board of Supervisors 2021-22 (5)
45000 <u>Charges for Current Services (con't)</u>				
45060 Planning & Engineering Services (con't)				
11100 Other Special Revenue Funds	411,095	439,747	486,385	486,385
11700 Public Health Funds	12,464	12,392	12,392	12,392
	2,560,477	3,497,454	3,520,982	3,520,982
45070 Agricultural Services:				
10003 General Fund	1,069,116	1,068,985	1,100,832	1,100,832
11600 Department of Health Services	13,609	12,950	16,000	16,000
	1,082,725	1,081,935	1,116,832	1,116,832
45080 Civil Process Service:				
10003 General Fund	78,591	51,263	114,980	114,980
11100 Other Special Revenue Funds	94,066	61,163	97,176	97,176
	172,657	112,426	212,156	212,156
45090 Court Fees and Costs:				
10003 General Fund	218,106	192,040	290,611	290,611
11050 Roads Fund	4,783	0	0	0
11100 Other Special Revenue Funds	81,712	70,000	70,000	70,000
	304,601	262,040	360,611	360,611
45100 Estate Fees:				
11500 Human Services Department	135,953	100,000	100,000	100,000
	135,953	100,000	100,000	100,000
45120 Humane Services:				
11600 Department of Health Services	124,032	116,271	183,000	183,000
	124,032	116,271	183,000	183,000
45130 Law Enforcement Services:				
10003 General Fund	1,845,853	896,618	552,510	552,510
	1,845,853	896,618	552,510	552,510
45150 Recording Fees:				
10003 General Fund	537,224	866,130	478,229	478,229
11100 Other Special Revenue Funds	2,309,713	3,320,753	2,474,950	2,474,950
11500 Human Services Department	82,875	103,000	100,000	100,000
11600 Department of Health Services	27,466	16,980	30,000	30,000
11700 Public Health Funds	12,158	7,796	6,484	6,484
	2,969,436	4,314,659	3,089,663	3,089,663
45170 Road and Street Services:				
10003 General Fund	501,892	670,561	729,440	729,440
11050 Roads Fund	1,750,895	1,510,892	1,755,106	1,755,106
	2,252,787	2,181,453	2,484,546	2,484,546

Financing Source Category, Account and Fund (General Fund Unless Otherwise Indicated) (1)	Actual 2019-20 (2)	Estimated 2020-21 (3)	Recommended 2021-22 (4)	Adopted by the Board of Supervisors 2021-22 (5)
45000 <u>Charges for Current Services (con't)</u>				
45180 Health Fees:				
10003 General Fund	96,805	68,154	125,000	125,000
11600 Department of Health Services	274,863	338,785	323,300	323,300
11800 Behavioral Health Funds	1,684,586	1,068,584	2,200,000	2,200,000
	2,056,254	1,475,523	2,648,300	2,648,300
45190 Mental Health Services:				
11600 Department of Health Services	114,804	384,970	250,000	250,000
	114,804	384,970	250,000	250,000
45250 Institutional Care and Services:				
10003 General Fund	117,960	10,065	81,510	81,510
11600 Department of Health Services	1,065	0	0	0
	119,025	10,065	81,510	81,510
45270 Educational Services	7,655	4,095	8,000	8,000
45280 Library Services	(6)	0	0	0
45290 Park and Recreation Services:				
10003 General Fund	4,202,031	6,980,445	5,811,544	5,811,544
11100 Other Special Revenue Funds	49,874	34,212	0	0
24000 Regional Parks	0	0	0	0
	4,251,905	7,014,657	5,811,544	5,811,544
45300 Other Charges for Services:				
10003 General Fund	9,150,827	9,222,838	11,392,264	11,392,264
10500 Accumulated Capital Outlay	97,900	108,836	194,522	194,522
11100 Other Special Revenue Funds	1,548,366	1,882,186	1,757,595	1,757,595
11500 Human Services Department	1,023,296	1,092,979	1,021,578	1,021,578
11600 Department of Health Services	810,379	790,534	933,599	933,599
11700 Public Health Funds	110,904	130,054	110,310	110,310
21100 Administration Center	67,756	0	0	0
	12,809,428	13,227,427	15,409,868	15,409,868
45400 Prior Year Revenue:				
10003 General Fund	(5,841)	0	0	0
11010 Community Investment Fund	0	85	0	0
	(5,841)	85	0	0

Financing Source Category, Account and Fund (General Fund Unless Otherwise Indicated) (1)	Actual 2019-20 (2)	Estimated 2020-21 (3)	Recommended 2021-22 (4)	Adopted by the Board of Supervisors 2021-22 (5)
45000 <u>Charges for Current Services (con't)</u>				
45500 Interfund Revenue:				
10003 General Fund	16,710,121	22,860,713	18,400,010	18,400,010
10500 Accumulated Capital Outlay	82,684	92,485	84,141	84,141
11100 Other Special Revenue Funds	137,946	136,736	136,500	136,500
11500 Human Services Department	154	0	0	0
	16,930,905	23,089,934	18,620,651	18,620,651
45000 Total Charges for Current Services	56,927,398	68,080,181	64,402,396	64,402,396
46000 <u>Miscellaneous Revenues:</u>				
46001 Other Sales Revenue:				
10003 General Fund	616,280	601,147	630,275	630,275
11050 Roads Fund	0	1,103	0	0
11100 Other Special Revenue Funds	77,443	123,311	174,160	174,160
11600 Department of Health Services	1,623	0	0	0
	695,346	725,561	804,435	804,435
46010 Tobacco Settlement:				
31400 Tobacco Settlement Bonds	4,759,117	4,604,450	4,502,245	4,502,245
	4,759,117	4,604,450	4,502,245	4,502,245
46020 Miscellaneous Revenues:				
10003 General Fund	3,207,982	155,386,554	3,158,458	3,158,458
10500 Accumulated Capital Outlay	188,898	216,208	150,000	150,000
11010 Community Investment Fund	984,148	13,362	0	0
11050 Roads Fund	315,295	1,519,921	114,375	114,375
11100 Other Special Revenue Funds	263,564	214,151	184,657	184,657
11300 2011 Public Safety Realignment	8,721,494	6,251,250	3,136,067	3,136,067
11400 Human Services Realignment	4,517,248	2,570,716	0	0
11500 Human Services Department	2,393,352	3,630,288	3,756,503	3,831,751
11550 DCSS-Child Support Enforcement	310	2,989	0	0
11600 Department of Health Services	2,749,774	1,569,280	297,143	297,143
11700 Public Health Funds	218,299	201,551	150,000	150,000
11800 Behavioral Health Funds	(14,091)	17,989,357	851	851
11990 1991 Realignment Funds	0	0	(500,000)	(500,000)
21500 Hall of Justice	7,638	0	0	0
21600 Main Adult Detention Facility	4,993	0	0	0
24000 Regional Parks	304,606	4,001,627	5,201,227	5,201,227
31100 Special Assessments	(855)	0	0	0
31400 Tobacco Settlement Bonds	0	3,421,393	0	0
	23,862,655	193,567,254	15,649,281	15,724,529
46000 Total Miscellaneous Revenues	29,317,118	202,318,658	20,955,961	21,031,209

Financing Source Category, Account and Fund (General Fund Unless Otherwise Indicated) (1)	Actual 2019-20 (2)	Estimated 2020-21 (3)	Recommended 2021-22 (4)	Adopted by the Board of Supervisors 2021-22 (5)
47000 <u>Other Financing Sources:</u>				
47001 <u>Sale of Capital Assets:</u>				
10003 General Fund	65,141	12,624	0	0
10500 Accumulated Capital Outlay	394,025	693,238	400,000	400,000
11700 Public Health Funds	3,705	0	0	0
	462,871	705,862	400,000	400,000
47XXX <u>Operating/Residual Equity Transfers:</u>				
10003 General Fund	1,153,179	227,764	312,970	309,708
11010 Community Investment Fund	32,297	0	0	0
11050 Roads Fund	314	0	0	0
11100 Other Special Revenue Funds	111,036	0	0	0
11500 Human Services Department	345,295	0	0	0
11550 DCSS-Child Support Enforcement	236	0	0	0
11600 Department of Health Services	1,394	0	0	0
11700 Public Health Funds	57	0	0	0
11800 Behavioral Health Funds	30	0	0	0
23000 Miscellaneous Capital Projects	100,000	0	0	0
24000 Regional Parks	25,000	100,000	100,000	100,000
31400 Tobacco Settlement Bonds	0	74,381,525	0	0
	1,768,838	74,709,289	412,970	409,708
47120 <u>Other Financing Sources:</u>				
10003 General Fund	0	0	276,208	0
	0	0	276,208	0
47000 Total Other Financing Sources*	2,231,709	75,415,151	1,089,178	809,708
48000 <u>Residual Equity Transfers In</u>				
48001 <u>Special & Extraordinary Items:</u>				
10003 General Fund	87,126	276	0	0
11100 Other Special Revenue Funds	(442)	2,073,754	0	0
11600 Department of Health Services	(10,199,582)	0	0	0
	(10,112,898)	2,074,030	0	0
48000 Total Residual Equity Transfers In	(10,112,898)	2,074,030	0	0
Total All Governmental Funds	1,001,652,421	1,402,678,132	1,138,319,829	1,240,813,400

*Excludes 2019-20 Actual transfers totalling \$170,157,063, 2020-21 Estimated transfers totalling \$239,919,000, 2021-22 Recommended transfers totalling \$192,044,696 and 2021-22 Adopted transfers totalling \$236,536,301

County of Sonoma
 State of California
 Summary of Financing Uses by Function and Fund
 Governmental Funds
 Fiscal Year 2021-22

Description (1)	Actual 2019-20 (2)	Estimated 2020-21 (3)	Recommended 2021-22 (4)	Adopted by the Board of Supervisors 2021-22 (5)
Summarization By Function:				
General/Capital Projects	151,650,570	256,395,995	235,155,686	257,870,089
Public Protection	349,098,787	361,330,349	393,737,914	398,440,423
Public Ways/Facilities	72,692,737	78,429,507	84,042,592	84,321,684
Health/Sanitation	137,201,965	148,864,852	156,825,802	200,398,270
Public Assistance	234,199,791	264,421,899	267,060,829	269,105,849
Education	1,186,645	1,208,330	1,317,806	1,502,606
Recreation/Cultural Services	39,170,154	24,392,426	67,367,273	67,738,331
Debt Service	12,552,751	80,430,813	12,234,370	12,234,370
Total Financing Uses by Function	997,753,400	1,215,474,171	1,217,742,272	1,291,611,622
Appropriations for Contingencies:				
10003 General	0	2,282,842	5,000,000	6,665,693
Subtotal Financing Uses	997,753,400	1,217,757,013	1,222,742,272	1,298,277,315
Increases to Fund Balance:				
10003 General			9,430,515	36,540,467
10200 General Reserve - County			0	1,262,276
10500 ACO Funds			972,736	972,736
11010 Community Investment Fund			7,692	7,692
11050 Road			28,719,207	28,719,207
11100 Other Special Revenue Funds			1,002,961	555,262
11300 2011 Public Safety Realignment			1,390	1,390
11500 Human Svcs Dept			719,543	120,332
11600 Dept of Health Services			2,478,437	2,478,437
11700 Public Health Funds			8,671	8,671
11800 Behavioral Health Funds			0	11,303,270
11990 1991 Realignment Funds			437,779	437,779
Total Increases to Fund Balance	0	0	43,778,931	82,407,519
Total Financing Uses	997,753,400	1,217,757,013	1,266,521,203	1,380,684,834

County of Sonoma
 State of California
 Summary of Financing Uses by Function and Fund
 Governmental Funds
 Fiscal Year 2021-22

Description (1)	Actual 2019-20 (2)	Estimated 2020-21 (3)	Recommended 2021-22 (4)	Adopted by the Board of Supervisors 2021-22 (5)
Summarization By Fund:				
10003 General	522,902,369	551,592,446	587,254,462	674,258,239
10200 General Reserve	2,593,759	557,386	957,920	2,209,196
10500 Accumulated Capital Outlay	2,347,754	3,030,955	5,060,970	5,060,970
10002 Total General	527,843,882	555,180,787	593,273,352	681,528,405
11010 Community Investment Fund	17,001,118	15,019,525	13,283,423	13,633,423
11050 Roads	73,211,084	78,193,447	111,968,650	112,207,700
11100 Other Special Revenue Funds	49,393,482	47,880,298	95,383,888	96,782,737
11300 2011 Public Safety Realignment	62,450,842	68,801,807	73,008,178	74,029,066
11400 Human Services Realignment	40,786,848	42,759,351	43,385,095	43,846,516
11500 Human Services Department	172,786,096	200,365,643	199,002,657	199,987,045
11550 DCSS-Child Support Enforcement	13,214,391	12,886,484	12,809,083	12,809,083
11600 Department of Health Services	75,978,162	91,098,625	81,671,512	89,130,108
11700 Public Health Funds	6,758,592	8,203,800	8,858,674	8,858,674
11800 Behavioral Health Funds	20,647,186	24,339,275	29,973,703	53,860,095
11990 1991 Realignment Funds	34,455,478	20,645,016	34,634,779	34,634,779
11001 Total Special Revenue	566,683,279	610,193,271	703,979,642	739,779,226
20000 Total Capital Projects	23,479,499	113,388,042	113,024,106	116,248,887
31000 Total Debt Service	12,552,751	92,693,855	12,234,370	12,234,370
Subtotals	1,130,559,411	1,371,455,955	1,422,511,470	1,549,790,888
XX Operating Transfers*	(132,806,011)	(153,698,942)	(155,990,267)	(169,106,054)
Total Financing Uses	997,753,400	1,217,757,013	1,266,521,203	1,380,684,834

*The following transfers within a fund have been eliminated from the above fund totals: 2019-20 Actuals -\$37,351,048, 2020-21 Estimated - \$86,220,060, 2021-22 Recommended - \$36,054,429 and 2021-22 Adopted - \$67,430,247. Transfers between funds are included within the above funds and eliminated here before consolidating General County totals.

Description (Function, Activity and Budget Unit) (1)	Actual 2019-20 (2)	Estimated 2020-21 (3)	Recommended 2021-22 (4)	Adopted by the Board of Supervisors 2021-22 (5)
General:				
<u>Legislative/Administrative</u>				
Board of Supervisors 150101XX	5,370,362	5,640,706	6,117,530	6,117,530
Assessment Appeals Board 15010200	2,656	17,820	19,536	19,536
County Administrator 1502010X	4,812,029	6,179,342	5,790,497	9,045,465
Policy, Grants, & Special Proj 15990600	1,432,929	1,394,385	1,969,501	0
General Services Admin 210101XX	1,074,890	1,116,261	1,106,844	1,106,844
Office of Equity 39010100	0	648,315	738,083	930,361
Total Legislative/Administrative	12,692,866	14,996,829	15,741,991	17,219,736
<u>Finance</u>				
Auditor-Controller 110101XX	7,117,271	7,941,543	8,135,311	8,135,311
Treasurer-Tax Collector 110102XX	4,220,514	5,755,788	5,687,476	5,687,476
ACTTC-Audit 11010300	1,230,013	1,154,836	1,162,114	1,162,114
ACTTC-Administration 11010400	1,094,976	456,713	359,814	359,814
Assessor 13020100	10,395,164	11,554,690	11,039,374	11,106,468
Administrative Services 13020200	52,382	52,183	0	0
Assessor-Prop Character Data 13020300	25,727	35,977	109,515	109,515
Assessor-Prop Tax Admin Prog 13020400	4,507	0	0	0
Purchasing 21030100	1,324,142	1,274,781	1,436,256	1,436,256
Total Finance	25,464,696	28,226,511	27,929,860	27,996,954
<u>Counsel</u>				
County Counsel 17010100	3,720,495	5,485,842	4,431,949	4,431,949
Total Counsel	3,720,495	5,485,842	4,431,949	4,431,949
<u>Human Resources</u>				
Human Resources 230101XX	4,095,499	4,609,133	5,249,949	5,249,949
Total Human Resources	4,095,499	4,609,133	5,249,949	5,249,949
<u>Elections</u>				
Registrar of Voters 13030100	4,622,921	6,834,874	5,112,745	5,342,175
Registrar of Voters ACO 13030200	0	17,233	200,000	200,000
Total Elections	4,622,921	6,852,107	5,312,745	5,542,175
<u>Communications</u>				
Communications-Telephone 25010134	1,268,449	1,030,512	(68,384)	(68,384)
Total Communications	1,268,449	1,030,512	(68,384)	(68,384)
<u>Property Management</u>				
Real Estate 21020300	1,534,473	1,491,206	1,661,237	1,691,237
Facilities Operations 21020400	8,575,379	8,595,952	7,914,351	9,719,910
Energy 21030300	9,031,121	9,022,385	9,004,097	9,004,097
SCEW-Administration 21040301	219,002	275,000	317,000	317,000
Tidelands Leases Fund 21040500	32,379	70,132	43,780	43,780
EV Charging Stations 21040601	3,115	10,827	16,067	16,067
Communication Towers - Lease 21040700	6,843	15,000	46,109	46,109
Total Property Management	19,402,312	19,480,502	19,002,641	20,838,200

Description (Function, Activity and Budget Unit) (1)	Actual 2019-20 (2)	Estimated 2020-21 (3)	Recommended 2021-22 (4)	Adopted by the Board of Supervisors 2021-22 (5)
<u>General (Cont):</u>				
<u>Capital Improvements</u>				
Capital Improvements 40000000	22,586,243	110,551,853	111,810,949	114,484,522
Total Capital Improvements	22,586,243	110,551,853	111,810,949	114,484,522
<u>Promotion</u>				
Community Investment Fund 16030100	841,077	765,000	385,000	385,000
Community Investment Measure L 16030200	1,577,454	1,049,936	1,049,936	1,049,936
Economic Development Board 19010100	2,143,587	2,435,667	2,382,261	2,382,261
Tourism Council 19010200	1,884,058	2,391,968	1,612,226	1,962,226
Creative Sonoma 19010300	1,099,355	1,353,003	835,265	835,265
Total Promotion	7,545,531	7,995,574	6,264,688	6,614,688
<u>Other General</u>				
Employee Benefits 16020100	3,610,985	3,759,618	3,701,745	3,701,745
Other General Government 16020200	(5,048,814)	509,405	(431,989)	(431,989)
Refuse Franchise Fees 16020400	985,770	1,004,367	1,462,927	1,462,927
Tribal Mitigation - Graton 16020800	1,850,144	2,689,334	1,772,751	1,772,751
Tribal Mitigation - Dry Creek 16020900	11,316	100,000	0	0
RDA Dissolution Distributions 16021100	3,551,941	728,040	728,040	728,040
Other Financing Sources/Uses 16021200	9,283,967	8,173,732	3,356,445	4,659,404
So Co Cannabis Program Fund 16021400	50,967	347,000	167,000	167,000
2017 Fire - FEMA/OES Reimburs 15990200	4,245	0	0	0
DR - October Fires 17-18 16021500	14,314	0	0	0
Litigation Contingency 16021901	816,707	0	846,000	846,000
Tribal Mitigation - Lytton 16022000	0	700,000	0	0
PG&E 2017 Fire Settlement 16022100	0	0	0	660,000
Disaster Response Fund 16022400	0	0	0	3,000,000
2019 Flood Disaster 16060100	160,883	0	0	62,000
2019 Kincade Fire Disaster 16060200	6,069,140	0	0	62,000
2020 COVID-19 Disaster Response 160603xx	14,240,186	3,202,737	0	9,995,500
2020 LNU Fires Disaster 16060400	0	2,576,841	0	177,000
2020 Glass Fire Complex 16060500	0	1,600,000	0	177,000
2017 Fire - FEMA/OES Reimburs 16990200	543	0	0	122,000
Capital Project Management 21020100	628,830	738,116	(12,743)	(12,743)
Local Projects 21020200	30,388	77,560	77,560	77,560
Fleet Operations 210304xx	2,623,330	2,836,468	3,634,038	3,634,038
Fleet ACO 21040200	140,707	2,148,691	2,537,363	2,537,363
County Ctr Parking Enforcement 21040400	223,117	155,696	136,384	136,384
Insurance 23010500	2,220,337	2,760,596	4,185,005	4,185,005
ADA Program 23011000	266,183	366,482	380,000	380,000
Information Systems Section 250101xx	8,000,402	22,692,449	16,603,355	17,129,313
IS Replacement B 25011100	512,970	0	335,417	332,002
Communications ACO 25011400	3,000	0	0	0
Total Other General	50,251,558	57,167,132	39,479,298	55,560,300
Total General	151,650,570	256,395,995	235,155,686	257,870,089

Description (Function, Activity and Budget Unit) (1)	Actual 2019-20 (2)	Estimated 2020-21 (3)	Recommended 2021-22 (4)	Adopted by the Board of Supervisors 2021-22 (5)
<u>Public Protection:</u>				
<u>Judicial</u>				
DA - Criminal 18010101	21,760,789	24,064,983	24,814,474	24,814,474
DA - Victim Witness 18010102	2,265,033	2,170,263	2,418,226	2,418,226
DA - Consumer Protection Fund 18010400	1,445,434	1,541,799	1,762,703	1,762,703
DA - SCATT 18010500	(88)	1,463,186	0	0
DA - Family Justice Center 18010600	952,251	870,103	808,617	808,617
PSR - DA Revocation 18013000	192,256	307,774	235,659	235,659
PSR - DA Local Law Enforcement Services 18013500	0	246,445	205,000	205,000
Public Defender 28010100	11,798,557	12,545,889	12,979,947	12,979,947
PSR - Public Defender Revocation 28010200	185,429	224,000	310,974	310,974
Indigent Defense Grant Program 28010400	0	0	0	415,051
Sheriff-Court Security 30014700	362,819	619,728	606,583	606,583
Grand Jury 36010100	81,433	104,720	107,352	107,352
Court Support Operations 36010200	8,498,842	8,500,903	8,500,903	8,500,903
Alternate Defense Counsel 36010300	2,464,810	2,801,904	2,540,930	2,540,930
Courts-Alternate Dispute Resolution 36020100	43,333	80,000	80,000	80,000
Total Judicial	50,050,898	55,541,697	55,371,368	55,786,419
<u>Police Protection</u>				
Sheriff Administration Section 30010100	11,265,990	11,729,952	12,719,875	12,877,956
Law Enforcement Section 30010200	4,161,743	6,987,005	8,848,258	9,014,258
Sheriff-Training 30010300	1,298,900	1,094,234	992,000	992,000
Sheriff-Dispatch 30012000	4,150,206	4,549,421	4,924,576	4,924,576
Sheriff-Civil Bureau 30012100	745,117	727,448	891,053	891,053
Sheriff-Records 30012200	2,253,366	2,302,561	2,577,568	2,577,568
Sheriff-Telecommunication 30012300	1,734,079	1,532,037	1,645,595	1,645,595
Sheriff-Patrol 30014000	34,930,276	37,166,998	37,790,798	38,173,446
Sheriff-Windsor 30014100	5,924,458	6,523,043	6,782,083	6,801,817
Sheriff-Sonoma 30014200	3,565,830	3,443,620	4,067,534	4,085,882
Sheriff-Helicopter 30014300	1,819,372	1,911,484	2,225,603	2,225,603
Sheriff-Marine Unit 30014400	1,018,353	1,119,836	1,242,037	1,287,200
Sheriff-Investigations Section 30014500	7,133,265	7,590,048	7,477,603	7,477,603
PSR-Trial Court Security 30016400	7,201,858	8,386,955	9,873,338	9,873,338
PSR-Local Law Enf-ST COPS (LED) 30016500	344,000	400,000	400,000	400,000
PSR-Local Law Enf-CAL-EMA 30016600	249,675	267,555	225,815	225,815
Equipment Replacement 30017000	0	0	227,000	227,000
Telecommunications Capital 30017100	0	425,000	0	689,000
DMV Fee/CAL ID 30017400	201,326	1,196,647	2,247,500	2,247,500
CA Vehicle Code Sect 9250.14 30017500	735,394	1,433,769	1,731,424	1,731,424
Sheriff - Donations/Escheated 30017700	0	0	272,000	272,000
Total Police Protection	88,733,208	98,787,613	107,161,660	108,640,634

Description (Function, Activity and Budget Unit) (1)	Actual 2019-20 (2)	Estimated 2020-21 (3)	Recommended 2021-22 (4)	Adopted by the Board of Supervisors 2021-22 (5)
<u>Public Protection (Cont):</u>				
<u>Detention & Correction</u>				
Probation-Administration Section 27010100	5,121,135	5,213,013	5,064,619	5,149,372
Adult Investigations Section 27011000	2,649,357	2,763,515	3,007,426	3,007,426
Adult Supervision Section 27011100	8,810,802	9,416,784	8,528,824	9,628,584
Adult Realignment Section 27011200	215	20,625	(2,953)	(2,953)
Adult Grant Funds 27011300	81,629	488,531	324,286	324,286
Adult Pretrial Services 27011400	1,660,649	2,008,305	0	0
Juvenile Investigations Section 27012000	1,840,390	2,071,811	2,076,586	2,076,586
Probation-Juvenile Supervision Section 27012100	2,382,063	2,424,199	2,751,706	2,751,706
Probation-Juvenile Justice Crime Prev 27012200	3,708	(4,038)	7,417	7,417
Probation-Juvenile Grant Funds 27012300	414,017	62,749	0	0
Supervised Adult Crews 27013000	1,227,570	1,295,355	1,249,880	1,249,880
Juvenile Hall Section 27014000	13,273,931	14,433,256	15,523,875	15,523,875
Probation Camp Section 27014500	2,288,837	1,152,216	522,005	522,005
Probation Replacement Fund 27016000	0	0	100,000	100,000
SAC/Camp Ops & Replacement 27016300	1,013,777	931,068	1,618,358	1,618,358
Probation-CCPIF 27017000	857,020	1,950,464	2,625,395	2,625,395
CCP (AB109) Special Revenue Fund 27017200	13,420,153	12,629,538	14,856,745	15,583,121
Probation Trans Housing Grant 27017300	492,750	320,047	518,110	518,110
SB823 Juvenile Realignment 27017400	0	0	0	294,512
YOBG Section 27017500	1,351,382	1,419,288	1,574,624	1,574,624
Probation JJCPA 27017600	1,190,310	1,358,602	1,617,110	1,617,110
Probation JPCF 27017700	3,750,478	4,847,385	5,454,828	5,454,828
2019 Youth Reinvestment Grant 27017900	43,989	263,413	333,333	333,333
Sheriff-Transportation 30014800	1,679,407	1,415,127	1,690,884	1,690,884
Detention-Administration 30020100	24,476,377	25,813,036	26,421,205	26,421,205
Detention-Training 30020200	1,752,531	551,909	958,216	958,216
Detention-Main Adult Detention Facility 30020300	34,619,070	38,728,209	39,826,090	39,826,090
Detention-North County Detention Facility 30020400	4,549,003	908,210	6,251,122	6,251,122
Detention-Jail Industries 30020500	102,049	171,933	225,450	225,450
PSR-Local Law Enf-Booking Fees 30026000	791,066	791,066	791,066	791,066
PSR-Local Law Enf-ST COPS (DD) 30026100	182,300	300,000	300,000	300,000
Total Detention & Correction	130,025,965	133,745,616	144,216,207	146,421,608
<u>Protection Inspection</u>				
Agricultural Commissioner 10010100	4,968,287	5,262,046	5,746,893	5,746,893
Weights & Measures 10010200	988,046	959,745	1,071,874	1,071,874
W&M Transaction Verification 10010300	988	5,165	0	0
Land Stewardship Division 10010600	702,967	760,663	900,571	900,571
PRMD - General 260101XX	22,537,873	15,443,070	18,127,557	18,127,557
2017 Fire - General Costs 26990400	4,586,491	4,072,952	4,240,858	4,240,858
Total Protection Inspection	33,784,652	26,503,641	30,087,753	30,087,753
<u>County Clerk</u>				
County Clerk Operations 13010800	747,069	783,600	888,502	888,502
County Clerk Operations 13010200	86,604	0	0	0
Total County Clerk	833,673	783,600	888,502	888,502

Description (Function, Activity and Budget Unit) (1)	Actual 2019-20 (2)	Estimated 2020-21 (3)	Recommended 2021-22 (4)	Adopted by the Board of Supervisors 2021-22 (5)
<u>Public Protection (Cont):</u>				
<u>District Attorney</u>				
Child Support Services 12010100	13,214,391	12,886,484	12,809,083	12,809,083
<u>Fire Services</u>				
Fire Services 16021800	5,573,371	0	5,669,476	5,669,476
<u>Other Protection</u>				
Fish and Wildlife 10010400	38,797	50,375	65,430	65,430
Recorder Operations 13010100	2,019,421	2,054,115	2,140,812	2,140,812
Recorder Modernization 13010300	439,277	680,841	692,167	692,167
Recorder Micrographics 13010400	43,662	68,230	89,000	89,000
VRIP Program 13010500	14,120	14,998	54,171	54,171
Social Security Truncation Prg 13010600	8,205	8,218	8,390	8,390
Recorder - eRecording 13010700	109,701	100,203	134,236	134,236
Emergency Management 20010100	412	0	0	0
PH So County Animal Services 22020106	5,975,278	5,592,926	6,120,067	6,120,067
PH Animal Welfare Fund 22020200	7,947	219,808	150,000	150,000
PRMD-CP-Comprehensive Planning 26010123	1,330,493	2,400,204	1,340,033	1,340,033
PRMD-ER-Environmental Review 26010122	878,488	1,397,663	1,699,117	1,699,117
PRMD-PL-Planning Board 26010120	469,354	(27,808)	(3,297)	(3,297)
PRMD-PR-Project Review 26010121	4,176,106	5,362,832	6,507,852	6,507,852
Survey Monument Preservation 26010300	8,848	25,210	50,350	50,350
PRMD Planning Admin. Fund 26010400	619,205	574,493	469,185	469,185
PRMD Sonoma Development Center 26010510	287,507	987,182	1,890,529	1,890,529
PRMD - Fire Prevention 26030100	1,495,281	1,803,120	2,886,112	2,763,609
PRMD - Hazardous Materials 26030200	1,419,581	1,855,169	1,805,166	1,805,166
PRMD - Chipper 26030300	181,575	405,000	425,000	425,000
Coroner 30014600	2,768,561	2,887,513	2,910,013	2,910,013
IOLERO - Admin 32010100	492,571	835,228	1,762,086	1,957,192
Administration 38010100	2,209,697	2,153,851	1,482,247	1,686,972
Emergency Coordination 38010200	507,063	524,104	581,550	611,550
Community Preparedness/Engagmt 38010300	442,970	245,110	235,880	265,880
Community Alert and Warning 38010400	295,967	468,528	436,645	466,645
Emergency Preparedness Grant 38010501	14,184	113,490	73,616	73,616
Hazard Mitigation Grant - DEM 38010505	0	691,164	2,111,001	2,100,001
Homeland Security Grant 38010503	442,047	1,122,434	1,073,028	1,073,028
UASI 38010502	186,311	467,497	343,479	343,479
Emergency Operations Center 38010600	0	0	0	246,755
Total Other Protection	26,882,629	33,081,698	37,533,865	38,136,948
Total Public Protection	349,098,787	361,330,349	393,737,914	398,440,423

Description (Function, Activity and Budget Unit) (1)	Actual 2019-20 (2)	Estimated 2020-21 (3)	Recommended 2021-22 (4)	Adopted by the Board of Supervisors 2021-22 (5)
<u>Public Ways/Facilities:</u>				
<u>Public Ways</u>				
Road Administration 340101XX	72,501,824	78,138,253	83,194,249	83,433,299
PW Special Projects 34020100	171,143	142,983	103,478	143,520
PW District Formation 34020200	0	47,118	51,500	51,500
PW Small Water Systems 34020300	0	158	11,500	11,500
PW PEG Fund 34020500	16,976	0	600,000	600,000
Cal-Am Franchise Fees 34020600	2,794	44,360	58,300	58,300
West Water Co Ops & Maint 34200100	0	56,635	23,565	23,565
Total Public Ways	72,692,737	78,429,507	84,042,592	84,321,684
Total Public Ways/Facilities	72,692,737	78,429,507	84,042,592	84,321,684
<u>Health/Sanitation:</u>				
<u>Public Health</u>				
Health Services Administration 22010101	4,455,839	5,219,497	2,258,743	2,258,743
Special Projects 22010102	758,175	472,833	313,312	313,312
ACCESS Sonoma Initiative 22010400	461,786	2,693,316	3,022,490	3,022,490
COVID-19 Response Unit 22020113	0	0	0	13,269,081
Healthy Communities 22020112	2,404,504	2,222,650	2,252,649	2,252,649
PH Clinical Laboratory 22020110	1,609,942	1,351,742	1,383,427	1,383,427
PH Disease Control 22020107	3,513,131	3,872,090	3,830,352	3,830,352
PH Emergency Medical Services 22020109	1,477,961	1,555,307	1,425,760	1,425,760
PH Environmental Health 22020102	856,675	868,488	464,539	464,539
PH Family Health 22020103	4,905,566	4,701,488	4,726,401	4,726,401
PH Health Care Coordination 22020105	5,534,345	6,135,128	7,680,868	7,680,868
PH Preparedness 22020111	992,530	1,159,663	1,494,775	1,494,775
PH Program Support 22020101	(5,651,694)	(5,787,515)	(9,682,094)	(9,682,094)
PH Special Clinical Services 22020108	233,099	306,355	323,732	323,732
PH Women Infants & Children 22020104	2,348,415	2,717,853	2,723,972	2,723,972
PH Fee Stabilization Fund 22020400	5,470,315	6,595,277	7,433,880	7,433,880
PH Maddy Fund 22020500	221,630	205,577	208,752	208,752
PH Maddy/Richie Fund 22020600	383,955	335,220	341,028	341,028
Child Safety Seats 22020800	224	2,586	5,137	5,137
Health Realignment 1991 22050100	16,194,857	10,212,003	19,349,471	19,349,471
MAA/TCM Audit Reserve 22050400	346,881	161,306	500,000	500,000
Intergovernmental Transfer 22050500	666,420	4,621,521	539,125	539,125
Tobacco Tax-Education 22050600	150,000	267,000	150,000	150,000
Vital Statistics Fund 22050900	111,112	111,112	138,873	138,873
Solid Waste Enforcement 22051000	24,015	24,015	24,967	24,967
Tobacco Tax - Prop 56 Funds 22052200	389,394	443,205	397,366	397,366
COVID-19 DHS Response Unit 22990300	0	0	0	23,530,750
Total Public Health	47,859,077	50,467,717	51,307,525	88,107,356
<u>Mental Health</u>				
BH Acute/Forensic Services 22030102	8,463,884	11,165,814	2,769,488	1,012,753
BH Adult Contracted Services 22030103	24,078,057	10,501,837	7,906,403	7,906,403

Description (Function, Activity and Budget Unit) (1)	Actual 2019-20 (2)	Estimated 2020-21 (3)	Recommended 2021-22 (4)	Adopted by the Board of Supervisors 2021-22 (5)
Mental Health (con't)				
BH Mental Health Services Act 22030105	8,560,581	12,405,335	13,397,412	13,397,412
BH Program Support 22030101	(18,244,521)	3,008,891	2,789,343	2,789,343
BH Youth & Family Services 22030104	8,508,162	5,952,064	4,634,554	4,634,554
BH-MO Emerg Psych/Crisis Svce 22030108	0	0	4,602,552	4,602,552
BH-MO Homeless/Care Coord 22030110	0	0	4,053,750	0
BH-MO MH&SUDS Otpt Svce 22030109	0	0	78,367	78,367
BH Interim Fund 22030400	360	0	0	0
Behavioral Health Account 2011 22050200	10,370,292	10,731,499	11,222,717	11,222,717
Mental Health Realignment 1991 22050300	18,260,622	10,433,013	14,847,529	14,847,529
MHSA-Community Svcs & Supp 22051600	14,417,762	17,404,524	20,401,738	19,788,130
MHSA-Early Intervention 22051800	3,504,403	3,974,958	4,590,285	4,590,285
MHSA-Innovation 22051900	0	0	1,238,129	1,238,129
BH Stabilization Fund 22052300	0	0	329,629	329,629
MO BH Facilities 22052400	0	0	0	3,076,250
MO Crisis Services 22052500	0	0	0	7,425,480
MO MH SUD Otpt 22052600	0	0	0	2,695,000
Total Mental Health	77,919,602	85,577,935	92,861,896	99,634,533
Drug & Alcohol Abuse Services				
BH Substance Use Disorders 22030106	8,698,625	9,859,407	9,242,459	9,242,459
BH Driving Under the Influence 22030200	2,605,208	2,856,490	3,299,614	3,299,614
Residential Tx & Detox 22051200	64,763	56,512	60,581	60,581
Alcohol Abuse Educ/Prev 22051300	54,690	46,791	51,912	51,912
Drug Abuse Educ/Prev 22051400	0	0	815	815
Alcohol & Drug Assessment Prog 22051500	0	0	1,000	1,000
Total Drug & Alcohol Abuse Services	11,423,286	12,819,200	12,656,381	12,656,381
Total Health/Sanitation	137,201,965	148,864,852	156,825,802	200,398,270
Public Assistance:				
Welfare				
Administration				
County Mandated MOE 24010200	405,204	405,205	361,674	361,674
HS Realignment Operating 24020100	29,983,618	32,972,855	32,887,606	33,349,027
WP IHSS & PA Program 24030651	17,880,384	17,202,947	17,707,610	17,707,610
Human Services - Program Administration 240301XX	102,467,312	120,765,508	125,178,454	126,717,530
Total Administration	150,736,518	171,346,515	176,135,344	178,135,841
Aid Programs				
Discretionary General Fund 24010300	0	0	521,700	521,700
Pub Safety Realign AB 118 - HS 24020200	23,221,643	26,891,700	25,799,482	25,799,482
AB 85 Family Support Fund 24020300	2,339,398	1,786,496	3,613,589	3,613,589
CalWorks MOE 24020400	5,463,832	5,000,000	5,593,664	5,593,664
Title IVe Waiver Fund 24020700	2,364,465	2,382,450	1,716,105	1,716,105
WP Adult Other Case Services 24030650	177,040	286,048	286,048	286,048
WP Aid to Adoption 24030640	6,517,576	6,564,034	6,513,170	6,513,170

Description (Function, Activity and Budget Unit) (1)	Actual 2019-20 (2)	Estimated 2020-21 (3)	Recommended 2021-22 (4)	Adopted by the Board of Supervisors 2021-22 (5)
<u>Public Assistance (con't):</u>				
<u>Aid Programs (con't)</u>				
WP Children's Case Services 24030641	1,297,924	1,903,245	1,871,939	1,756,939
WP Foster Care 24030642	7,178,286	5,615,565	7,085,456	7,085,456
WP Refugees 24030621	10,342	5,410	5,400	5,400
WP Temp Assist Needy Families 24030630	4,099,948	11,198,350	3,412,048	3,412,048
WP Wraparound Services 24039100	0	750,000	750,000	750,000
Total Aid Programs	52,670,454	62,383,298	57,168,601	57,053,601
<u>Social Services</u>				
<u>Administration</u>				
A & A Administration 24030150	659,254	(125,329)	(5,370)	(5,370)
Adult Protective Service 24030152	5,821,052	5,862,081	6,866,017	6,866,017
IHSS Non Public Authority 24030151	10,970,777	11,324,636	12,648,513	12,648,513
VOM Children's Home 24030142	3,672,583	4,514,174	4,823,946	4,823,946
Total Administration	21,123,666	21,575,562	24,333,106	24,333,106
<u>Other Social Services</u>				
WP General Assistance 24030622	312,363	413,014	380,951	380,951
<u>Veterans Services</u>				
Veterans Services 24030155	99,689	172,073	116,121	116,121
<u>Other Public Assistance</u>				
Dependent Child Fund 24020500	115,980	0	50,000	50,000
Domestic Violence 24020900	0	100,000	100,000	100,000
Adults Grants 24030157	1,322,991	886,285	1,415,180	1,415,180
Area Agency on Aging 24030153	3,596,213	3,676,720	3,794,597	3,794,597
MSSP-Senior Services 24030154	1,612,325	1,795,468	2,176,743	2,336,266
PA/PG/PC 24030156	996,099	950,205	946,619	946,619
Senior Safety 24030158	91,864	95,864	92,736	92,736
WIA 240301xx	1,521,629	1,026,895	350,831	350,831
Total Other Assistance	9,257,101	8,531,437	8,926,706	9,086,229
Total Public Assistance	234,199,791	264,421,899	267,060,829	269,105,849

Description (Function, Activity and Budget Unit) (1)	Actual 2019-20 (2)	Estimated 2020-21 (3)	Recommended 2021-22 (4)	Adopted by the Board of Supervisors 2021-22 (5)
<u>Education:</u>				
<u>Agricultural Education</u>				
UC Cooperative Extension Div 35010100	1,186,645	1,208,330	1,317,806	1,502,606
Total Agricultural Education	1,186,645	1,208,330	1,317,806	1,502,606
Total Education	1,186,645	1,208,330	1,317,806	1,502,606
<u>Recreation/Cultural Services:</u>				
<u>Recreation Facilities</u>				
Regional Parks Ops & Maintenance 290101XX	12,262,573	14,457,455	14,124,412	14,124,412
Park Planning 29010200	511,459	792,971	689,244	689,244
Community Engagement 290103XX	1,561,365	1,970,514	2,428,869	2,428,869
Parks Administration 29010400	375,225	409,604	513,613	513,613
Spring Lake Park 290105XX	2,892,955	2,640,214	3,532,884	3,532,884
Natural Resource Management 29011500	970,789	2,017,546	2,239,523	2,239,523
Marketing and Communications 29011900	690,939	1,184,191	1,613,986	1,613,986
Open Space Special Tax Acct 16040400	18,671,362	0	41,359,644	41,359,644
Total Recreation Facilities	37,936,667	23,472,495	66,502,175	66,502,175
<u>Veterans Memorial Buildings</u>				
Veterans Buildings 21030200	1,233,487	919,931	865,098	1,236,156
Total Veterans Memorial Buildings	1,233,487	919,931	865,098	1,236,156
Total Recreation/Cultural Services	39,170,154	24,392,426	67,367,273	67,738,331
<u>Debt Service:</u>				
<u>Retirement of Long-Term Debt</u>				
Retirement of Long-Term Debt 42000000	12,552,751	80,430,813	12,234,370	12,234,370
Total Retirement of Long-Term Debt	12,552,751	80,430,813	12,234,370	12,234,370
Total Debt Service	12,552,751	80,430,813	12,234,370	12,234,370
Grand Total Financing Uses by Function*	997,753,400	1,215,474,171	1,217,742,272	1,291,611,622

*Excludes 2019-20 Actual transfers totaling \$170,157,059, 2020-21 Estimated transfers totaling \$239,919,002, 2021-22 Recommended transfers totaling \$192,044,696 and 2021-22 Adopted transfers totaling \$236,536,301.

District Name (1)	Total Financing Sources				Total Financing Uses		
	Fund Balance Available June 30,2021 (2)	Decreases to Obligated Fund Balances (3)	Additional Financing Sources (4)	Total Financing Sources (5)	Financing Uses (6)	Increases to Obligated Fund Balances (7)	Total Financing Uses (8)
<u>County Service Areas:</u>							
13105-13130 #40-Fire Services	0	0	2,345,000	2,345,000	2,340,593	4,407	2,345,000
15XXX #41-Lighting	0	615,735	1,265,929	1,881,664	1,562,723	318,941	1,881,664
15XXX #41-Parks	0	65,978	193,522	259,500	259,500	0	259,500
Total County Service Areas	0	681,713	3,804,451	4,486,164	4,162,816	323,348	4,486,164
13015 Rio Nido GHAD	0	8,500	1,500	10,000	10,000	0	10,000
13305-13325 Community Facilities	0	22,900	222,100	245,000	245,000	0	245,000
13335-13360 Permanent Road Districts	0	56,456	80,914	137,370	137,370	0	137,370
<u>Sonoma County Water Agency:</u>							
14015 General Fund	0	6,078,676	28,637,817	34,716,493	34,716,493	0	34,716,493
14020 Spring Lake Park	0	969,305	3,327,220	4,296,525	4,296,525	0	4,296,525
14025 Waste/Recycled Water Loan	0	0	2,400	2,400	0	2,400	2,400
14030 Sustainable/Renewable Energy	0	262,190	830,280	1,092,470	1,092,470	0	1,092,470
14105-14135 Special Revenue Funds	0	3,402,270	22,818,080	26,220,350	26,220,350	0	26,220,350
34105 Warm Springs Dam Debt Serv	0	1,655,073	4,630,500	6,285,573	6,285,573	0	6,285,573
Total Sonoma County Water Agency	0	12,367,514	60,246,297	72,613,811	72,611,411	2,400	72,613,811
13395 IHSS Public Authority	0	0	995,587	995,587	995,587	0	995,587
13605-13645 Open Space District	0	175,561	46,944,046	47,119,607	46,284,046	835,561	47,119,607
Total Special Districts & Other Agencies	0	13,312,644	112,294,895	125,607,539	124,446,230	1,161,309	125,607,539

District/Agency Name (1)	Total Fund Balance June 30, 2021 (2)	Less: Obligated Fund Balance				Less: Unassigned Fund Balance (7)	Total Fund Balance Available June 30, 2022 (8)
		Nonspendable (3)	Restricted (4)	Committed (5)	Assigned (6)		
<u>County Service Areas:</u>							
131XX #40-Fire Services	960,444		960,444				0
15XXX #41-Lighting	10,109,994		10,109,994				0
15XXX #41-Parks	349,007		349,007				0
Total County Service Areas	11,419,445	0	11,419,445				0
13015 Rio Nido GHAD	119,964		119,964				0
13305-13325 Community Facilities	229,129		229,129				0
13335-13360 Permanent Road Districts	937,269		937,269				0
<u>Sonoma County Water Agency:</u>							
14015 General Fund	8,655,734		8,655,734				0
14020 Spring Lake Park	4,244,258		4,244,258				0
14025 Waste/Recycled Water	640,476		640,476				0
14030 Sustainability Fund	469,044		469,044				0
14105-14135 Special Revenue Funds	32,018,378		32,018,378				0
34105 Warm Springs Dam Debt Serv.	6,396,750		6,396,750				0
Total Sonoma County Water Agency	52,424,640	0	52,424,640	0	0	0	0
13395 IHSS Public Authority	1,662,160		1,662,160				0
13605-13635 Open Space District	6,975,186		6,975,186				0
Total Special Districts & Other Agencies	73,767,793	0	73,767,793	0	0	0	0

*Fund Balance Component Definitions (encumbrances are excluded):

- 1) Nonspendable - Not in spendable form or there is a requirement to maintain intact.
- 2) Restricted - Externally enforceable limitations from outside parties, constitutional provisions or enabling legislation.
- 3) Committed - Formal action required by the Board of Supervisors.
- 4) Assigned - Set aside for intended use by Board of Supervisors or designated body or official.

District/Agency Name	Obligated Fund Balances June 30, 2021 (2)	Decreases or Cancellations		Increases or New Obligated Fund Balances		Total Obligated Fund Balances for Budget Yr (7)
		Recommended (3)	Adopted by the Board of Supervisors (4)	Recommended (5)	Adopted by the Board of Supervisors (6)	
County Service Areas:						
13105 #40-Fire Services	949,352			4,407	4,407	953,759
13115 #40-Fire-Dry Creek	75					75
13125 #40-Fire-Fitch Mountain	10,993					10,993
13130 #40-Fire-Wilmar	24					24
Subtotal CSA #40	960,444	0	0	4,407	4,407	964,851
15015 #41-Lighting - Roseland	558,466					558,466
15025 #41-Lighting - Meadowlark	20,097					20,097
15035 #41-Lighting - ALW Zone 5	10,415					10,415
15045 #41-Parks-Sonoma Valley	349,007	65,978	65,978			283,029
15065 #41-Airport Center Light	58,562	55,000	55,000			3,562
15101-15201 #41-Lighting Services	9,462,454	560,735	560,735	318,941	318,941	9,220,660
Subtotal CSA #41	10,459,001	681,713	681,713	318,941	318,941	10,096,229
Total County Service Areas	11,419,445	681,713	681,713	323,348	323,348	11,061,080
Hazardous Abatement:						
13015 Rio Nido GHAD	119,964	8,500	8,500			111,464
Total Hazardous Abatement	119,964	8,500	8,500	0	0	111,464
Community Facilities:						
13305 CFD #4 Wilmar	66,614					66,614
13315 CFD #5 Dry Creek	155,576	22,900	22,900			132,676
13325 CFD #7 Mayacamas	6,939					6,939
Total Community Facilities	229,129	22,900	22,900	0	0	206,229
Permanent Roads:						
13335-13355 Permanent Roads	302,038	41,906	41,906			260,132
13360 Canon Manor Maint. Ops.	635,231	14,550	14,550			620,681
Total Permanent Roads	937,269	56,456	56,456	0	0	880,813

District/Agency Name	Obligated Fund Balances June 30, 2021 (2)	Decreases or Cancellations		Increases or New Obligated Fund Balances		Total Obligated Fund Balances for Budget Yr (7)
		Recommended (3)	Adopted by the Board of Supervisors (4)	Recommended (5)	Adopted by the Board of Supervisors (6)	
<u>Sonoma County Water Agency:</u>						
14015 General	8,405,734	6,078,676	6,078,676			2,327,058
14015 General-Restricted Assets	250,000					250,000
14020 Spring Lake Park	4,244,258	969,305	969,305			3,274,953
14025 Waste/Recycled Water Loan	640,476			2,400	2,400	642,876
14030 Sustainable/Renewable Energy	469,044	262,190	262,190			206,854
14105 Laguna Mark (1A)	6,334,188	648,978	648,978			5,685,210
14110 Petaluma (2A)	8,268,050	1,216,575	1,216,575			7,051,475
14115 Valley of the Moon (3A)	5,289,639	137,495	137,495			5,152,144
14120 Lower Russian River (5A)	1,403,945	656,740	656,740			747,205
14125 North Coast (7A)	80,112	12,590	12,590			67,522
14130 South Coast (8A)	2,976,237	16,317	16,317			2,959,920
14135 Warm Springs Dam	7,666,207	713,575	713,575			6,952,632
34105 Warm Springs Dam Debt Serv.	6,396,750	1,655,073	1,655,073			4,741,677
Total Sonoma County Water Agency	52,424,640	12,367,514	12,367,514	2,400	2,400	40,059,526
<u>IHSS Public Authority:</u>						
13395 IHSS Public Authority	1,662,160					1,662,160
Total IHSS Public Authority	1,662,160	0	0	0	0	1,662,160
<u>Open Space District:</u>						
13605 SCAPOSD-Unassigned Assets	(1,519,942)			175,561	175,561	(1,344,381)
13610 SCAPOSD-Fiscal Oversight Commission	4,795					4,795
13620 SCAPOSD-Cooley Reserve	156,418					156,418
13635 SCAPOSD-O & M - Reserved	8,333,915	175,561	175,561			8,158,354
13645 SCAPOSD Non- Measure F					660,000	660,000
Total Open Space District	6,975,186	175,561	175,561	175,561	835,561	7,635,186
Total Special Districts & Other Agencies						
	73,767,793	13,312,644	13,312,644	501,309	1,161,309	61,616,458

CROSS REFERENCE OF COUNTY SERVICES TO STATE FUNCTION CATEGORIES

DEPARTMENT OR DIVISION BUDGETS (as presented in this document)	STATE FUNCTION CATEGORY								
	General	Public Protection	Public Ways & Facilities	Health/ Sanitation	Public Assistance	Education	Recreation/ Cultural	Debt Service	
ADMINISTRATIVE AND FISCAL SERVICES									
Board of Supervisors/County Administrator	X								
County Counsel	X								
Human Resources	X								
General Services	X								
Information Systems	X								
Non-Departmental	X								
Auditor-Controller-Treasurer-Tax Collector	X								
Office of Equity	X								
County Clerk/ Recorder/Assessor	X	X							
Independent Office of Law Enforcement & Outreach		X							
Emergency Management		X							
Fires Service Funds*		X							
Court Support and Grand Jury		X							
Retirement of Long-Term Debt								X	
JUSTICE SERVICES									
Probation		X							
District Attorney		X							
Public Defender		X							
Sheriff		X							
HEALTH & HUMAN SERVICES									
Health Services		X		X					
Human Services					X				
In-Home Supportive Services Public Authority (IHSS)					X				
Child Support Services		X							
DEVELOPMENT SERVICES									
Permit Sonoma		X							
Community Development Commission*									
Transportation and Public Works*			X						
Economic Development Department	X								
NATURAL RESOURCES & AGRICULTURE									
Sonoma County Water Agency*									
Regional Parks							X		
Agricultural Preservation and Open Space District*									
Agriculture/Weights and Measures		X							
University of California Cooperative Extension						X			
CAPITAL IMPROVEMENTS									
Capital Improvements	X								

*Special Districts, including the Community Development Commission, Sonoma County Water Agency, Agricultural Preservation and Open Space District, other Water and Sanitation District, and County Service Area #40 (Fire Services) and County Service Area #41 (Multi-Service) are not included in County spending on Schedules 7 and 8.

POSITION LISTINGS



PERMANENT POSITION SUMMARY

Department*	FY 2020-21 Adopted	FY 2020-21 Revised	FY 2021-22 Recommended	Supplemental Changes	Total w/Supplemental	Hearing Actions	FY 21-22 Final Adopted*
ACTTC	103.00	103.00	103.00	5.00	108.00	0.00	108.00
Ag Pres/Open Space District	28.50	30.50	30.50	1.00	31.50	0.00	31.50
Agricultural Commissioner	38.50	38.50	38.50	0.00	38.50	0.00	38.50
BOS/CAO	64.20	65.20	63.20	5.50	68.70	0.00	68.70
Child Support Services	81.00	81.00	78.00	0.00	78.00	-1.00	77.00
Clerk-Recorder-Assessor	106.55	106.55	103.55	0.25	103.80	0.00	103.80
Community Development	52.00	55.00	54.00	0.00	54.00	0.00	54.00
County Counsel	41.25	41.25	41.25	0.00	41.25	1.00	42.25
District Attorney	127.55	127.55	127.55	0.20	127.75	1.00	128.75
Emergency Management	11.00	11.00	11.00	0.00	11.00	1.00	12.00
Economic Develop Board	14.00	14.00	14.00	1.00	15.00	0.00	15.00
General Services	107.50	108.50	106.00	0.00	106.00	0.50	106.50
Health Services	568.93	586.93	579.43	3.00	582.43	0.00	582.43
Human Resources	62.70	63.00	63.00	0.00	63.00	1.00	64.00
Human Services**	926.55	933.55	932.55	1.00	933.55	8.00	941.55
IHSS Public Authority	1.00	1.00	1.00	0.00	1.00	0.00	1.00
Ind Office Law Enf & Out	3.00	5.00	5.00	0.00	5.00	0.00	5.00
Information Systems	116.50	116.50	114.50	2.00	116.50	1.00	117.50
Office of Equity	2.00	2.00	2.00	1.00	3.00	0.00	3.00
Permit and Resource Mgmt	151.50	151.50	151.50	0.00	151.50	-1.00	150.50
Probation	279.00	279.00	263.00	0.00	263.00	10.00	273.00
Public Defender	52.00	52.00	52.00	1.00	53.00	0.00	53.00
Regional Parks	122.00	128.00	128.00	0.00	128.00	0.00	128.00
Sheriff/Adult Detention	629.50	629.50	626.50	0.00	626.50	1.50	628.00
Transport & Public Works	170.00	171.00	171.00	0.00	171.00	2.00	173.00
UC Cooperative Extension	6.00	5.00	5.00	0.00	5.00	1.75	6.75
Water Agency	241.00	241.00	241.00	2.00	243.00	0.00	243.00
TOTALS (FTE)	4,106.73	4,147.03	4,106.03	22.95	4,128.98	26.75	4,155.73

*The Final Adopted column reflects department allocation totals after vacant allocations have been deleted effective July 1, 2021, and filled allocations have been deleted effective October 5, 2021.

**The number of Human Services' FY 2020-21 Adopted allocations was incorrectly listed as 927.55 in the FY 2020-21 Budget. This number has been corrected.

POSITION ALLOCATION AND SALARY SCHEDULE

The “STEP” values in the following Position Allocation and Salary Schedule reflect the beginning and ending of each approved salary Step in effect at the time the Board of Supervisors adopted the budget.

See the Human Resources Department website (<http://sonomacounty.ca.gov/hr/>) for the current salary levels in effect at any time.

POSITION ALLOCATION

EFS Section	Job Code	Job Classification	A Step	I Step	FY 2021-22 Recommended	Supplemental Changes	Total w/Supplemental	Hearing Actions	FY 21-22 Final Adopted
AGRICULTURAL COMMISSIONER'S OFFICE									
100101	0002	OFFICE ASSISTANT II	19.24	23.38	0.80		0.80		0.80
	0003	SENIOR OFFICE ASSISTANT	21.92	26.65	1.00		1.00		1.00
	0100	RECEPTIONIST	21.92	26.65	1.00		1.00		1.00
	0403	SENIOR ACCOUNT CLERK	23.81	28.94	2.00		2.00		2.00
	0404	ACCOUNTING TECHNICIAN	25.21	30.64	1.00		1.00		1.00
	0810	ADMINISTRATIVE AIDE	27.64	33.59	1.00		1.00		1.00
	0826	DEPARTMENT ANALYST	34.98	42.53	1.00		1.00		1.00
	0827	ADMINISTRATIVE SERVICES OFFICER I	41.23	50.11	1.00		1.00		1.00
	1125	AGRICULTURAL BIOLOGIST-STANDARD SPECIALIST III	30.25	36.77	9.70		9.70		9.70
	1126	SENIOR AGRICULTURAL BIOLOGIST-STANDARD SPECIALIST	31.80	38.65	3.00		3.00		3.00
	1137	DEPUTY AGRICULTURAL COMMISSIONER	34.98	42.53	4.00		4.00		4.00
	1138	CHIEF DEPUTY AGRICULTURAL COMMISSIONER	41.11	49.98	1.00		1.00		1.00
	1140	ASSISTANT AGRICULTURAL COMMISSIONER	47.30	57.50	1.00		1.00		1.00
	1142	AG COMMI/SEALER OF WEIGHTS AND MEASURES	74.89	91.02	1.00		1.00		1.00
	4320	WILDLIFE SPECIALIST	24.45	29.72	1.00		1.00		1.00
100101 Total					29.50	0.00	29.50	0.00	29.50
100102	1108	CHIEF DEPUTY SEALER	41.11	49.98	1.00		1.00		1.00
	1125	AGRICULTURAL BIOLOGIST-STANDARD SPECIALIST III	30.25	36.77	4.00		4.00		4.00
	1126	SENIOR AGRICULTURAL BIOLOGIST-STANDARD SPECIALIST	31.80	38.65	1.00		1.00		1.00
100102 Total					6.00	0.00	6.00	0.00	6.00
100106	0988	ENVIRONMENTAL SPECIALIST	36.29	44.11	1.00		1.00		1.00
	1008	ENGINEERING TECHNICIAN IV	41.18	50.05	1.00		1.00		1.00
	1014	SENIOR ENGINEER	56.65	68.85	1.00		1.00		1.00
100106 Total					3.00	0.00	3.00	0.00	3.00
AGRICULTURAL COMMISSIONER'S OFFICE TOTAL					38.50	0.00	38.50	0.00	38.50
AUDITOR-CONTROLLER TREASURER-TAX COLLECTOR									
110101	0403	SENIOR ACCOUNT CLERK	23.81	28.94	4.00		4.00		4.00
	0405	ACCOUNTING ASSISTANT	26.33	32.00	4.00		4.00		4.00
	0416	ACCOUNTANT II	33.22	40.37	3.00		3.00		3.00
	0417	ACCOUNTANT III	39.33	47.82	1.00		1.00		1.00
	0419	SUPERVISING ACCOUNTANT	41.53	50.48	2.00		2.00		2.00
	0421	ACCOUNTANT-AUDITOR II	38.10	46.32	4.00		4.00		4.00
	0438	ACCOUNTING MANAGER AUDITOR CONTROLLER'S OFFICE	53.30	64.80	1.00		1.00		1.00
	0402	ACCOUNT CLERK II	21.59	26.24	1.00		1.00		1.00
	0403	SENIOR ACCOUNT CLERK	23.81	28.94	2.00		2.00		2.00
	0405	ACCOUNTING ASSISTANT	26.33	32.00	2.00		2.00		2.00
	0416	ACCOUNTANT II	33.22	40.37	5.00		5.00		5.00
	0419	SUPERVISING ACCOUNTANT	41.53	50.48	1.00		1.00		1.00
	0421	ACCOUNTANT-AUDITOR II	38.10	46.32	2.00		2.00		2.00
	0438	ACCOUNTING MANAGER AUDITOR CONTROLLER'S OFFICE	53.30	64.80	1.00		1.00		1.00
	0403	SENIOR ACCOUNT CLERK	23.81	28.94	1.00		1.00		1.00
	0405	ACCOUNTING ASSISTANT	26.33	32.00	1.00		1.00		1.00
	0416	ACCOUNTANT II	33.22	40.37	1.00		1.00		1.00
	0417	ACCOUNTANT III	39.33	47.82	1.00		1.00		1.00
	0421	ACCOUNTANT-AUDITOR II	38.10	46.32	1.00		1.00		1.00
	0438	ACCOUNTING MANAGER AUDITOR CONTROLLER'S OFFICE	53.30	64.80	1.00		1.00		1.00
	0419	SUPERVISING ACCOUNTANT	41.53	50.48	1.00		1.00		1.00
	0421	ACCOUNTANT-AUDITOR II	38.10	46.32	1.00		1.00		1.00
	0438	ACCOUNTING MANAGER AUDITOR CONTROLLER'S OFFICE	53.30	64.80	1.00		1.00		1.00
	7384	AUDITORS PAYROLL TECHNICIAN CONFIDENTIAL	27.38	33.29	6.00		6.00		6.00
	7416	ACCOUNTANT II CONFIDENTIAL	34.21	41.59	2.00		2.00		2.00
110101 Total					50.00	0.00	50.00	0.00	50.00
110102	0404	ACCOUNTING TECHNICIAN	25.21	30.64	1.00		1.00		1.00
	0421	ACCOUNTANT-AUDITOR II	38.10	46.32	1.00		1.00		1.00
	0426	INVESTMENT AND DEBT OFFICER	53.31	64.81	1.00		1.00		1.00
	0429	TREASURY MANAGER	49.03	59.59	1.00		1.00		1.00
	0440	ASSISTANT AUDITOR-CONTROLLER	64.58	78.50	1.00		1.00		1.00
	0826	DEPARTMENT ANALYST	34.98	42.53	1.00		1.00		1.00
	0402	ACCOUNT CLERK II	21.59	26.24	1.00		1.00		1.00
	0403	SENIOR ACCOUNT CLERK	23.81	28.94	6.00		6.00		6.00
	0405	ACCOUNTING ASSISTANT	26.33	32.00	2.00		2.00		2.00
	0421	ACCOUNTANT-AUDITOR II	38.10	46.32	1.00		1.00		1.00
	0438	ACCOUNTING MANAGER AUDITOR CONTROLLER'S OFFICE	53.30	64.80	1.00		1.00		1.00
	0498	CENTRAL COLLECTION MANAGER	44.24	53.77	1.00		1.00		1.00
	0403	SENIOR ACCOUNT CLERK	23.81	28.94	3.00		3.00		3.00
	0416	ACCOUNTANT II	33.22	40.37	2.00		2.00		2.00
	0419	SUPERVISING ACCOUNTANT	41.53	50.48	1.00		1.00		1.00
	0421	ACCOUNTANT-AUDITOR II	38.10	46.32	1.00		1.00		1.00
	0810	ADMINISTRATIVE AIDE	27.64	33.59	1.00		1.00		1.00
110102 Total					26.00	0.00	26.00	0.00	26.00
110103	0419	SUPERVISING ACCOUNTANT	41.53	50.48	1.00		1.00		1.00
	0421	ACCOUNTANT-AUDITOR II	38.10	46.32	4.00		4.00		4.00
	0427	AUDIT MANAGER	53.30	64.80	1.00		1.00		1.00
110103 Total					6.00	0.00	6.00	0.00	6.00
110104	0160	DEPARTMENT INFORMATION SYSTEMS COORDINATOR	44.28	53.81	1.00		1.00		1.00
	0403	SENIOR ACCOUNT CLERK ****	23.81	28.94	0.00	4.00	4.00		4.00
	0416	ACCOUNTANT II ****	33.22	40.37	0.00	1.00	1.00		1.00
	0419	SUPERVISING ACCOUNTANT	41.53	50.48	1.00		1.00		1.00
	0440	ASSISTANT AUDITOR-CONTROLLER	64.58	78.50	2.00		2.00		2.00
	0823	ADMINISTRATIVE AIDE CONFIDENTIAL	27.64	33.59	2.00		2.00		2.00
	0826	DEPARTMENT ANALYST	34.98	42.53	1.00		1.00		1.00
	0827	ADMINISTRATIVE SERVICES OFFICER I ****	41.23	50.11	1.00		1.00		1.00
	0828	ADMINISTRATIVE SERVICES OFFICER II	47.42	57.63	1.00		1.00		1.00
	8108	AUDITOR CONTROLLER-TREASURER-TAX COLLECTOR	118.24	0.00	1.00		1.00		1.00
110104 Total					10.00	5.00	15.00	0.00	15.00
110201	0160	DEPARTMENT INFORMATION SYSTEMS COORDINATOR	44.28	53.81	1.00		1.00		1.00
	7159	DEPT INFO SYSTEMS SPECIALIST II CONFIDENTIAL	39.62	48.15	2.00		2.00		2.00
110201 Total					3.00	0.00	3.00	0.00	3.00
110202	0161	DEPARTMENT INFORMATION SYSTEMS MANAGER	52.85	64.23	1.00		1.00		1.00
	0409	ENTERPRISE FINANCIAL SYSTEM MANAGER	59.88	72.78	1.00		1.00		1.00
	0419	SUPERVISING ACCOUNTANT	41.53	50.48	1.00		1.00		1.00

POSITION ALLOCATION

EFS Section	Job Code	Job Classification	A Step	I Step	FY 2021-22 Recommended	Supplemental Changes	Total w/Supplemental	Hearing Actions	FY 21-22 Final Adopted
	0421	ACCOUNTANT-AUDITOR II	38.10	46.32	1.00		1.00		1.00
	3085	DEPARTMENT PROGRAM MANAGER	39.80	48.37	1.00		1.00		1.00
	7156	BUSINESS SYSTEMS ANALYST - CONFIDENTIAL	37.89	46.05	1.00		1.00		1.00
	7159	DEPT INFO SYSTEMS SPECIALIST II CONFIDENTIAL	39.62	48.15	1.00		1.00		1.00
	7163	SENIOR BUSINESS SYSTEMS ANALYST - CONFIDENTIAL	45.31	55.08	1.00		1.00		1.00
	110202 Total				8.00	0.00	8.00	0.00	8.00
AUDITOR-CONTROLLER TREASURER-TAX COLLECTOR TOTAL					103.00	5.00	108.00	0.00	108.00
DEPARTMENT OF CHILD SUPPORT SERVICES									
120101	0021	LEGAL SECRETARY II	24.82	30.17	1.00		1.00		1.00
	0049	LEGAL PROCESSOR II	21.59	26.24	7.00		7.00	-1.00	6.00
	0050	SENIOR LEGAL PROCESSOR	23.74	28.86	6.00		6.00		6.00
	0159	DEPARTMENT INFORMATION SYSTEMS SPECIALIST II	38.47	46.76	2.00		2.00		2.00
	0382	PAYROLL CLERK	25.29	30.73	1.00		1.00		1.00
	0412	CHILD SUPPORT FINANCIAL WORKER II	23.81	28.94	4.00		4.00		4.00
	0413	SENIOR CHILD SUPPORT FINANCIAL WORKER	25.21	30.64	1.00		1.00		1.00
	0584	CHILD SUPPORT OFFICER II	25.94	31.53	26.00		26.00		26.00
	0586	CHILD SUPPORT OFFICER III	27.85	33.85	10.00		10.00		10.00
	0588	CHILD SUPPORT SERVICES SUPERVISOR	32.82	39.89	8.00		8.00		8.00
	0828	ADMINISTRATIVE SERVICES OFFICER II	47.42	57.63	1.00		1.00		1.00
	0875	ASSISTANT DIRECTOR CHILD SUPPORT SERVICES	55.53	67.50	1.00		1.00		1.00
	0876	DIRECTOR OF CHILD SUPPORT SERVICES	75.07	91.25	1.00		1.00		1.00
	0880	PROGRAM PLANNING AND EVALUATION ANALYST	37.79	45.93	1.00		1.00		1.00
	3084	PROGRAM DEVELOPMENT MANAGER	45.79	55.65	1.00		1.00		1.00
	3087	HUMAN SERVICES SECTION MANAGER	48.72	59.23	2.00		2.00		2.00
	4044	CHILD SUPPORT ATTORNEY IV	70.11	85.23	4.00		4.00		4.00
	7022	EXECUTIVE LEGAL SECRETARY CONFIDENTIAL	28.95	35.20	1.00		1.00		1.00
	120101 Total				78.00	0.00	78.00	-1.00	77.00
DEPARTMENT OF CHILD SUPPORT SERVICES TOTAL					78.00	0.00	78.00	-1.00	77.00
CLERK-RECORDER-ASSESSOR									
130101	0100	RECEPTIONIST	21.92	26.65	1.00		1.00		1.00
	0217	CHIEF DEPUTY COUNTY CLERK-RECORDER	47.04	57.17	1.00		1.00		1.00
	0387	CLERK RECORDER ASSESSOR SPECIALIST II	21.84	26.54	3.00		3.00		3.00
	0388	SENIOR CLERK RECORDER ASSESSOR SPECIALIST	24.03	29.20	4.00		4.00		4.00
	0389	CLERK RECORDER ASSESSOR SUPERVISOR	26.91	32.71	2.00		2.00		2.00
	130101 Total				11.00	0.00	11.00	0.00	11.00
130108	0387	CLERK RECORDER ASSESSOR SPECIALIST II	21.84	26.54	4.00		4.00		4.00
	0389	CLERK RECORDER ASSESSOR SUPERVISOR	26.91	32.71	1.00		1.00		1.00
	130108 Total				5.00	0.00	5.00	0.00	5.00
130201	0159	DEPARTMENT INFORMATION SYSTEMS SPECIALIST II	38.47	46.76	2.75	0.25	3.00		3.00
	0387	CLERK RECORDER ASSESSOR SPECIALIST II	21.84	26.54	6.00		6.00		6.00
	0388	SENIOR CLERK RECORDER ASSESSOR SPECIALIST	24.03	29.20	3.00		3.00		3.00
	0393	ASSESSMENT PROCESS SUPERVISOR	29.78	36.19	2.00		2.00		2.00
	0394	ASSESSORS CHANGE OF OWNERSHIP SUPERVISOR	33.19	40.34	1.00		1.00		1.00
	0395	ASSESSMENT SPECIALIST	26.47	32.17	9.00		9.00		9.00
	0396	ASSESSMENT PROCESS MANAGER	47.61	57.87	1.00		1.00		1.00
	0457	AUDITOR-APPRAISER II	34.55	41.99	4.00		4.00		4.00
	0458	SENIOR AUDITOR APPRAISER	37.12	45.13	2.00		2.00		2.00
	0460	SUPERVISING AUDITOR-APPRAISER	41.77	50.77	1.00		1.00		1.00
	1506	APPRAISER AIDE	22.96	27.92	4.00		4.00		4.00
	1512	APPRAISER III	33.89	41.19	17.80		17.80		17.80
	1513	APPRAISER IV	39.08	47.49	4.00		4.00		4.00
	1520	CHIEF APPRAISER	52.35	63.64	1.00		1.00		1.00
	1522	CHIEF OF ASSESSMENT STANDARDS	52.35	63.64	1.00		1.00		1.00
	1525	CHIEF DEPUTY ASSESSOR	64.62	78.54	1.00		1.00		1.00
	1531	CADASTRAL MAPPING TECHNICIAN II	27.97	34.00	3.00		3.00		3.00
	1533	CADASTRAL MAPPING SUPERVISOR	32.85	39.92	1.00		1.00		1.00
	130201 Total				64.55	0.25	64.80	0.00	64.80
130202	0161	DEPARTMENT INFORMATION SYSTEMS MANAGER	52.85	64.23	1.00		1.00		1.00
	0402	ACCOUNT CLERK II	21.59	26.24	1.00		1.00		1.00
	0416	ACCOUNTANT II	33.22	40.37	1.00		1.00		1.00
	0827	ADMINISTRATIVE SERVICES OFFICER I	41.23	50.11	2.00		2.00		2.00
	7025	EXECUTIVE SECRETARY CONFIDENTIAL	27.38	33.29	1.00		1.00		1.00
	7416	ACCOUNTANT II CONFIDENTIAL	34.21	41.59	1.00		1.00		1.00
	8105	COUNTY CLERK-RECORDER-ASSESSOR	95.13	0.00	1.00		1.00		1.00
	130202 Total				8.00	0.00	8.00	0.00	8.00
130301	0057	CHIEF DEPUTY REGISTRAR OF VOTERS	58.87	71.56	1.00		1.00		1.00
	0157	DEPARTMENT INFORMATION SYSTEMS TECHNICIAN II	29.61	35.98	1.00		1.00		1.00
	0160	DEPARTMENT INFORMATION SYSTEMS COORDINATOR	44.28	53.81	1.00		1.00		1.00
	0263	ELECTION SPECIALIST II	21.61	26.26	5.00		5.00		5.00
	0264	SENIOR ELECTION SPECIALIST	23.76	28.89	3.00		3.00		3.00
	0267	ELECTION SERVICES SUPERVISOR	29.51	35.88	1.00		1.00		1.00
	0311	STOREKEEPER	21.47	26.09	1.00		1.00		1.00
	0810	ADMINISTRATIVE AIDE	27.64	33.59	1.00		1.00		1.00
	3084	PROGRAM DEVELOPMENT MANAGER	45.79	55.65	1.00		1.00		1.00
	130301 Total				15.00	0.00	15.00	0.00	15.00
CLERK-RECORDER-ASSESSOR TOTAL					103.55	0.25	103.80	0.00	103.80
COMMUNITY DEVELOPMENT COMMISSION									
140101	0002	OFFICE ASSISTANT II	19.24	23.38	4.00		4.00		4.00
	0003	SENIOR OFFICE ASSISTANT	21.92	26.65	2.00		2.00		2.00
	0009	SENIOR OFFICE SUPPORT SUPERVISOR	28.57	34.73	1.00		1.00		1.00
	0157	DEPARTMENT INFORMATION SYSTEMS TECHNICIAN II	29.61	35.98	1.00		1.00		1.00
	0159	DEPARTMENT INFORMATION SYSTEMS SPECIALIST II	38.47	46.76	1.00		1.00		1.00
	0402	ACCOUNT CLERK II	21.59	26.24	1.00		1.00		1.00
	0404	ACCOUNTING TECHNICIAN	25.21	30.64	2.00		2.00		2.00
	0416	ACCOUNTANT II	33.22	40.37	1.00		1.00		1.00
	0419	SUPERVISING ACCOUNTANT	41.53	50.48	1.00		1.00		1.00
	0810	ADMINISTRATIVE AIDE ****	27.64	33.59	3.00		3.00		3.00
	0826	DEPARTMENT ANALYST	34.98	42.53	1.00		1.00		1.00
	0827	ADMINISTRATIVE SERVICES OFFICER I ****	41.23	50.11	2.00		2.00		2.00
	7025	EXECUTIVE SECRETARY CONFIDENTIAL	27.38	33.29	1.00		1.00		1.00

POSITION ALLOCATION

EFS Section	Job Code	Job Classification	A Step	I Step	FY 2021-22 Recommended	Supplemental Changes	Total w/Supplemental	Hearing Actions	FY 21-22 Final Adopted
	9101	EXECUTIVE DIRECTOR SONOMA COUNTY CDC	76.14	92.56	1.00		1.00		1.00
	9102	COMMUNITY DEVELOPMENT MANAGER	55.49	67.44	1.00		1.00		1.00
	9103	LEASED HOUSING MANAGER	55.49	67.44	1.00		1.00		1.00
	9105	CONTROLLER-CDC	53.30	64.80	1.00		1.00		1.00
	9112	HOUSING REHABILITATION SPECIAL	34.34	41.74	2.00		2.00		2.00
	9113	HOUSING NEGOTIATOR-INSPECTOR ****	30.89	37.54	3.00		3.00		3.00
	9124	AFFORDABLE HOUSING ASSISTANT MANAGER	44.94	54.63	1.00		1.00		1.00
	9126	ASSISTANT EXECUTIVE DIRECTOR CDC	66.60	80.96	1.00		1.00		1.00
	9127	EMPLOYMENT HOUSING COUNSELOR	28.57	34.73	1.00		1.00		1.00
	9135	COMMUNITY DEVELOPMENT ASSOCIATE	40.26	48.93	6.00		6.00		6.00
	9136	SUPERVISING COMMUNITY DEVELOPMENT SPECIALIST	34.00	41.33	1.00		1.00		1.00
	9137	SENIOR COMMUNITY DEVELOPMENT SPECIALIST	32.06	38.97	6.00		6.00		6.00
	9138	COMMUNITY DEVELOPMENT SPEC II	26.69	32.43	8.00		8.00		8.00
140101 Total					54.00	0.00	54.00	0.00	54.00
COMMUNITY DEVELOPMENT COMMISSION TOTAL					54.00	0.00	54.00	0.00	54.00
BOARD OF SUPERVISORS & COUNTY ADMINISTRATOR									
150101	0851	BOARD OF SUPERVISORS AIDE	27.64	33.59	1.00		1.00		1.00
	0861	BOARD OF SUPERVISORS' FIELD REPRESENTATIVE	32.62	39.65	1.00		1.00		1.00
	0862	BOARD OF SUPERVISOR'S STAFF ASSISTANT II	41.26	50.15	1.00		1.00		1.00
	8000	SUPERVISOR	77.12	0.00	1.00		1.00		1.00
	0851	BOARD OF SUPERVISORS AIDE	27.64	33.59	2.00		2.00		2.00
	0862	BOARD OF SUPERVISOR'S STAFF ASSISTANT II	41.26	50.15	1.00		1.00		1.00
	8000	SUPERVISOR	77.12	0.00	1.00		1.00		1.00
	0851	BOARD OF SUPERVISORS AIDE	27.64	33.59	1.00		1.00		1.00
	0861	BOARD OF SUPERVISORS' FIELD REPRESENTATIVE	32.62	39.65	1.00		1.00		1.00
	0862	BOARD OF SUPERVISOR'S STAFF ASSISTANT II	41.26	50.15	1.00		1.00		1.00
	8000	SUPERVISOR	77.12	0.00	1.00		1.00		1.00
	0861	BOARD OF SUPERVISORS' FIELD REPRESENTATIVE	32.62	39.65	2.00		2.00		2.00
	0862	BOARD OF SUPERVISOR'S STAFF ASSISTANT II	41.26	50.15	1.00		1.00		1.00
	8000	SUPERVISOR	77.12	0.00	1.00		1.00		1.00
	0861	BOARD OF SUPERVISORS' FIELD REPRESENTATIVE	32.62	39.65	2.00		2.00		2.00
	0862	BOARD OF SUPERVISOR'S STAFF ASSISTANT II	41.26	50.15	1.00		1.00		1.00
	8000	SUPERVISOR	77.12	0.00	1.00		1.00		1.00
	0031	CHIEF DEPUTY CLERK OF THE BOARD	42.46	51.61	1.00		1.00		1.00
	0823	ADMINISTRATIVE AIDE CONFIDENTIAL	27.64	33.59	2.00		2.00		2.00
	0826	DEPARTMENT ANALYST	34.98	42.53	1.00		1.00		1.00
	7023	SECRETARY CONFIDENTIAL	24.37	29.62	3.00		3.00		3.00
150101 Total					27.00	0.00	27.00	0.00	27.00
150201	0032	ASSISTANT TO THE COUNTY ADMINISTRATOR	37.28	45.32	1.00		1.00		1.00
	0823	ADMINISTRATIVE AIDE CONFIDENTIAL	27.64	33.59	3.00	-1.00	2.00		2.00
	0826	DEPARTMENT ANALYST	34.98	42.53	2.00	-1.00	1.00		1.00
	0827	ADMINISTRATIVE SERVICES OFFICER I	41.23	50.11	1.00		1.00		1.00
	0837	DEPUTY COUNTY ADMINISTRATOR	66.51	80.85	3.00	-2.00	1.00		1.00
	0838	ADMINISTRATIVE ANALYST III	47.42	57.63	5.00	-1.00	4.00		4.00
	0839	PRINCIPAL ADMINISTRATIVE ANALYST	56.51	68.70	2.00		2.00		2.00
	0840	ASSISTANT COUNTY ADMINISTRATOR	92.50	112.44	1.00		1.00		1.00
	0845	COUNTY ADMINISTRATOR	145.46	0.00	1.00		1.00		1.00
	0905	COUNTY COMMUNICATIONS MANAGER	66.51	80.85	1.00		1.00		1.00
	0810	ADMINISTRATIVE AIDE	27.64	33.59	0.50	0.50	1.00		1.00
	0838	ADMINISTRATIVE ANALYST III	47.42	57.63	1.70		1.70		1.70
	0844	LAFCO EXECUTIVE OFFICER	59.97	72.90	1.00		1.00		1.00
	0906	COUNTY COMMUNICATIONS SPECIALIST ****	41.97	51.01	8.00	1.00	9.00		9.00
	0907	SUPERVISING COUNTY COMMUNICATIONS SPECIALIST	47.42	57.63	0.00	1.00	1.00		1.00
	0823	ADMINISTRATIVE AIDE CONFIDENTIAL	27.64	33.59	0.00	1.00	1.00		1.00
	0826	DEPARTMENT ANALYST *	34.98	42.53	0.00	1.00	1.00		1.00
	0837	DEPUTY COUNTY ADMINISTRATOR	66.51	80.85	0.00	2.00	2.00		2.00
	0838	ADMINISTRATIVE ANALYST III *	47.42	57.63	0.00	3.00	3.00		3.00
	0839	PRINCIPAL ADMINISTRATIVE ANALYST	56.51	68.70	0.00	1.00	1.00		1.00
	0856	ADMINISTRATIVE ANALYST III - PROJECT	47.42	57.63	0.00	1.00	1.00		1.00
	0823	ADMINISTRATIVE AIDE CONFIDENTIAL ****	27.64	33.59	0.00	1.00	1.00		1.00
	0837	DEPUTY COUNTY ADMINISTRATOR ****	66.51	80.85	0.00	1.00	1.00		1.00
	0838	ADMINISTRATIVE ANALYST III ****	47.42	57.63	0.00	1.00	1.00		1.00
	0839	PRINCIPAL ADMINISTRATIVE ANALYST ****	56.51	68.70	0.00	1.00	1.00		1.00
150201 Total					31.20	10.50	41.70	0.00	41.70
159906	0838	ADMINISTRATIVE ANALYST III	47.42	57.63	4.00	-4.00	0.00		0.00
	0856	ADMINISTRATIVE ANALYST III - PROJECT	47.42	57.63	1.00	-1.00	0.00		0.00
159906 Total					5.00	-5.00	0.00	0.00	0.00
BOARD OF SUPERVISORS & COUNTY ADMINISTRATOR TOTAL					63.20	5.50	68.70	0.00	68.70
COUNTY COUNSEL									
170101	0823	ADMINISTRATIVE AIDE CONFIDENTIAL	27.64	33.59	2.00		2.00		2.00
	0827	ADMINISTRATIVE SERVICES OFFICER I	41.23	50.11	1.00		1.00		1.00
	4028	CHIEF DEPUTY COUNTY COUNSEL	76.18	92.60	5.00		5.00		5.00
	4030	ASSISTANT COUNTY COUNSEL	83.82	101.88	1.00		1.00		1.00
	4034	DEPUTY COUNTY COUNSEL IV	69.28	84.21	23.25		23.25		23.25
	4035	COUNTY COUNSEL	124.98	0.00	1.00		1.00		1.00
	7019	LEGAL ASSISTANT CONFIDENTIAL ****	27.56	33.51	8.00		8.00	1.00	9.00
170101 Total					41.25	0.00	41.25	1.00	42.25
COUNTY COUNSEL TOTAL					41.25	0.00	41.25	1.00	42.25
DISTRICT ATTORNEY'S OFFICE									
180101	0160	DEPARTMENT INFORMATION SYSTEMS COORDINATOR	44.28	53.81	1.00		1.00		1.00
	0403	SENIOR ACCOUNT CLERK	23.81	28.94	1.00		1.00		1.00
	0826	DEPARTMENT ANALYST	34.98	42.53	1.00		1.00		1.00
	0828	ADMINISTRATIVE SERVICES OFFICER II	47.42	57.63	1.00		1.00		1.00
	4025	CHIEF DEPUTY DISTRICT ATTORNEY	76.18	92.60	5.00		5.00		5.00
	4039	ASSISTANT DISTRICT ATTORNEY LIMITED TERM	83.81	101.87	1.00		1.00		1.00
	7404	ACCOUNTING TECHNICIAN CONFIDENTIAL	25.97	31.56	1.00		1.00		1.00
	8101	DISTRICT ATTORNEY	125.98	0.00	1.00		1.00		1.00
	4020	DEPUTY DISTRICT ATTORNEY IV	70.11	85.23	39.00		39.00		39.00
	4020	DEPUTY DISTRICT ATTORNEY IV	70.11	85.23	5.00		5.00		5.00
	0019	LEGAL ASSISTANT	26.75	32.51	1.00		1.00		1.00

POSITION ALLOCATION

EFS Section	Job Code	Job Classification	A Step	I Step	FY 2021-22 Recommended	Supplemental Changes	Total w/Supplemental	Hearing Actions	FY 21-22 Final Adopted
	0021	LEGAL SECRETARY II	24.82	30.17	1.00		1.00		1.00
	0049	LEGAL PROCESSOR II	21.59	26.24	1.00		1.00		1.00
	0019	LEGAL ASSISTANT	26.75	32.51	1.00		1.00		1.00
	4212	DISTRICT ATTORNEY INVESTIGATOR II	50.66	61.57	12.00		12.00		12.00
	4215	SENIOR DISTRICT ATTORNEY INVESTIGATOR	57.53	69.93	1.00		1.00		1.00
	4225	CHIEF CRIMINAL INVESTIGATOR	68.18	82.88	1.00		1.00		1.00
	4020	DEPUTY DISTRICT ATTORNEY IV	70.11	85.23	2.00		2.00		2.00
	0021	LEGAL SECRETARY II	24.82	30.17	1.00		1.00		1.00
	0019	LEGAL ASSISTANT	26.75	32.51	1.00		1.00		1.00
	0021	LEGAL SECRETARY II	24.82	30.17	5.00		5.00		5.00
	0049	LEGAL PROCESSOR II	21.59	26.24	17.00		17.00		17.00
	0050	SENIOR LEGAL PROCESSOR	23.74	28.86	4.00		4.00		4.00
	0810	ADMINISTRATIVE AIDE	27.64	33.59	1.00		1.00		1.00
	0052	LEGAL STAFF SUPERVISOR	27.75	33.74	2.00		2.00		2.00
	0157	DEPARTMENT INFORMATION SYSTEMS TECHNICIAN II	29.61	35.98	1.00		1.00	1.00	2.00
	0826	DEPARTMENT ANALYST	34.98	42.53	2.00		2.00		2.00
	0019	LEGAL ASSISTANT	26.75	32.51	2.00		2.00		2.00
	0049	LEGAL PROCESSOR II	21.59	26.24	1.00		1.00		1.00
	0810	ADMINISTRATIVE AIDE ****	27.64	33.59	1.00		1.00		1.00
	3085	DEPARTMENT PROGRAM MANAGER	39.80	48.37	1.00		1.00		1.00
	3219	SENIOR VICTIM WITNESS ADVOCATE	31.64	38.45	1.00		1.00		1.00
	3222	VICTIM WITNESS ADVOCATE II	28.76	34.97	8.00		8.00		8.00
180101 Total					124.00	0.00	124.00	1.00	125.00
180106	0023	SECRETARY	23.65	28.74	0.75		0.75		0.75
	0810	ADMINISTRATIVE AIDE ****	27.64	33.59	1.80	0.20	2.00		2.00
	0850	BUSINESS DEVELOPMENT MANAGER	50.77	61.72	1.00		1.00		1.00
180106 Total					3.55	0.20	3.75	0.00	3.75
DISTRICT ATTORNEY'S OFFICE TOTAL					127.55	0.20	127.75	1.00	128.75
EMERGENCY MANAGEMENT									
380101	0023	SECRETARY	23.65	28.74	1.00		1.00		1.00
	0774	DEPUTY DIRECTOR OF EMERGENCY MANAGEMENT	59.59	72.44	1.00		1.00		1.00
	0775	DIRECTOR OF EMERGENCY MANAGEMENT	71.51	86.92	1.00		1.00		1.00
	0810	ADMINISTRATIVE AIDE ****	27.64	33.59	1.00		1.00		1.00
	0826	DEPARTMENT ANALYST	34.98	42.53	0.00		0.00	1.00	1.00
	0827	ADMINISTRATIVE SERVICES OFFICER I	41.23	50.11	1.00		1.00		1.00
380101 Total					5.00		5.00	1.00	6.00
380102	0777	DEPUTY EMERGENCY SERVICES COORDINATOR	34.98	42.53	3.00		3.00		3.00
380102 Total					3.00		3.00	0.00	3.00
380103	0773	COMMUNITY PREPAREDNESS PROGRAM MANAGER	54.18	65.86	1.00		1.00		1.00
380103 Total					1.00		1.00	0.00	1.00
380104	0776	COMMUNITY ALERT AND WARNING PROGRAM MANAGER	54.18	65.86	1.00		1.00		1.00
	0777	DEPUTY EMERGENCY SERVICES COORDINATOR	34.98	42.53	1.00		1.00		1.00
380104 Total					2.00	0.00	2.00	0.00	2.00
EMERGENCY MANAGEMENT TOTAL					11.00	0.00	11.00	1.00	12.00
ECONOMIC DEVELOPMENT BOARD									
190101	0741	EXECUTIVE DIRECTOR ECONOMIC DEVELOPMENT BOARD	71.51	86.92	1.00		1.00		1.00
	0810	ADMINISTRATIVE AIDE	27.64	33.59	2.00		2.00		2.00
	0826	DEPARTMENT ANALYST ****	34.98	42.53	2.00	1.00	3.00		3.00
	0850	BUSINESS DEVELOPMENT MANAGER	50.77	61.72	1.00		1.00		1.00
	3085	DEPARTMENT PROGRAM MANAGER	39.80	48.37	4.00		4.00		4.00
190101 Total					10.00	1.00	11.00	0.00	11.00
190103	0810	ADMINISTRATIVE AIDE	27.64	33.59	1.00		1.00		1.00
	0826	DEPARTMENT ANALYST ****	34.98	42.53	2.00		2.00		2.00
	0850	BUSINESS DEVELOPMENT MANAGER	50.77	61.72	1.00		1.00		1.00
190103 Total					4.00	0.00	4.00	0.00	4.00
ECONOMIC DEVELOPMENT BOARD TOTAL					14.00	1.00	15.00	0.00	15.00
GENERAL SERVICES									
210101	0810	ADMINISTRATIVE AIDE	27.64	33.59	1.00		1.00		1.00
	0826	DEPARTMENT ANALYST	34.98	42.53	0.00	1.00	1.00		1.00
	0827	ADMINISTRATIVE SERVICES OFFICER I	41.23	50.11	1.00		1.00		1.00
	0828	ADMINISTRATIVE SERVICES OFFICER II	47.42	57.63	1.00		1.00		1.00
	0870	GENERAL SERVICES DIRECTOR	80.43	97.76	1.00		1.00		1.00
	3085	DEPARTMENT PROGRAM MANAGER	39.80	48.37	2.00	-1.00	1.00		1.00
	7025	EXECUTIVE SECRETARY CONFIDENTIAL	27.38	33.29	1.00		1.00		1.00
	0402	ACCOUNT CLERK II	21.59	26.24	2.00		2.00		2.00
	0403	SENIOR ACCOUNT CLERK	23.81	28.94	0.50		0.50		0.50
	0404	ACCOUNTING TECHNICIAN	25.21	30.64	1.00		1.00		1.00
	0419	SUPERVISING ACCOUNTANT	41.53	50.48	1.00		1.00		1.00
	7382	PAYROLL CLERK CONFIDENTIAL	26.04	31.66	1.00		1.00		1.00
210101 Total					12.50	0.00	12.50	0.00	12.50
210201	0810	ADMINISTRATIVE AIDE	27.64	33.59	2.00		2.00		2.00
	0868	GENERAL SERVICES DEPUTY DIRECTOR	61.82	75.15	1.00		1.00		1.00
	1035	ASSISTANT PROJECT SPECIALIST	35.61	43.28	0.00		0.00		0.00
	1036	PROJECT SPECIALIST **	40.00	48.63	5.00		5.00		5.00
	1037	SENIOR PROJECT SPECIALIST	45.98	55.88	3.00		3.00		3.00
	1038	CAPITAL PROJECT MANAGER	50.58	61.49	2.00		2.00		2.00
210201 Total					13.00	0.00	13.00	0.00	13.00
210203	0762	REAL ESTATE PROJECT SPECIALIST	40.16	48.81	3.00		3.00		3.00
	0763	REAL ESTATE MANAGER	48.69	59.18	1.00		1.00		1.00
210203 Total					4.00	0.00	4.00	0.00	4.00
210204	0003	SENIOR OFFICE ASSISTANT	21.92	26.65	3.00		3.00		3.00
	0159	DEPARTMENT INFORMATION SYSTEMS SPECIALIST II	38.47	46.76	1.00		1.00		1.00
	0810	ADMINISTRATIVE AIDE	27.64	33.59	1.00		1.00		1.00
	1271	PARKING AND FACILITY OFFICER	23.33	28.37	1.00		1.00	0.50	1.50
	5327	JANITORIAL SERVICES SUPERVISOR ****	22.95	27.91	2.00		2.00		2.00
	5335	BUILDING MECHANIC II	34.58	42.04	22.00		22.00		22.00
	5361	ASSISTANT BUILDING SUPERINTENDENT	39.21	47.66	3.00		3.00		3.00
	5362	ASSISTANT FACILITY MANAGER	49.27	59.89	1.00		1.00		1.00
210204 Total					34.00	0.00	34.00	0.50	34.50
210301	0335	BUYER	29.45	35.79	4.00		4.00		4.00

POSITION ALLOCATION

EFS Section	Job Code	Job Classification	A Step	I Step	FY 2021-22 Recommended	Supplemental Changes	Total w/Supplemental	Hearing Actions	FY 21-22 Final Adopted
	0337	ASSISTANT PURCHASING AGENT	41.24	50.13	2.00		2.00		2.00
	0339	PURCHASING AGENT	47.44	57.67	1.00		1.00		1.00
	0826	DEPARTMENT ANALYST	34.98	42.53	1.00		1.00		1.00
210301 Total					8.00	0.00	8.00	0.00	8.00
210302	1271	PARKING AND FACILITY OFFICER	23.33	28.37	1.00		1.00		1.00
	1275	EVENTS SERVICES SUPERVISOR	34.17	41.53	1.00		1.00		1.00
	1276	BOOKING & RESERVATION COORDINATOR	25.98	31.57	0.50		0.50		0.50
210302 Total					2.50	0.00	2.50	0.00	2.50
210303	0003	SENIOR OFFICE ASSISTANT	21.92	26.65	1.00		1.00		1.00
	0810	ADMINISTRATIVE AIDE	27.64	33.59	3.00		3.00		3.00
	0826	DEPARTMENT ANALYST	34.98	42.53	4.00	-1.00	3.00		3.00
	3085	DEPARTMENT PROGRAM MANAGER	39.80	48.37	0.00	1.00	1.00		1.00
	5364	ENERGY & SUSTAINABILITY PROGRAM MANAGER	52.18	63.43	1.00		1.00		1.00
210303 Total					9.00	0.00	9.00	0.00	9.00
210304	0003	SENIOR OFFICE ASSISTANT	21.92	26.65	3.00		3.00		3.00
	0826	DEPARTMENT ANALYST	34.98	42.53	1.00		1.00		1.00
	5235	ASSISTANT FLEET MANAGER	44.33	53.89	1.00		1.00		1.00
	5240	FLEET MANAGER	51.55	62.66	1.00		1.00		1.00
	5213	MOTOR POOL ATTENDANT	18.11	22.02	1.00		1.00		1.00
	5223	AUTOMOTIVE TECHNICIAN	29.25	35.55	5.00		5.00		5.00
	5224	LEAD AUTOMOTIVE TECHNICIAN	31.91	38.80	1.00		1.00		1.00
	5230	AUTO FLEET MAINTENANCE SUPERVISOR	35.76	43.47	1.00		1.00		1.00
	5210	WELDER	31.25	37.98	1.00		1.00		1.00
	5226	HEAVY EQUIPMENT TECHNICIAN	31.56	38.37	6.00		6.00		6.00
	5228	LEAD HEAVY EQUIPMENT TECHNICIAN	34.59	42.05	1.00		1.00		1.00
	5229	HEAVY EQUIPMENT FLEET MAINTENANCE SUPERVISOR	38.80	47.17	1.00		1.00		1.00
210304 Total					23.00	0.00	23.00	0.00	23.00
GENERAL SERVICES TOTAL					106.00	0.00	106.00	0.50	106.50
DEPARTMENT OF HEALTH SERVICES									
220101	0003	SENIOR OFFICE ASSISTANT	21.92	26.65	3.00		3.00		3.00
	0023	SECRETARY	23.65	28.74	1.00		1.00		1.00
	0118	SYSTEMS SOFTWARE ANALYST	47.57	57.82	3.00		3.00		3.00
	0311	STOREKEEPER	21.47	26.09	2.00		2.00		2.00
	0382	PAYROLL CLERK	25.29	30.73	3.00		3.00		3.00
	0403	SENIOR ACCOUNT CLERK	23.81	28.94	5.50		5.50		5.50
	0404	ACCOUNTING TECHNICIAN	25.21	30.64	5.00		5.00		5.00
	0416	ACCOUNTANT II	33.22	40.37	10.00		10.00		10.00
	0417	ACCOUNTANT III	39.33	47.82	1.00		1.00		1.00
	0419	SUPERVISING ACCOUNTANT	41.53	50.48	2.00		2.00		2.00
	0437	DEPARTMENT ACCOUNTING MANAGER	45.19	54.93	1.00		1.00		1.00
	0810	ADMINISTRATIVE AIDE	27.64	33.59	4.00		4.00		4.00
	0826	DEPARTMENT ANALYST	34.98	42.53	12.00		12.00		12.00
	0827	ADMINISTRATIVE SERVICES OFFICER I	41.23	50.11	5.00		5.00		5.00
	0828	ADMINISTRATIVE SERVICES OFFICER II	47.42	57.63	3.00		3.00		3.00
	0842	DEPARTMENT ADMINISTRATIVE SERVICES DIRECTOR	53.42	64.92	1.00		1.00		1.00
	0848	HEALTH CARE COMPLIANCE/PRIVACY & SECURITY OFFICER	51.51	62.61	2.00		2.00		2.00
	0880	PROGRAM PLANNING AND EVALUATION ANALYST	37.79	45.93	2.00		2.00		2.00
	2420	PATIENT CARE ANALYST	48.30	58.72	3.00		3.00		3.00
	2634	HEALTH PROGRAM MANAGER ****	43.05	52.32	1.00		1.00		1.00
	2675	HEALTH OFFICER	111.33	135.33	1.00		1.00		1.00
	2676	ASSISTANT DIRECTOR OF HEALTH SERVICES	72.50	88.14	2.00		2.00		2.00
	2677	DIRECTOR OF HEALTH SERVICES	99.47	120.90	1.00		1.00		1.00
	3085	DEPARTMENT PROGRAM MANAGER	39.80	48.37	2.00		2.00		2.00
	7023	SECRETARY CONFIDENTIAL	24.37	29.62	1.00		1.00		1.00
	7025	EXECUTIVE SECRETARY CONFIDENTIAL	27.38	33.29	1.00		1.00		1.00
	0810	ADMINISTRATIVE AIDE	27.64	33.59	2.00		2.00		2.00
	0826	DEPARTMENT ANALYST	34.98	42.53	0.80		0.80		0.80
	0828	ADMINISTRATIVE SERVICES OFFICER II	47.42	57.63	1.00		1.00		1.00
	0880	PROGRAM PLANNING AND EVALUATION ANALYST ****	37.79	45.93	5.00		5.00		5.00
	2630	BIOSTATISTICIAN	38.52	46.82	3.00		3.00		3.00
	2634	HEALTH PROGRAM MANAGER ****	43.05	52.32	2.80		2.80		2.80
220101 Total					92.10	0.00	92.10	0.00	92.10
220104	0880	PROGRAM PLANNING AND EVALUATION ANALYST ****	37.79	45.93	1.00		1.00		1.00
	2470	SENIOR CLIENT SUPPORT SPECIALIST	29.02	35.27	1.00		1.00		1.00
	2503	BEHAVIORAL HEALTH CLINICIAN ****	38.01	46.21	2.00		2.00		2.00
	2605	PUBLIC HEALTH INVESTIGATOR ****	27.93	33.96	2.00		2.00		2.00
	2634	HEALTH PROGRAM MANAGER ****	43.05	52.32	2.00		2.00		2.00
	2683	AODS COUNSELOR II ****	32.27	39.22	4.00		4.00		4.00
220104 Total					12.00	0.00	12.00	0.00	12.00
220201	0003	SENIOR OFFICE ASSISTANT	21.92	26.65	1.00		1.00		1.00
	0826	DEPARTMENT ANALYST	34.98	42.53	1.00		1.00		1.00
	0828	ADMINISTRATIVE SERVICES OFFICER II	47.42	57.63	1.00		1.00		1.00
	2541	HEALTH SERVICES DIVISION DIRECTOR	72.50	88.14	1.00		1.00		1.00
	0003	SENIOR OFFICE ASSISTANT	21.92	26.65	3.00		3.00		3.00
	0403	SENIOR ACCOUNT CLERK	23.81	28.94	1.00		1.00		1.00
	0810	ADMINISTRATIVE AIDE	27.64	33.59	1.00		1.00		1.00
	0826	DEPARTMENT ANALYST	34.98	42.53	1.00		1.00		1.00
	0880	PROGRAM PLANNING AND EVALUATION ANALYST	37.79	45.93	1.00		1.00		1.00
	2612	ENVIRONMENTAL HEALTH SPECIALIST II	36.85	44.78	0.11		0.11		0.11
	2614	SENIOR ENVIRONMENTAL HEALTH SPECIALIST	39.31	47.79	0.26		0.26		0.26
	2615	SUPERVISING ENVIRONMENTAL HEALTH SPECIALIST	42.50	51.66	0.69		0.69		0.69
	2616	ENVIRONMENTAL HEALTH PROGRAM MANAGER	48.60	59.07	1.00		1.00		1.00
	2620	DIRECTOR OF ENVIRONMENTAL HEALTH	58.67	71.31	1.00		1.00		1.00
	0003	SENIOR OFFICE ASSISTANT	21.92	26.65	2.00		2.00		2.00
	0810	ADMINISTRATIVE AIDE	27.64	33.59	1.00		1.00		1.00
	2564	PUBLIC HEALTH NURSE II	44.95	54.64	11.00		11.00		11.00
	2565	SENIOR PUBLIC HEALTH NURSE	48.33	58.75	1.00		1.00		1.00
	2570	SUPERVISING PUBLIC HEALTH NURSE	52.17	63.42	3.00		3.00		3.00
	2634	HEALTH PROGRAM MANAGER	43.05	52.32	1.00		1.00		1.00
	3002	SOCIAL SERVICE WORKER II	28.57	34.73	1.00		1.00		1.00
	3003	SOCIAL SERVICE WORKER III ****	30.52	37.10	1.00		1.00		1.00
	3383	COMMUNITY HEALTH WORKER SPECIALIST	23.38	28.42	1.00	3.00	4.00		4.00

POSITION ALLOCATION

EFS Section	Job Code	Job Classification	A Step	I Step	FY 2021-22 Recommended	Supplemental Changes	Total w/Supplemental	Hearing Actions	FY 21-22 Final Adopted
	0003	SENIOR OFFICE ASSISTANT	21.92	26.65	0.50		0.50		0.50
	2185	NUTRITIONIST	31.23	37.96	3.10		3.10		3.10
	2187	SUPERVISING NUTRITIONIST	34.33	41.73	1.00		1.00		1.00
	2629	SENIOR LACTATION CONSULTANT	36.34	44.17	0.90		0.90		0.90
	2634	HEALTH PROGRAM MANAGER	43.05	52.32	1.00		1.00		1.00
	3382	COMMUNITY HEALTH WORKER II	20.60	25.04	2.00		2.00		2.00
	3383	COMMUNITY HEALTH WORKER SPECIALIST	23.38	28.42	5.90		5.90		5.90
	0003	SENIOR OFFICE ASSISTANT	21.92	26.65	3.00		3.00		3.00
	0023	SECRETARY	23.65	28.74	1.00		1.00		1.00
	2307	OCCUP THERAPIST II CHILD THERAPY PROGRAM	39.33	47.82	5.70		5.70		5.70
	2317	PHYS THERAPIST II CHILD THERAPY PROGRAM	39.33	47.82	6.80		6.80		6.80
	2318	SUPERVISING PEDIATRIC THERAPIST	43.87	53.32	2.00		2.00		2.00
	2320	MEDICAL THERAPY PROGRAM MANAGER	50.51	61.39	1.00		1.00		1.00
	2535	PUBLIC HEALTH PHYSICIAN	91.12	110.75	0.70		0.70		0.70
	2564	PUBLIC HEALTH NURSE II	44.95	54.64	4.00		4.00		4.00
	2565	SENIOR PUBLIC HEALTH NURSE	48.33	58.75	11.75		11.75		11.75
	2570	SUPERVISING PUBLIC HEALTH NURSE	52.17	63.42	2.00		2.00		2.00
	2575	DIRECTOR OF PUBLIC HEALTH NURSING	59.66	72.51	1.00		1.00		1.00
	2634	HEALTH PROGRAM MANAGER	43.05	52.32	1.00		1.00		1.00
	3002	SOCIAL SERVICE WORKER II	28.57	34.73	1.00		1.00		1.00
	3010	SOCIAL SERVICE SUPERVISOR I	36.40	44.25	1.00		1.00		1.00
	3383	COMMUNITY HEALTH WORKER SPECIALIST	23.38	28.42	4.00		4.00		4.00
	0402	ACCOUNT CLERK II	21.59	26.24	3.50		3.50		3.50
	0810	ADMINISTRATIVE AIDE	27.64	33.59	2.00		2.00		2.00
	0880	PROGRAM PLANNING AND EVALUATION ANALYST	37.79	45.93	1.00		1.00		1.00
	2634	HEALTH PROGRAM MANAGER	43.05	52.32	1.00		1.00		1.00
	4301	ANIMAL CONTROL OFFICER II	24.45	29.72	10.00		10.00		10.00
	4303	ANIMAL HEALTH TECHNICIAN	23.30	28.32	4.50		4.50		4.50
	4304	ANIMAL CARE ASSISTANT	16.27	19.77	6.00		6.00		6.00
	4306	SUPERVISING ANIMAL CONTROL OFFICER	29.22	35.51	2.00		2.00		2.00
	0003	SENIOR OFFICE ASSISTANT	21.92	26.65	0.87		0.87		0.87
	0542	VITAL STATISTICS TECHNICIAN	23.54	28.62	3.50		3.50		3.50
	0810	ADMINISTRATIVE AIDE	27.64	33.59	1.00		1.00		1.00
	2564	PUBLIC HEALTH NURSE II	44.95	54.64	4.90		4.90		4.90
	2565	SENIOR PUBLIC HEALTH NURSE	48.33	58.75	1.00		1.00		1.00
	2570	SUPERVISING PUBLIC HEALTH NURSE	52.17	63.42	1.00		1.00		1.00
	2605	PUBLIC HEALTH INVESTIGATOR	27.93	33.96	2.00		2.00		2.00
	2673	DEPUTY PUBLIC HEALTH OFFICER	101.24	123.06	1.00		1.00		1.00
	0003	SENIOR OFFICE ASSISTANT	21.92	26.65	1.00		1.00		1.00
	1916	NURSE PRACTITIONER-PHYSICIAN'S ASSISTANT	51.63	62.76	1.00		1.00		1.00
	2012	STAFF NURSE II	43.08	52.35	4.05		4.05		4.05
	2503	BEHAVIORAL HEALTH CLINICIAN	38.01	46.21	3.00		3.00		3.00
	2634	HEALTH PROGRAM MANAGER	43.05	52.32	0.75		0.75		0.75
	0810	ADMINISTRATIVE AIDE	27.64	33.59	1.00		1.00		1.00
	2662	EMERGENCY MEDICAL SERVICES COORDINATOR	39.12	47.55	3.00		3.00		3.00
	2663	ADVANCED LIFE SUPPORT COORDINATOR	37.27	45.30	1.00		1.00		1.00
	2665	REGIONAL EMERGENCY MEDICAL SERVICES MANAGER	51.67	62.80	1.00		1.00		1.00
	0003	SENIOR OFFICE ASSISTANT	21.92	26.65	0.80		0.80		0.80
	2105	PUBLIC HEALTH LABORATORY TECHNICIAN II	23.28	28.29	2.00		2.00		2.00
	2122	PUBLIC HEALTH MICROBIOLOGIST II	35.99	43.74	2.50		2.50		2.50
	2125	PUBLIC HEALTH LABORATORY DIRECTOR	54.99	66.84	1.00		1.00		1.00
	0810	ADMINISTRATIVE AIDE	27.64	33.59	1.00		1.00		1.00
	0880	PROGRAM PLANNING AND EVALUATION ANALYST	37.79	45.93	1.00		1.00		1.00
	2122	PUBLIC HEALTH MICROBIOLOGIST II	35.99	43.74	1.50		1.50		1.50
	2632	HEALTH INFORMATION SPECIALIST II	32.19	39.12	1.00		1.00		1.00
	2634	HEALTH PROGRAM MANAGER	43.05	52.32	1.00		1.00		1.00
	0003	SENIOR OFFICE ASSISTANT	21.92	26.65	1.00		1.00		1.00
	0880	PROGRAM PLANNING AND EVALUATION ANALYST	37.79	45.93	2.00		2.00		2.00
	2632	HEALTH INFORMATION SPECIALIST II	32.19	39.12	4.00		4.00		4.00
	2634	HEALTH PROGRAM MANAGER	43.05	52.32	2.00		2.00		2.00
	2635	SENIOR HEALTH INFORMATION SPECIALIST	34.63	42.09	1.00		1.00		1.00
	2638	SUPERVISING HEALTH INFORMATION SPECIALIST	37.40	45.45	1.00		1.00		1.00
	2671	HEALTHY COMMUNITIES SECTION MANAGER	51.67	62.80	1.00		1.00		1.00
	0827	ADMINISTRATIVE SERVICES OFFICER I ****	41.23	50.11	1.00		1.00		1.00
	2575	DIRECTOR OF PUBLIC HEALTH NURSING ****	59.66	72.51	1.00		1.00		1.00
	2671	HEALTHY COMMUNITIES SECTION MANAGER	51.67	62.80	1.00		1.00		1.00
	3085	DEPARTMENT PROGRAM MANAGER ****	39.80	48.37	1.00		1.00		1.00
	220201 Total				185.28	3.00	188.28	0.00	188.28
	220204								
	2612	ENVIRONMENTAL HEALTH SPECIALIST II	36.85	44.78	13.89		13.89		13.89
	2614	SENIOR ENVIRONMENTAL HEALTH SPECIALIST	39.31	47.79	6.74		6.74		6.74
	2615	SUPERVISING ENVIRONMENTAL HEALTH SPECIALIST	42.50	51.66	2.31		2.31		2.31
	2616	ENVIRONMENTAL HEALTH PROGRAM MANAGER	48.60	59.07	1.00		1.00		1.00
	2625	DAIRY INSPECTOR	37.60	45.70	1.50		1.50		1.50
	220204 Total				25.44	0.00	25.44	0.00	25.44
	220301								
	0003	SENIOR OFFICE ASSISTANT	21.92	26.65	3.00		3.00		3.00
	0023	SECRETARY	23.65	28.74	1.00		1.00		1.00
	0402	ACCOUNT CLERK II	21.59	26.24	1.00		1.00		1.00
	0403	SENIOR ACCOUNT CLERK	23.81	28.94	2.00		2.00		2.00
	0404	ACCOUNTING TECHNICIAN	25.21	30.64	1.00		1.00		1.00
	0810	ADMINISTRATIVE AIDE	27.64	33.59	3.00		3.00		3.00
	0826	DEPARTMENT ANALYST	34.98	42.53	3.00		3.00		3.00
	0828	ADMINISTRATIVE SERVICES OFFICER II	47.42	57.63	1.00		1.00		1.00
	0880	PROGRAM PLANNING AND EVALUATION ANALYST	37.79	45.93	1.00		1.00		1.00
	2263	MEDICAL RECORD CLERK III	24.19	29.40	1.00		1.00		1.00
	2420	PATIENT CARE ANALYST	48.30	58.72	4.00		4.00		4.00
	2505	BEHAVIORAL HEALTH CLINICAL SPECIALIST	40.89	49.70	5.00		5.00		5.00
	2530	ADULT YOUTH AND FAMILY SERVICES SECTION MANAGER	51.67	62.80	1.00		1.00		1.00
	2540	MENTAL HEALTH MEDICAL DIRECTOR	116.95	142.16	1.00		1.00		1.00
	2541	HEALTH SERVICES DIVISION DIRECTOR	72.50	88.14	1.00		1.00		1.00
	0402	ACCOUNT CLERK II	21.59	26.24	1.00		1.00		1.00
	0403	SENIOR ACCOUNT CLERK	23.81	28.94	1.50		1.50		1.50
	0404	ACCOUNTING TECHNICIAN	25.21	30.64	1.00		1.00		1.00
	0003	SENIOR OFFICE ASSISTANT	21.92	26.65	3.00		3.00		3.00

POSITION ALLOCATION

EFS Section	Job Code	Job Classification	A Step	I Step	FY 2021-22 Recommended	Supplemental Changes	Total w/Supplemental	Hearing Actions	FY 21-22 Final Adopted
	0505	MEDICAL UNIT CLERK	21.92	26.65	1.00		1.00		1.00
	1916	NURSE PRACTITIONER-PHYSICIAN'S ASSISTANT	51.63	62.76	0.50		0.50		0.50
	2007	LICENSED VOCATIONAL NURSE II	26.47	32.17	2.00		2.00		2.00
	2015	CLIENT CARE MANAGER	49.78	60.50	1.00		1.00		1.00
	2082	PSYCHIATRIC TECHNICIAN	27.75	33.74	2.00		2.00		2.00
	2091	PSYCHIATRIC NURSE ****	44.05	53.54	5.70		5.70		5.70
	2470	SENIOR CLIENT SUPPORT SPECIALIST ****	29.02	35.27	1.00		1.00		1.00
	2503	BEHAVIORAL HEALTH CLINICIAN ****	38.01	46.21	19.98		19.98		19.98
	2505	BEHAVIORAL HEALTH CLINICAL SPECIALIST	40.89	49.70	1.00		1.00		1.00
	2532	ACUTE FORENSICS SECTION MANAGER	58.18	70.72	1.00		1.00		1.00
	2534	STAFF PSYCHIATRIST ****	93.61	113.78	0.70		0.70		0.70
	3002	SOCIAL SERVICE WORKER II	28.57	34.73	0.00	1.00	1.00		1.00
	0003	SENIOR OFFICE ASSISTANT	21.92	26.65	3.00		3.00		3.00
	0810	ADMINISTRATIVE AIDE	27.64	33.59	1.00		1.00		1.00
	1916	NURSE PRACTITIONER-PHYSICIAN'S ASSISTANT	51.63	62.76	0.80		0.80		0.80
	2013	SUPERVISING STAFF NURSE	47.53	57.78	1.00		1.00		1.00
	2091	PSYCHIATRIC NURSE	44.05	53.54	5.60		5.60		5.60
	2466	CLIENT SUPPORT SPECIALIST	22.10	26.87	1.20		1.20		1.20
	2470	SENIOR CLIENT SUPPORT SPECIALIST	29.02	35.27	7.00		7.00		7.00
	2503	BEHAVIORAL HEALTH CLINICIAN	38.01	46.21	3.00		3.00		3.00
	2505	BEHAVIORAL HEALTH CLINICAL SPECIALIST	40.89	49.70	1.00		1.00		1.00
	2530	ADULT YOUTH AND FAMILY SERVICES SECTION MANAGER	51.67	62.80	1.00		1.00		1.00
	2534	STAFF PSYCHIATRIST	93.61	113.78	2.30		2.30		2.30
	2634	HEALTH PROGRAM MANAGER	43.05	52.32	1.00		1.00		1.00
	2007	LICENSED VOCATIONAL NURSE II	26.47	32.17	1.00		1.00		1.00
	2091	PSYCHIATRIC NURSE	44.05	53.54	1.00		1.00		1.00
	2470	SENIOR CLIENT SUPPORT SPECIALIST	29.02	35.27	1.00		1.00		1.00
	2503	BEHAVIORAL HEALTH CLINICIAN	38.01	46.21	10.55		10.55		10.55
	2530	ADULT YOUTH AND FAMILY SERVICES SECTION MANAGER	51.67	62.80	1.00		1.00		1.00
	2534	STAFF PSYCHIATRIST	93.61	113.78	2.70		2.70		2.70
	2634	HEALTH PROGRAM MANAGER	43.05	52.32	1.00		1.00		1.00
	2683	AODS COUNSELOR II	32.27	39.22	0.75		0.75		0.75
	2470	SENIOR CLIENT SUPPORT SPECIALIST	29.02	35.27	3.00		3.00		3.00
	2634	HEALTH PROGRAM MANAGER	43.05	52.32	1.00		1.00		1.00
	0003	SENIOR OFFICE ASSISTANT	21.92	26.65	1.00		1.00		1.00
	2503	BEHAVIORAL HEALTH CLINICIAN	38.01	46.21	2.50		2.50		2.50
	2015	CLIENT CARE MANAGER	49.78	60.50	1.00		1.00		1.00
	2634	HEALTH PROGRAM MANAGER	43.05	52.32	1.00		1.00		1.00
	0003	SENIOR OFFICE ASSISTANT	21.92	26.65	12.30		12.30		12.30
	0810	ADMINISTRATIVE AIDE	27.64	33.59	0.25		0.25		0.25
	0880	PROGRAM PLANNING AND EVALUATION ANALYST	37.79	45.93	1.00		1.00		1.00
	2015	CLIENT CARE MANAGER	49.78	60.50	1.00		1.00		1.00
	2091	PSYCHIATRIC NURSE	44.05	53.54	2.00		2.00		2.00
	2420	PATIENT CARE ANALYST	48.30	58.72	2.00		2.00		2.00
	2466	CLIENT SUPPORT SPECIALIST	22.10	26.87	0.80		0.80		0.80
	2470	SENIOR CLIENT SUPPORT SPECIALIST	29.02	35.27	13.00		13.00		13.00
	2503	BEHAVIORAL HEALTH CLINICIAN	38.01	46.21	48.90	1.00	49.90		49.90
	2505	BEHAVIORAL HEALTH CLINICAL SPECIALIST	40.89	49.70	3.00		3.00		3.00
	2534	STAFF PSYCHIATRIST	93.61	113.78	0.78		0.78		0.78
	2634	HEALTH PROGRAM MANAGER	43.05	52.32	7.00		7.00		7.00
	2636	HEALTH SERVICES SECTION MANAGER	51.67	62.80	0.25		0.25		0.25
	2683	AODS COUNSELOR II	32.27	39.22	2.00		2.00		2.00
	2684	AODS SPECIALIST	33.66	40.92	1.00		1.00		1.00
	3002	SOCIAL SERVICE WORKER II	28.57	34.73	3.00		3.00		3.00
	0003	SENIOR OFFICE ASSISTANT	21.92	26.65	3.00		3.00		3.00
	0810	ADMINISTRATIVE AIDE	27.64	33.59	1.00		1.00		1.00
	2420	PATIENT CARE ANALYST	48.30	58.72	1.00		1.00		1.00
	2503	BEHAVIORAL HEALTH CLINICIAN	38.01	46.21	1.00	-1.00	0.00		0.00
	2505	BEHAVIORAL HEALTH CLINICAL SPECIALIST	40.89	49.70	1.00		1.00		1.00
	2632	HEALTH INFORMATION SPECIALIST II	32.19	39.12	1.00		1.00		1.00
	2638	SUPERVISING HEALTH INFORMATION SPECIALIST	37.40	45.45	1.00		1.00		1.00
	2680	AODS ASSISTANT II	22.10	26.87	1.00		1.00		1.00
	2681	AODS ASSISTANT III	24.50	29.79	1.00		1.00		1.00
	2683	AODS COUNSELOR II	32.27	39.22	6.05		6.05		6.05
	2684	AODS SPECIALIST	33.66	40.92	5.00		5.00		5.00
	2694	SUBSTANCE USE DISORDER & COMM RECVRY SVCS SECT MGR	51.67	62.80	1.00		1.00		1.00
	3002	SOCIAL SERVICE WORKER II	28.57	34.73	1.00	-1.00	0.00		0.00
	220301 Total				250.11	0.00	250.11	0.00	250.11
	220302								
	0002	OFFICE ASSISTANT II	19.24	23.38	2.00		2.00		2.00
	0003	SENIOR OFFICE ASSISTANT	21.92	26.65	1.00		1.00		1.00
	0402	ACCOUNT CLERK II	21.59	26.24	1.00		1.00		1.00
	2460	AODS INTAKE INTERVIEWER	22.10	26.87	2.00		2.00		2.00
	2634	HEALTH PROGRAM MANAGER	43.05	52.32	1.00		1.00		1.00
	2683	AODS COUNSELOR II	32.27	39.22	6.50		6.50		6.50
	2684	AODS SPECIALIST	33.66	40.92	1.00		1.00		1.00
	220302 Total				14.50	0.00	14.50	0.00	14.50
	DEPARTMENT OF HEALTH SERVICES TOTAL								
					579.43	3.00	582.43	0.00	582.43
HUMAN RESOURCES									
	230101								
	0801	DEPUTY HUMAN RESOURCES DIRECTOR	67.30	81.81	1.00		1.00		1.00
	0816	DIRECTOR HUMAN RESOURCES	82.53	100.32	1.00		1.00		1.00
	0823	ADMINISTRATIVE AIDE CONFIDENTIAL	27.64	33.59	1.00		1.00		1.00
	0828	ADMINISTRATIVE SERVICES OFFICER II	47.42	57.63	1.00		1.00		1.00
	3085	DEPARTMENT PROGRAM MANAGER	39.80	48.37	1.00		1.00		1.00
	7025	EXECUTIVE SECRETARY CONFIDENTIAL	27.38	33.29	1.00		1.00		1.00
	0807	HUMAN RESOURCES ANALYST III	41.23	50.11	6.00		6.00	1.00	7.00
	0808	SUPERVISING HUMAN RESOURCES ANALYST	47.37	57.58	2.00		2.00		2.00
	0813	RECRUITMENT & CLASSIFICATION MANAGER	54.48	66.21	1.00		1.00		1.00
	7803	HUMAN RESOURCES TECHNICIAN CONFIDENTIAL	26.54	32.26	5.00		5.00		5.00
	0807	HUMAN RESOURCES ANALYST III	41.23	50.11	1.00		1.00		1.00
	0809	TRAINING MANAGER	48.56	59.03	1.00		1.00		1.00
	7003	SENIOR OFFICE ASSISTANT CONFIDENTIAL	22.59	27.47	1.00	-1.00	0.00		0.00
	7803	HUMAN RESOURCES TECHNICIAN CONFIDENTIAL	26.54	32.26	0.00	1.00	1.00		1.00

POSITION ALLOCATION

EFS Section	Job Code	Job Classification	A Step	I Step	FY 2021-22 Recommended	Supplemental Changes	Total w/Supplemental	Hearing Actions	FY 21-22 Final Adopted
	0164	HUMAN RESOURCES INFORMATION SYSTEMS MANAGER	58.14	70.68	1.00		1.00		1.00
	7159	DEPT INFO SYSTEMS SPECIALIST II CONFIDENTIAL	39.62	48.15	4.00		4.00		4.00
	0807	HUMAN RESOURCES ANALYST III	41.23	50.11	3.00		3.00		3.00
	0814	EMPLOYEE AND LABOR RELATIONS MANAGER	65.01	79.01	1.00		1.00		1.00
	7803	HUMAN RESOURCES TECHNICIAN CONFIDENTIAL	26.54	32.26	1.00		1.00		1.00
230101 Total					33.00	0.00	33.00	1.00	34.00
230110	0807	HUMAN RESOURCES ANALYST III	41.23	50.11	1.00		1.00		1.00
230110 Total					1.00	0.00	1.00	0.00	1.00
230201	0417	ACCOUNTANT III	39.33	47.82	1.00		1.00		1.00
	0801	DEPUTY HUMAN RESOURCES DIRECTOR	67.30	81.81	1.00		1.00		1.00
	0826	DEPARTMENT ANALYST	34.98	42.53	1.00		1.00		1.00
	7403	SENIOR ACCOUNT CLERK CONFIDENTIAL	24.52	29.81	2.00		2.00		2.00
230201 Total					5.00	0.00	5.00	0.00	5.00
230205	0767	RISK MANAGEMENT ANALYST II	40.95	49.78	3.00		3.00		3.00
	0858	EMPLOYEE BENEFITS MANAGER	49.68	60.39	1.00		1.00		1.00
	7803	HUMAN RESOURCES TECHNICIAN CONFIDENTIAL	26.54	32.26	4.00		4.00		4.00
230205 Total					8.00	0.00	8.00	0.00	8.00
230215	0767	RISK MANAGEMENT ANALYST II	40.95	49.78	3.00		3.00		3.00
	0768	RISK MANAGEMENT ANALYST III	47.11	57.27	1.00		1.00		1.00
	7803	HUMAN RESOURCES TECHNICIAN CONFIDENTIAL	26.54	32.26	1.50		1.50		1.50
	0767	RISK MANAGEMENT ANALYST II	40.95	49.78	2.00		2.00		2.00
	0768	RISK MANAGEMENT ANALYST III	47.11	57.27	1.00		1.00		1.00
	7803	HUMAN RESOURCES TECHNICIAN CONFIDENTIAL	26.54	32.26	0.50		0.50		0.50
230215 Total					9.00	0.00	9.00	0.00	9.00
230225	0765	RISK MANAGER	54.17	65.85	1.00		1.00		1.00
	0767	RISK MANAGEMENT ANALYST II	40.95	49.78	3.00		3.00		3.00
	0768	RISK MANAGEMENT ANALYST III	47.11	57.27	1.00		1.00		1.00
	0811	EQUAL EMPLOYMENT OPPORTUNITY MANAGER	50.80	61.75	1.00		1.00		1.00
	7003	SENIOR OFFICE ASSISTANT CONFIDENTIAL	22.59	27.47	1.00		1.00		1.00
230225 Total					7.00	0.00	7.00	0.00	7.00
HUMAN RESOURCES TOTAL					63.00	0.00	63.00	1.00	64.00
HUMAN SERVICES & IHHS									
240301	3088	ASSISTANT DIRECTOR HUMAN SERVICES	77.18	93.81	1.00		1.00		1.00
	3090	DIRECTOR OF HUMAN SERVICES	90.59	110.11	1.00		1.00		1.00
	7025	EXECUTIVE SECRETARY CONFIDENTIAL	27.38	33.29	1.00		1.00		1.00
	0827	ADMINISTRATIVE SERVICES OFFICER I	41.23	50.11	2.00		2.00		2.00
	0003	SENIOR OFFICE ASSISTANT	21.92	26.65	1.00		1.00		1.00
	0382	PAYROLL CLERK	25.29	30.73	4.00		4.00		4.00
	0810	ADMINISTRATIVE AIDE	27.64	33.59	2.00		2.00		2.00
	0823	ADMINISTRATIVE AIDE CONFIDENTIAL	27.64	33.59	1.00		1.00		1.00
	0827	ADMINISTRATIVE SERVICES OFFICER I	41.23	50.11	1.00		1.00		1.00
	0828	ADMINISTRATIVE SERVICES OFFICER II	47.42	57.63	1.00		1.00		1.00
	3084	PROGRAM DEVELOPMENT MANAGER	45.79	55.65	1.00		1.00		1.00
	0477	PROGRAM SPECIALIST	34.23	41.61	3.00		3.00	1.00	4.00
	0003	SENIOR OFFICE ASSISTANT	21.92	26.65	1.00		1.00		1.00
	0880	PROGRAM PLANNING AND EVALUATION ANALYST	37.79	45.93	6.00		6.00		6.00
	0007	OFFICE SUPPORT SUPERVISOR	25.96	31.55	1.00		1.00		1.00
	0178	SUPERVISING PUBLIC ASSISTANCE SYSTEMS TECHNICIAN	33.44	40.65	1.00		1.00		1.00
	0179	PUBLIC ASSISTANCE SYSTEMS TECHNICIAN	30.40	36.96	3.00		3.00		3.00
	0007	OFFICE SUPPORT SUPERVISOR	25.96	31.55	1.00		1.00		1.00
	0204	DOCUMENT IMAGING TECHNICIAN	19.88	24.16	4.00		4.00		4.00
	0205	MICROGRAPHIC TECHNICIAN II	21.92	26.65	5.00		5.00		5.00
	0157	DEPARTMENT INFORMATION SYSTEMS TECHNICIAN II	29.61	35.98	1.00		1.00		1.00
	0159	DEPARTMENT INFORMATION SYSTEMS SPECIALIST II	38.47	46.76	6.00		6.00		6.00
	0161	DEPARTMENT INFORMATION SYSTEMS MANAGER	52.85	64.23	3.00		3.00	1.00	4.00
	0170	SENIOR DEPARTMENT INFORMATION SYSTEMS MANAGER	60.77	73.87	1.00		1.00		1.00
	0172	HUMAN SERVICES NETWORK ANALYST	43.85	53.30	3.00		3.00		3.00
	0173	HUMAN SERVICES SYSTEMS & PROGRAMMING ANALYST	42.57	51.75	6.00		6.00		6.00
	0175	PUBLIC ASSISTANCE SYSTEMS MANAGER	52.85	64.23	1.00		1.00		1.00
	0176	PUBLIC ASSISTANCE SYSTEMS SPECIALIST ****	40.49	49.21	4.00		4.00		4.00
	0810	ADMINISTRATIVE AIDE	27.64	33.59	1.00		1.00		1.00
	0023	SECRETARY	23.65	28.74	1.00		1.00		1.00
	0810	ADMINISTRATIVE AIDE ****	27.64	33.59	0.00		0.00	2.00	2.00
	0880	PROGRAM PLANNING AND EVALUATION ANALYST ****	37.79	45.93	7.75		7.75	1.00	8.75
	3084	PROGRAM DEVELOPMENT MANAGER	45.79	55.65	2.00		2.00		2.00
	3088	ASSISTANT DIRECTOR HUMAN SERVICES	77.18	93.81	1.00		1.00		1.00
	0176	PUBLIC ASSISTANCE SYSTEMS SPECIALIST	40.49	49.21	1.00		1.00		1.00
	0484	SENIOR ELIGIBILITY SPECIALIST	28.83	35.04	9.00		9.00		9.00
	0485	ELIGIBILITY SPECIALIST SUPERVISOR	31.72	38.57	2.00		2.00		2.00
	0003	SENIOR OFFICE ASSISTANT	21.92	26.65	2.00		2.00		2.00
	3004	SOCIAL SERVICE WORKER IV	34.05	41.39	1.00		1.00		1.00
	4246	WELFARE FRAUD INVESTIGATOR II	40.49	49.21	4.00		4.00		4.00
	4249	CHIEF WELFARE FRAUD INVESTIGATOR	49.41	60.05	1.00		1.00		1.00
	4251	SENIOR WELFARE FRAUD INVESTIGATOR	43.67	53.08	1.00		1.00		1.00
	0403	SENIOR ACCOUNT CLERK	23.81	28.94	2.00		2.00		2.00
	0404	ACCOUNTING TECHNICIAN	25.21	30.64	1.00		1.00		1.00
	0880	PROGRAM PLANNING AND EVALUATION ANALYST	37.79	45.93	1.00		1.00		1.00
	0402	ACCOUNT CLERK II	21.59	26.24	2.00		2.00		2.00
	0403	SENIOR ACCOUNT CLERK	23.81	28.94	4.00		4.00		4.00
	0404	ACCOUNTING TECHNICIAN	25.21	30.64	3.00		3.00		3.00
	0416	ACCOUNTANT II	33.22	40.37	2.00		2.00		2.00
	0417	ACCOUNTANT III	39.33	47.82	2.00		2.00		2.00
	0419	SUPERVISING ACCOUNTANT	41.53	50.48	1.00		1.00		1.00
	0437	DEPARTMENT ACCOUNTING MANAGER	45.19	54.93	1.00		1.00		1.00
	0827	ADMINISTRATIVE SERVICES OFFICER I	41.23	50.11	1.00		1.00		1.00
	0842	DEPARTMENT ADMINISTRATIVE SERVICES DIRECTOR	53.42	64.92	1.00		1.00		1.00
	0417	ACCOUNTANT III	39.33	47.82	1.00		1.00		1.00
	0403	SENIOR ACCOUNT CLERK	23.81	28.94	1.00		1.00		1.00
	0003	SENIOR OFFICE ASSISTANT	21.92	26.65	4.00		4.00		4.00
	0007	OFFICE SUPPORT SUPERVISOR	25.96	31.55	1.00		1.00		1.00
	0810	ADMINISTRATIVE AIDE	27.64	33.59	1.00		1.00		1.00
	0827	ADMINISTRATIVE SERVICES OFFICER I	41.23	50.11	2.00		2.00		2.00

POSITION ALLOCATION

EFS Section	Job Code	Job Classification	A Step	I Step	FY 2021-22 Recommended	Supplemental Changes	Total w/Supplemental	Hearing Actions	FY 21-22 Final Adopted
	0880	PROGRAM PLANNING AND EVALUATION ANALYST	37.79	45.93	1.00		1.00		1.00
	0007	OFFICE SUPPORT SUPERVISOR	25.96	31.55	1.00		1.00		1.00
	0003	SENIOR OFFICE ASSISTANT	21.92	26.65	2.00		2.00		2.00
	0311	STOREKEEPER	21.47	26.09	1.00		1.00		1.00
	0312	SENIOR STOREKEEPER	23.82	28.95	1.00		1.00		1.00
	0003	SENIOR OFFICE ASSISTANT	21.92	26.65	1.00		1.00		1.00
	0007	OFFICE SUPPORT SUPERVISOR	25.96	31.55	1.00		1.00		1.00
	3084	PROGRAM DEVELOPMENT MANAGER	45.79	55.65	1.00		1.00		1.00
	0023	SECRETARY	23.65	28.74	1.00		1.00		1.00
	0176	PUBLIC ASSISTANCE SYSTEMS SPECIALIST	40.49	49.21	0.00	1.00	1.00		1.00
	0484	SENIOR ELIGIBILITY SPECIALIST	28.83	35.04	3.00		3.00		3.00
	0810	ADMINISTRATIVE AIDE	27.64	33.59	2.00		2.00		2.00
	0880	PROGRAM PLANNING AND EVALUATION ANALYST	37.79	45.93	7.00	-1.00	6.00		6.00
	3084	PROGRAM DEVELOPMENT MANAGER	45.79	55.65	2.00		2.00		2.00
	3087	HUMAN SERVICES SECTION MANAGER	48.72	59.23	3.00		3.00		3.00
	3089	HUMAN SERVICES DIVISION DIRECTOR	57.96	70.46	1.00		1.00		1.00
	0482	ELIGIBILITY SPECIALIST II	26.71	32.47	147.00		147.00		147.00
	0484	SENIOR ELIGIBILITY SPECIALIST ****	28.83	35.04	32.00		32.00		32.00
	0485	ELIGIBILITY SPECIALIST SUPERVISOR	31.72	38.57	23.00		23.00		23.00
	3002	SOCIAL SERVICE WORKER II	28.57	34.73	1.00		1.00		1.00
	3003	SOCIAL SERVICE WORKER III	30.52	37.10	1.00		1.00		1.00
	3011	SOCIAL SERVICE SUPERVISOR II	38.07	46.27	1.00		1.00		1.00
	0002	OFFICE ASSISTANT II	19.24	23.38	19.00		19.00		19.00
	0003	SENIOR OFFICE ASSISTANT	21.92	26.65	12.00		12.00		12.00
	0007	OFFICE SUPPORT SUPERVISOR	25.96	31.55	6.00		6.00		6.00
	0310	MATERIALS HANDLER	20.54	24.97	2.00		2.00		2.00
	0311	STOREKEEPER	21.47	26.09	1.00		1.00		1.00
	3352	HUMAN SERVICES AIDE II	20.45	24.85	14.00		14.00		14.00
	0023	SECRETARY	23.65	28.74	1.00		1.00		1.00
	0880	PROGRAM PLANNING AND EVALUATION ANALYST	37.79	45.93	6.00		6.00		6.00
	3084	PROGRAM DEVELOPMENT MANAGER	45.79	55.65	2.00		2.00		2.00
	3087	HUMAN SERVICES SECTION MANAGER	48.72	59.23	2.00		2.00		2.00
	3089	HUMAN SERVICES DIVISION DIRECTOR	57.96	70.46	1.00		1.00		1.00
	0002	OFFICE ASSISTANT II	19.24	23.38	4.00		4.00		4.00
	0003	SENIOR OFFICE ASSISTANT	21.92	26.65	6.00		6.00		6.00
	0007	OFFICE SUPPORT SUPERVISOR	25.96	31.55	2.00		2.00		2.00
	0402	ACCOUNT CLERK II	21.59	26.24	3.00		3.00		3.00
	0403	SENIOR ACCOUNT CLERK	23.81	28.94	2.00		2.00		2.00
	0416	ACCOUNTANT II	33.22	40.37	1.00		1.00		1.00
	3038	EMPLOYMENT & TRAINING COORDINATOR	32.02	38.92	1.00		1.00		1.00
	3352	HUMAN SERVICES AIDE II	20.45	24.85	6.00		6.00		6.00
	0003	SENIOR OFFICE ASSISTANT	21.92	26.65	1.00		1.00		1.00
	0174	COMPUTER LAB SUPPORT SPECIALIST	29.61	35.98	1.00		1.00		1.00
	0176	PUBLIC ASSISTANCE SYSTEMS SPECIALIST	40.49	49.21	1.00		1.00		1.00
	0810	ADMINISTRATIVE AIDE	27.64	33.59	2.00		2.00		2.00
	3003	SOCIAL SERVICE WORKER III ****	30.52	37.10	8.00	1.00	9.00		9.00
	3010	SOCIAL SERVICE SUPERVISOR I ****	36.40	44.25	2.00		2.00		2.00
	3030	EMPLOYMENT & TRAINING SPECIALIST	26.71	32.47	35.00		35.00		35.00
	3031	SENIOR EMPLOYMENT & TRAINING SPECIALIST	28.83	35.04	5.00		5.00		5.00
	3032	SUPERVISING EMPLOYMENT & TRAINING SPECIALIST	31.72	38.57	5.00		5.00		5.00
	3037	EMPLOYMENT & TRAINING COUNSELOR II	30.52	37.10	21.50		21.50		21.50
	3038	EMPLOYMENT & TRAINING COORDINATOR	32.02	38.92	8.00		8.00		8.00
	3039	SUPERVISING EMPLOYMENT & TRAINING COUNSELOR	36.40	44.25	5.00		5.00		5.00
	3084	PROGRAM DEVELOPMENT MANAGER	45.79	55.65	2.00		2.00		2.00
	0003	SENIOR OFFICE ASSISTANT *	21.92	26.65	4.00		4.00		4.00
	3002	SOCIAL SERVICE WORKER II	28.57	34.73	1.00		1.00		1.00
	3003	SOCIAL SERVICE WORKER III	30.52	37.10	1.00		1.00		1.00
	3006	CHILD PROTECTIVE SERVICES SOCIAL WORKER	37.67	45.79	100.50		100.50		100.50
	3010	CHILD SERVICE SUPERVISOR I	36.40	44.25	1.00		1.00		1.00
	3012	CHILD PROTECTIVE SERVICES SOCIAL WORK SUPERVISOR	42.21	51.31	17.00		17.00		17.00
	3087	HUMAN SERVICES SECTION MANAGER	48.72	59.23	1.00		1.00		1.00
	0023	SECRETARY	23.65	28.74	1.00		1.00		1.00
	0176	PUBLIC ASSISTANCE SYSTEMS SPECIALIST	40.49	49.21	1.00		1.00		1.00
	0179	PUBLIC ASSISTANCE SYSTEMS TECHNICIAN ****	30.40	36.96	1.00		1.00		1.00
	0810	ADMINISTRATIVE AIDE	27.64	33.59	2.00		2.00		2.00
	0880	PROGRAM PLANNING AND EVALUATION ANALYST ****	37.79	45.93	4.00		4.00		4.00
	3087	HUMAN SERVICES SECTION MANAGER	48.72	59.23	4.00		4.00		4.00
	3089	HUMAN SERVICES DIVISION DIRECTOR	57.96	70.46	1.00		1.00		1.00
	0472	ELIGIBILITY WORKER II	24.62	29.93	4.00		4.00		4.00
	0476	ELIGIBILITY SUPERVISOR	30.18	36.68	1.00		1.00		1.00
	0003	SENIOR OFFICE ASSISTANT	21.92	26.65	21.00		21.00		21.00
	0007	OFFICE SUPPORT SUPERVISOR	25.96	31.55	2.00		2.00		2.00
	0050	SENIOR LEGAL PROCESSOR	23.74	28.86	5.00		5.00	1.00	6.00
	0052	LEGAL STAFF SUPERVISOR	27.75	33.74	1.00		1.00		1.00
	0810	ADMINISTRATIVE AIDE	27.64	33.59	1.00		1.00		1.00
	3353	SOCIAL WORK ASSISTANT	21.97	26.70	8.00		8.00		8.00
	3021	CHILDREN'S RESIDENTIAL CARE COUNSELOR II	30.31	36.84	22.00		22.00		22.00
	3024	SUPERV CHILD RESIDENTIAL CARE COUNSELOR	38.62	46.95	6.00	1.00	7.00		7.00
	3026	VALLEY OF THE MOON CHILDREN'S HOME MANAGER	45.79	55.65	1.00		1.00		1.00
	3112	JUVENILE CORRECTIONAL COUNSELOR II	30.31	36.84	3.00		3.00		3.00
	3114	JUVENILE CORRECTIONAL COUNSELOR IV	38.62	46.95	1.00	-1.00	0.00		0.00
	5370	RESIDENTIAL SERVICE WORKER	18.33	22.28	3.00		3.00		3.00
	6230	CHEF	24.46	29.73	1.00		1.00		1.00
	0176	PUBLIC ASSISTANCE SYSTEMS SPECIALIST	40.49	49.21	1.00		1.00		1.00
	0880	PROGRAM PLANNING AND EVALUATION ANALYST ****	37.79	45.93	4.00		4.00		4.00
	3084	PROGRAM DEVELOPMENT MANAGER	45.79	55.65	1.00		1.00		1.00
	3087	HUMAN SERVICES SECTION MANAGER	48.72	59.23	1.00		1.00		1.00
	3089	HUMAN SERVICES DIVISION DIRECTOR	57.96	70.46	1.00		1.00		1.00
	7023	SECRETARY CONFIDENTIAL	24.37	29.62	1.00		1.00		1.00
	0003	SENIOR OFFICE ASSISTANT	21.92	26.65	2.00		2.00		2.00
	0007	OFFICE SUPPORT SUPERVISOR	25.96	31.55	1.00		1.00		1.00
	3003	SOCIAL SERVICE WORKER III ****	30.52	37.10	38.50		38.50	1.00	39.50
	3004	SOCIAL SERVICE WORKER IV	34.05	41.39	7.00		7.00		7.00

POSITION ALLOCATION

EFS Section	Job Code	Job Classification	A Step	I Step	FY 2021-22 Recommended	Supplemental Changes	Total w/Supplemental	Hearing Actions	FY 21-22 Final Adopted
	3010	SOCIAL SERVICE SUPERVISOR I	36.40	44.25	6.00		6.00		6.00
	3011	SOCIAL SERVICE SUPERVISOR II	38.07	46.27	1.00		1.00		1.00
	3348	HOME CARE SUPPORT ASSISTANT	20.30	24.69	2.00		2.00		2.00
	3350	HOME CARE SUPPORT SPECIALIST	22.07	26.83	4.00		4.00		4.00
	0003	SENIOR OFFICE ASSISTANT	21.92	26.65	6.00		6.00		6.00
	0007	OFFICE SUPPORT SUPERVISOR	25.96	31.55	1.00		1.00		1.00
	0402	ACCOUNT CLERK II	21.59	26.24	7.00		7.00		7.00
	0810	ADMINISTRATIVE AIDE	27.64	33.59	1.00		1.00		1.00
	3350	HOME CARE SUPPORT SPECIALIST	22.07	26.83	1.00		1.00		1.00
	3353	SOCIAL WORK ASSISTANT	21.97	26.70	1.00		1.00		1.00
	0003	SENIOR OFFICE ASSISTANT	21.92	26.65	2.00		2.00		2.00
	3004	SOCIAL SERVICE WORKER IV ****	34.05	41.39	29.00		29.00		29.00
	3011	SOCIAL SERVICE SUPERVISOR II ****	38.07	46.27	6.00		6.00		6.00
	3087	HUMAN SERVICES SECTION MANAGER	48.72	59.23	1.00		1.00		1.00
	3353	SOCIAL WORK ASSISTANT ****	21.97	26.70	1.00		1.00		1.00
	0880	PROGRAM PLANNING AND EVALUATION ANALYST ****	37.79	45.93	2.00		2.00		2.00
	3084	PROGRAM DEVELOPMENT MANAGER	45.79	55.65	1.00		1.00		1.00
	0417	ACCOUNTANT III	39.33	47.82	1.00		1.00		1.00
	0810	ADMINISTRATIVE AIDE	27.64	33.59	1.00		1.00		1.00
	0003	SENIOR OFFICE ASSISTANT ****	21.92	26.65	1.00		1.00		1.00
	3004	SOCIAL SERVICE WORKER IV ****	34.05	41.39	7.00		7.00	1.00	8.00
	3011	SOCIAL SERVICE SUPERVISOR II ****	38.07	46.27	2.00		2.00		2.00
	3353	SOCIAL WORK ASSISTANT ****	21.97	26.70	1.00		1.00		1.00
	0003	SENIOR OFFICE ASSISTANT	21.92	26.65	0.50		0.50		0.50
	0403	SENIOR ACCOUNT CLERK	23.81	28.94	1.00		1.00		1.00
	3004	SOCIAL SERVICE WORKER IV	34.05	41.39	1.00		1.00		1.00
	0003	SENIOR OFFICE ASSISTANT	21.92	26.65	1.00		1.00		1.00
	0608	VETERANS SERVICE SPECIALIST III	27.40	33.31	5.00		5.00		5.00
	0610	VETERANS SERVICE OFFICER	43.18	52.49	1.00		1.00		1.00
	0003	SENIOR OFFICE ASSISTANT	21.92	26.65	2.00		2.00		2.00
	0403	SENIOR ACCOUNT CLERK	23.81	28.94	0.80		0.80		0.80
	0069	DEPUTY PUBLIC ADMINISTRATOR-GUARDIAN-CONSERVATOR	30.61	37.21	5.00		5.00		5.00
	0070	SUPERVISING PUBLIC ADMIN-GUARDIAN-CONSERVATOR	36.34	44.17	1.00		1.00		1.00
	0071	CHIEF DEPUTY PUBLIC ADMIN-GUARDIAN-CONSERVATOR	42.46	51.61	1.00		1.00		1.00
	240301 Total				932.55	1.00	933.55	8.00	941.55
	370101	9300 IHSS PUBLIC AUTHORITY MANAGER	55.96	68.03	1.00		1.00		1.00
	370101 Total				1.00	0.00	1.00	0.00	1.00
	HUMAN SERVICES & IHSS TOTAL				933.55	1.00	934.55	8.00	942.55
	INFORMATION SYSTEMS DEPT								
	250101	0143 INFORMATION SYSTEMS PROJECT MANAGER	56.71	68.94	0.00	1.00	1.00		1.00
		0150 INFORMATION SYSTEM DIRECTOR	81.52	99.09	1.00		1.00		1.00
		0151 ASSISTANT INFORMATION SYSTEM DIRECTOR	72.17	87.73	1.00		1.00		1.00
		0152 INFORMATION TECHNOLOGY ANALYST II	36.47	44.32	1.00		1.00		1.00
		0154 INFORMATION TECHNOLOGY ANALYST III	44.86	54.53	1.00		1.00		1.00
		0810 ADMINISTRATIVE AIDE	27.64	33.59	7.00		7.00		7.00
		0826 DEPARTMENT ANALYST	34.98	42.53	2.00		2.00		2.00
		0827 ADMINISTRATIVE SERVICES OFFICER I	41.23	50.11	2.00		2.00		2.00
		0828 ADMINISTRATIVE SERVICES OFFICER II	47.42	57.63	1.00		1.00		1.00
		0129 SENIOR PROGRAMMER ANALYST	45.31	55.08	9.00		9.00		9.00
		0130 PROGRAMMER ANALYST	37.89	46.05	1.00		1.00		1.00
		0143 INFORMATION SYSTEMS PROJECT MANAGER	56.71	68.94	2.00		2.00		2.00
		0149 INFORMATION SYSTEM DIVISION DIRECTOR	65.19	79.23	1.00		1.00		1.00
		0129 SENIOR PROGRAMMER ANALYST	45.31	55.08	1.00		1.00		1.00
		0130 PROGRAMMER ANALYST	37.89	46.05	1.00		1.00		1.00
		0143 INFORMATION SYSTEMS PROJECT MANAGER	56.71	68.94	1.00		1.00		1.00
		0163 SENIOR BUSINESS SYSTEMS ANALYST	45.31	55.08	1.00		1.00		1.00
		1222 GEOGRAPHIC INFORMATION TECHNICIAN II	33.13	40.28	2.00		2.00		2.00
		0118 SYSTEMS SOFTWARE ANALYST	47.57	57.82	1.50		1.50		1.50
		0129 SENIOR PROGRAMMER ANALYST	45.31	55.08	5.50		5.50		5.50
		0130 PROGRAMMER ANALYST	37.89	46.05	2.00		2.00		2.00
		0143 INFORMATION SYSTEMS PROJECT MANAGER	56.71	68.94	1.00		1.00		1.00
		0154 INFORMATION TECHNOLOGY ANALYST III	44.86	54.53	1.00		1.00		1.00
		0163 SENIOR BUSINESS SYSTEMS ANALYST	45.31	55.08	1.00		1.00		1.00
		0129 SENIOR PROGRAMMER ANALYST	45.31	55.08	1.00		1.00		1.00
		0130 PROGRAMMER ANALYST	37.89	46.05	2.00		2.00		2.00
		0143 INFORMATION SYSTEMS PROJECT MANAGER	56.71	68.94	3.00	-1.00	2.00		2.00
		0149 INFORMATION SYSTEM DIVISION DIRECTOR	65.19	79.23	1.00	-1.00	0.00		0.00
		0152 INFORMATION TECHNOLOGY ANALYST II	36.47	44.32	4.00		4.00		4.00
		0163 SENIOR BUSINESS SYSTEMS ANALYST	45.31	55.08	1.00		1.00		1.00
		0232 GRAPHICS DESIGNER PHOTOGRAPHER	25.71	31.26	1.00		1.00		1.00
		0118 SYSTEMS SOFTWARE ANALYST	47.57	57.82	10.50		10.50		10.50
		0140 SENIOR NETWORK ANALYST	49.68	60.39	1.00		1.00		1.00
		0141 NETWORK ANALYST	46.21	56.18	3.00		3.00		3.00
		0143 INFORMATION SYSTEMS PROJECT MANAGER	56.71	68.94	1.00		1.00		1.00
		0149 INFORMATION SYSTEM DIVISION DIRECTOR	65.19	79.23	1.00		1.00		1.00
		0152 INFORMATION TECHNOLOGY ANALYST II	36.47	44.32	1.00		1.00		1.00
		0140 SENIOR NETWORK ANALYST	49.68	60.39	2.00		2.00		2.00
		0141 NETWORK ANALYST	46.21	56.18	2.00		2.00		2.00
		0143 INFORMATION SYSTEMS PROJECT MANAGER	56.71	68.94	1.00		1.00		1.00
		0152 INFORMATION TECHNOLOGY ANALYST II	36.47	44.32	11.00		11.00		11.00
		0154 INFORMATION TECHNOLOGY ANALYST III	44.86	54.53	3.00		3.00		3.00
		0318 MATERIALS EQUIPMENT SPECIALIST	26.04	31.66	2.00		2.00		2.00
		0143 INFORMATION SYSTEMS PROJECT MANAGER	56.71	68.94	1.00		1.00		1.00
		0118 SYSTEMS SOFTWARE ANALYST	47.57	57.82	2.00		2.00		2.00
		0129 SENIOR PROGRAMMER ANALYST	45.31	55.08	1.00		1.00		1.00
		0130 PROGRAMMER ANALYST	37.89	46.05	1.00		1.00		1.00
		0143 INFORMATION SYSTEMS PROJECT MANAGER	56.71	68.94	1.00		1.00		1.00
		1222 GEOGRAPHIC INFORMATION TECHNICIAN II	33.13	40.28	1.00		1.00		1.00
		0143 INFORMATION SYSTEMS PROJECT MANAGER	56.71	68.94	1.00		1.00		1.00
		0154 INFORMATION TECHNOLOGY ANALYST III ****	44.86	54.53	0.00	1.00	1.00		1.00
		0155 BUSINESS SYSTEMS ANALYST ****	37.89	46.05	0.00	1.00	1.00		1.00
		0058 RECORDS AND INFORMATION MANAGER	40.21	48.88	1.00		1.00		1.00

POSITION ALLOCATION

EFS Section	Job Code	Job Classification	A Step	I Step	FY 2021-22 Recommended	Supplemental Changes	Total w/Supplemental	Hearing Actions	FY 21-22 Final Adopted
	0155	BUSINESS SYSTEMS ANALYST	37.89	46.05	1.00		1.00		1.00
	0307	MAIL MATERIALS AND RECORDS HANDLER II	21.47	26.09	4.00		4.00	1.00	5.00
	0309	MAIL MATERIALS AND RECORDS SUPERVISOR	24.67	29.99	1.00		1.00		1.00
	1710	SENIOR COMMUNICATIONS TECHNICIAN	37.37	45.42	1.00		1.00		1.00
	0149	INFORMATION SYSTEM DIVISION DIRECTOR	65.19	79.23	0.00	1.00	1.00		1.00
250101 Total					114.50	2.00	116.50	1.00	117.50
INFORMATION SYSTEMS DEPT TOTAL									
					114.50	2.00	116.50	1.00	117.50
PERMIT & RESOURCE MANAGEMENT DEPT									
260101	0002	OFFICE ASSISTANT II	19.24	23.38	1.00		1.00		1.00
	0003	SENIOR OFFICE ASSISTANT	21.92	26.65	1.00		1.00		1.00
	0098	TELEPHONE OPERATOR	19.55	23.77	1.00		1.00		1.00
	0552	PERMIT TECHNICIAN II	28.09	34.14	6.00		6.00		6.00
	1240	CUSTOMER SERVICE SUPERVISOR	41.04	49.88	1.00		1.00		1.00
	0003	SENIOR OFFICE ASSISTANT	21.92	26.65	1.00		1.00		1.00
	0159	DEPARTMENT INFORMATION SYSTEMS SPECIALIST II	38.47	46.76	4.00		4.00		4.00
	0161	DEPARTMENT INFORMATION SYSTEMS MANAGER	52.85	64.23	1.00		1.00		1.00
	1222	GEOGRAPHIC INFORMATION TECHNICIAN II	33.13	40.28	2.00		2.00		2.00
	1223	SENIOR GEOGRAPHIC INFORMATION TECHNICIAN	35.46	43.09	1.00		1.00		1.00
	0023	SECRETARY	23.65	28.74	1.00		1.00		1.00
	0382	PAYROLL CLERK	25.29	30.73	1.00		1.00		1.00
	0402	ACCOUNT CLERK II	21.59	26.24	1.00		1.00		1.00
	0403	SENIOR ACCOUNT CLERK	23.81	28.94	2.00		2.00		2.00
	0404	ACCOUNTING TECHNICIAN	25.21	30.64	1.00		1.00		1.00
	0416	ACCOUNTANT II	33.22	40.37	1.00		1.00		1.00
	0417	ACCOUNTANT III	39.33	47.82	1.00		1.00		1.00
	0810	ADMINISTRATIVE AIDE	27.64	33.59	2.00		2.00		2.00
	0826	DEPARTMENT ANALYST	34.98	42.53	1.00		1.00		1.00
	0827	ADMINISTRATIVE SERVICES OFFICER I	41.23	50.11	1.00		1.00		1.00
	0850	BUSINESS DEVELOPMENT MANAGER	50.77	61.72	1.00		1.00		1.00
	1210	PRMD DIVISION MANAGER	51.35	62.42	1.00		1.00		1.00
	1215	DIRECTOR PRMD	79.51	96.64	1.00		1.00		1.00
	3085	DEPARTMENT PROGRAM MANAGER	39.80	48.37	1.00		1.00		1.00
	0023	SECRETARY	23.65	28.74	1.00		1.00		1.00
	1016	DEPUTY DIRECTOR ENGINEERING CONSTRUCTION	65.55	79.67	1.00		1.00		1.00
	0003	SENIOR OFFICE ASSISTANT	21.92	26.65	1.00		1.00		1.00
	1007	ENGINEERING TECHNICIAN III	34.30	41.70	4.00		4.00		4.00
	1008	ENGINEERING TECHNICIAN IV	41.18	50.05	1.00		1.00		1.00
	1012	ENGINEER	51.69	62.82	2.00		2.00		2.00
	1014	SENIOR ENGINEER	56.65	68.85	1.00		1.00		1.00
	1015	ENGINEERING DIVISION MANAGER	58.10	70.62	1.00		1.00		1.00
	0003	SENIOR OFFICE ASSISTANT	21.92	26.65	2.00		2.00		2.00
	1007	ENGINEERING TECHNICIAN III	34.30	41.70	2.00		2.00		2.00
	2612	ENVIRONMENTAL HEALTH SPECIALIST II	36.85	44.78	4.00		4.00		4.00
	2614	SENIOR ENVIRONMENTAL HEALTH SPECIALIST	39.31	47.79	4.00		4.00		4.00
	2615	SUPERVISING ENVIRONMENTAL HEALTH SPECIALIST	42.50	51.66	1.00		1.00		1.00
	1000	LICENSED LAND SURVEYOR	48.81	59.33	1.00		1.00		1.00
	1007	ENGINEERING TECHNICIAN III	34.30	41.70	2.00		2.00		2.00
	1012	ENGINEER	51.69	62.82	1.00		1.00		1.00
	0003	SENIOR OFFICE ASSISTANT	21.92	26.65	2.00		2.00		2.00
	1012	ENGINEER	51.69	62.82	2.00		2.00		2.00
	1014	SENIOR ENGINEER	56.65	68.85	1.00		1.00		1.00
	1209	BUILDING DIVISION MANAGER	58.10	70.62	1.00		1.00		1.00
	1405	BUILDING INSPECTOR II	35.20	42.79	7.00		7.00		7.00
	1407	SENIOR BUILDING INSPECTOR	38.08	46.28	3.00		3.00		3.00
	1426	BUILDING PLANS EXAMINER II	36.16	43.95	3.00		3.00		3.00
	1428	SENIOR BUILDING PLANS EXAMINER	39.11	47.54	3.00		3.00		3.00
	1440	SUPERVISING BUILDING INSPECTOR	43.50	52.88	1.00		1.00		1.00
	0003	SENIOR OFFICE ASSISTANT	21.92	26.65	1.00		1.00		1.00
	0023	SECRETARY	23.65	28.74	1.00		1.00		1.00
	1192	CODE ENFORCEMENT INSPECTOR II ****	36.99	44.96	6.00		6.00		6.00
	1193	SENIOR CODE ENFORCEMENT INSPECTOR	39.99	48.60	3.00		3.00		3.00
	1194	CODE ENFORCEMENT SUPERVISOR	43.98	53.46	1.00		1.00		1.00
	1210	PRMD DIVISION MANAGER	51.35	62.42	1.00		1.00		1.00
	0023	SECRETARY	23.65	28.74	2.00		2.00		2.00
	1213	DEPUTY DIRECTOR-PLANNING	59.10	71.84	1.00		1.00		1.00
	0003	SENIOR OFFICE ASSISTANT	21.92	26.65	1.00		1.00		1.00
	0023	SECRETARY	23.65	28.74	1.00		1.00		1.00
	1200	PLANNING TECHNICIAN	24.97	30.36	1.00		1.00		1.00
	1203	PLANNER III	40.32	49.01	13.00		13.00		13.00
	1210	PRMD DIVISION MANAGER	51.35	62.42	1.00		1.00		1.00
	1401	SUPERVISING PLANNER	44.36	53.93	2.00		2.00		2.00
	2614	SENIOR ENVIRONMENTAL HEALTH SPECIALIST	39.31	47.79	1.00		1.00		1.00
	0990	SENIOR ENVIRONMENTAL SPECIALIST	38.99	47.40	5.00		5.00		5.00
	1081	PROFESSIONAL GEOLOGIST	51.69	62.82	1.00		1.00		1.00
	1210	PRMD DIVISION MANAGER	51.35	62.42	1.00		1.00		1.00
	3085	DEPARTMENT PROGRAM MANAGER ****	39.80	48.37	1.00		1.00		1.00
	1203	PLANNER III	40.32	49.01	4.00		4.00		4.00
	1210	PRMD DIVISION MANAGER	51.35	62.42	1.00		1.00		1.00
	1401	SUPERVISING PLANNER	44.36	53.93	1.00		1.00		1.00
260101 Total					137.00	0.00	137.00	0.00	137.00
260301	0003	SENIOR OFFICE ASSISTANT	21.92	26.65	1.00		1.00		1.00
	0826	DEPARTMENT ANALYST ****	34.98	42.53	1.00		1.00		1.00
	0904	MARKETING SPECIALIST ****	30.66	37.26	1.00		1.00		1.00
	4513	SENIOR FIRE INSPECTOR	47.57	57.82	1.00		1.00		1.00
	4518	FIRE WARDEN/FIRE MARSHAL	62.17	75.57	1.00		1.00		1.00
	4519	FIRE INSPECTOR II	43.24	52.55	2.00		2.00	-1.00	1.00
260301 Total					7.00	0.00	7.00	-1.00	6.00
260302	0003	SENIOR OFFICE ASSISTANT	21.92	26.65	1.00		1.00		1.00
	4516	FIRE SERVICES OFFICER	53.90	65.52	1.00		1.00		1.00
	4519	FIRE INSPECTOR II	43.24	52.55	4.00		4.00		4.00
260302 Total					6.00	0.00	6.00	0.00	6.00
260303	5015	MAINTENANCE WORKER II	24.85	30.20	1.50		1.50		1.50

POSITION ALLOCATION

EFS Section	Job Code	Job Classification	A Step	I Step	FY 2021-22 Recommended	Supplemental Changes	Total w/Supplemental	Hearing Actions	FY 21-22 Final Adopted
260303 Total					1.50	0.00	1.50	0.00	1.50
PERMIT & RESOURCE MANAGEMENT DEPT TOTAL					151.50	0.00	151.50	-1.00	150.50
PROBATION DEPT									
270101	0826	DEPARTMENT ANALYST	34.98	42.53	1.00		1.00		1.00
	0842	DEPARTMENT ADMINISTRATIVE SERVICES DIRECTOR	53.42	64.92	1.00		1.00		1.00
	3238	DEPUTY CHIEF PROBATION OFFICER	62.96	76.53	2.00		2.00		2.00
	3240	CHIEF PROBATION OFFICER	80.31	97.63	1.00		1.00		1.00
	7022	EXECUTIVE LEGAL SECRETARY CONFIDENTIAL	28.95	35.20	1.00		1.00		1.00
	0402	ACCOUNT CLERK II	21.59	26.24	2.00		2.00	1.00	3.00
	0403	SENIOR ACCOUNT CLERK	23.81	28.94	2.00		2.00	1.00	3.00
	0404	ACCOUNTING TECHNICIAN ***	25.21	30.64	1.00		1.00	-1.00	0.00
	0416	ACCOUNTANT II	33.22	40.37	1.00		1.00		1.00
	0419	SUPERVISING ACCOUNTANT	41.53	50.48	1.00		1.00		1.00
	0003	SENIOR OFFICE ASSISTANT	21.92	26.65	1.00		1.00		1.00
	0810	ADMINISTRATIVE AIDE	27.64	33.59	1.00		1.00		1.00
	0827	ADMINISTRATIVE SERVICES OFFICER I	41.23	50.11	1.00		1.00		1.00
	0155	BUSINESS SYSTEMS ANALYST	37.89	46.05	1.00		1.00		1.00
	0159	DEPARTMENT INFORMATION SYSTEMS SPECIALIST II	38.47	46.76	1.00		1.00		1.00
	0161	DEPARTMENT INFORMATION SYSTEMS MANAGER	52.85	64.23	1.00		1.00		1.00
	0880	PROGRAM PLANNING AND EVALUATION ANALYST	37.79	45.93	3.00		3.00		3.00
	3084	PROGRAM DEVELOPMENT MANAGER	45.79	55.65	1.00		1.00		1.00
270101 Total					23.00	0.00	23.00	1.00	24.00
270110	3225	PROBATION OFFICER II	34.26	41.64	3.00		3.00		3.00
	3227	PROBATION OFFICER III	39.22	47.67	4.00		4.00		4.00
	3229	PROBATION OFFICER IV	46.54	56.57	2.00		2.00		2.00
	3225	PROBATION OFFICER II	34.26	41.64	3.00		3.00		3.00
	3227	PROBATION OFFICER III	39.22	47.67	3.00		3.00		3.00
270110 Total					15.00	0.00	15.00	0.00	15.00
270111	0023	SECRETARY	23.65	28.74	1.00		1.00		1.00
	0049	LEGAL PROCESSOR II	21.59	26.24	3.00		3.00		3.00
	0050	SENIOR LEGAL PROCESSOR	23.74	28.86	4.00		4.00		4.00
	0052	LEGAL STAFF SUPERVISOR	27.75	33.74	1.00		1.00		1.00
	3220	PROBATION ASSISTANT	22.62	27.50	1.00		1.00		1.00
	3232	PROBATION DIVISION DIRECTOR I	47.67	57.94	1.00		1.00		1.00
	3234	PROBATION DIVISION DIRECTOR II	52.45	63.75	2.00		2.00		2.00
	0050	SENIOR LEGAL PROCESSOR	23.74	28.86	1.00		1.00		1.00
	3220	PROBATION ASSISTANT	22.62	27.50	1.00		1.00		1.00
	3225	PROBATION OFFICER II	34.26	41.64	7.00		7.00	3.00	10.00
	3227	PROBATION OFFICER III	39.22	47.67	17.00		17.00	2.00	19.00
	3229	PROBATION OFFICER IV	46.54	56.57	3.00		3.00	1.00	4.00
	3220	PROBATION ASSISTANT	22.62	27.50	2.00		2.00		2.00
	3225	PROBATION OFFICER II	34.26	41.64	1.00		1.00		1.00
	3227	PROBATION OFFICER III	39.22	47.67	1.00		1.00		1.00
	3227	PROBATION OFFICER III	39.22	47.67	1.00		1.00		1.00
	3225	PROBATION OFFICER II	34.26	41.64	3.00		3.00		3.00
	3227	PROBATION OFFICER III	39.22	47.67	4.00		4.00		4.00
	3229	PROBATION OFFICER IV	46.54	56.57	1.00		1.00		1.00
270111 Total					55.00	0.00	55.00	6.00	61.00
270112	0826	DEPARTMENT ANALYST	34.98	42.53	1.00		1.00		1.00
	0050	SENIOR LEGAL PROCESSOR	23.74	28.86	1.00		1.00		1.00
	3225	PROBATION OFFICER II	34.26	41.64	1.00		1.00		1.00
	3227	PROBATION OFFICER III	39.22	47.67	9.00		9.00		9.00
	3229	PROBATION OFFICER IV	46.54	56.57	2.00		2.00		2.00
	0810	ADMINISTRATIVE AIDE	27.64	33.59	1.00		1.00		1.00
	3220	PROBATION ASSISTANT	22.62	27.50	1.00		1.00		1.00
	3225	PROBATION OFFICER II	34.26	41.64	3.00		3.00		3.00
	3227	PROBATION OFFICER III	39.22	47.67	1.00		1.00		1.00
	3229	PROBATION OFFICER IV	46.54	56.57	1.00		1.00		1.00
270112 Total					21.00	0.00	21.00	0.00	21.00
270114	0050	SENIOR LEGAL PROCESSOR	23.74	28.86	1.00		1.00		1.00
	3227	PROBATION OFFICER III	39.22	47.67	4.00		4.00		4.00
	3220	PROBATION ASSISTANT	22.62	27.50	0.00		0.00	1.00	1.00
	3225	PROBATION OFFICER II	34.26	41.64	0.00		0.00	1.00	1.00
	3229	PROBATION OFFICER IV	46.54	56.57	0.00		0.00	2.00	2.00
270114 Total					5.00	0.00	5.00	4.00	9.00
270120	0050	SENIOR LEGAL PROCESSOR	23.74	28.86	1.00		1.00		1.00
	0052	LEGAL STAFF SUPERVISOR	27.75	33.74	1.00		1.00		1.00
	3227	PROBATION OFFICER III	39.22	47.67	1.00		1.00		1.00
	3225	PROBATION OFFICER II	34.26	41.64	2.00		2.00		2.00
	3227	PROBATION OFFICER III	39.22	47.67	5.00		5.00		5.00
	3229	PROBATION OFFICER IV	46.54	56.57	1.00		1.00		1.00
	3227	PROBATION OFFICER III	39.22	47.67	1.00		1.00		1.00
270120 Total					12.00	0.00	12.00	0.00	12.00
270121	0050	SENIOR LEGAL PROCESSOR	23.74	28.86	3.00		3.00		3.00
	0826	DEPARTMENT ANALYST	34.98	42.53	1.00		1.00		1.00
	3085	DEPARTMENT PROGRAM MANAGER	39.80	48.37	1.00		1.00		1.00
	3234	PROBATION DIVISION DIRECTOR II	52.45	63.75	1.00		1.00		1.00
	3220	PROBATION ASSISTANT	22.62	27.50	1.00		1.00		1.00
	3227	PROBATION OFFICER III	39.22	47.67	11.00		11.00	-1.00	10.00
	3229	PROBATION OFFICER IV	46.54	56.57	2.00		2.00		2.00
	3227	PROBATION OFFICER III	39.22	47.67	5.00		5.00		5.00
	3229	PROBATION OFFICER IV	46.54	56.57	1.00		1.00		1.00
270121 Total					26.00	0.00	26.00	-1.00	25.00
270122	0810	ADMINISTRATIVE AIDE	27.64	33.59	1.00		1.00		1.00
	3225	PROBATION OFFICER II	34.26	41.64	4.00		4.00		4.00
270122 Total					5.00	0.00	5.00	0.00	5.00
270130	3106	PROBATION INDUSTRIES CREW SUPERVISOR	34.55	41.99	7.00	-1.00	6.00		6.00
	3107	PROBATION INDUSTRIES FIELD SUPERVISOR	38.76	47.12	1.00	1.00	2.00		2.00
	3234	PROBATION DIVISION DIRECTOR II	52.45	63.75	1.00		1.00		1.00
270130 Total					9.00	0.00	9.00	0.00	9.00
270140	0023	SECRETARY	23.65	28.74	1.00		1.00		1.00
	3232	PROBATION DIVISION DIRECTOR I	47.67	57.94	2.00		2.00		2.00

POSITION ALLOCATION

EFS Section	Job Code	Job Classification	A Step	I Step	FY 2021-22 Recommended	Supplemental Changes	Total w/Supplemental	Hearing Actions	FY 21-22 Final Adopted
	3234	PROBATION DIVISION DIRECTOR II	52.45	63.75	1.00		1.00		1.00
	3112	JUVENILE CORRECTIONAL COUNSELOR II	30.31	36.84	5.00		5.00		5.00
	3113	JUVENILE CORRECTIONAL COUNSELOR III	34.66	42.13	14.00		14.00		14.00
	3114	JUVENILE CORRECTIONAL COUNSELOR IV	38.62	46.95	2.00		2.00		2.00
	3112	JUVENILE CORRECTIONAL COUNSELOR II	30.31	36.84	29.50		29.50		29.50
	3114	JUVENILE CORRECTIONAL COUNSELOR IV	38.62	46.95	7.00		7.00		7.00
	3112	JUVENILE CORRECTIONAL COUNSELOR II	30.31	36.84	19.50		19.50		19.50
	5370	RESIDENTIAL SERVICE WORKER	18.33	22.28	1.00		1.00		1.00
	6228	COOK	20.68	25.14	4.00		4.00		4.00
	6230	CHEF	24.46	29.73	2.00		2.00		2.00
270140 Total					88.00	0.00	88.00	0.00	88.00
270145	0810	ADMINISTRATIVE AIDE	27.64	33.59	1.00		1.00		1.00
	3232	PROBATION DIVISION DIRECTOR I	47.67	57.94	1.00		1.00		1.00
	3106	PROBATION INDUSTRIES CREW SUPERVISOR	34.55	41.99	2.00		2.00		2.00
270145 Total					4.00	0.00	4.00	0.00	4.00
PROBATION DEPT TOTAL					263.00	0.00	263.00	10.00	273.00
PUBLIC DEFENDER									
280101	0021	LEGAL SECRETARY II	24.82	30.17	1.00		1.00		1.00
	4054	DEPUTY PUBLIC DEFENDER IV	72.83	88.52	2.00		2.00		2.00
	0021	LEGAL SECRETARY II	24.82	30.17	6.00		6.00		6.00
	0049	LEGAL PROCESSOR II	21.59	26.24	3.00		3.00		3.00
	0052	LEGAL STAFF SUPERVISOR	27.75	33.74	1.00		1.00		1.00
	0402	ACCOUNT CLERK II	21.59	26.24	1.00		1.00		1.00
	0827	ADMINISTRATIVE SERVICES OFFICER I	41.23	50.11	1.00		1.00		1.00
	4048	CHIEF DEPUTY PUBLIC DEFENDER	76.18	92.60	1.00		1.00		1.00
	4049	ASSISTANT PUBLIC DEFENDER	83.82	101.88	1.00		1.00		1.00
	4050	PUBLIC DEFENDER	95.65	116.26	1.00		1.00		1.00
	4054	DEPUTY PUBLIC DEFENDER IV ****	72.83	88.52	26.00	1.00	27.00		27.00
	4180	SENIOR PUBLIC DEFENDER INVESTIGATOR	55.33	67.26	1.00		1.00		1.00
	4196	PUBLIC DEFENDER INVESTIGATOR II	49.05	59.62	7.00		7.00		7.00
280101 Total					52.00	1.00	53.00	0.00	53.00
PUBLIC DEFENDER TOTAL					52.00	1.00	53.00	0.00	53.00
REGIONAL PARKS									
290101	0810	ADMINISTRATIVE AIDE	27.64	33.59	1.00		1.00		1.00
	0826	DEPARTMENT ANALYST	34.98	42.53	1.00		1.00		1.00
	1267	PARK MANAGER	51.42	62.50	1.00		1.00		1.00
	3085	DEPARTMENT PROGRAM MANAGER	39.80	48.37	1.00		1.00		1.00
	4401	PARK AIDE	16.26	19.76	5.00		5.00		5.00
	4402	PARK RANGER ASSISTANT	21.76	26.45	6.00		6.00		6.00
	4406	PARK RANGER I	25.40	30.87	11.00		11.00		11.00
	4408	PARK RANGER II	27.88	33.88	4.00		4.00		4.00
	4410	PARK RANGER III	33.01	40.12	2.00		2.00		2.00
	4412	CHIEF PARK RANGER	40.97	49.80	1.00		1.00		1.00
	5405	PARKS GROUNDS MAINTENANCE WORKER II	24.85	30.20	22.00		22.00		22.00
	5412	PARKS GROUNDS MAINTENANCE SUPERVISOR	28.75	34.95	2.00		2.00		2.00
290101 Total					57.00	0.00	57.00	0.00	57.00
290102	0003	SENIOR OFFICE ASSISTANT	21.92	26.65	1.00		1.00		1.00
	0826	DEPARTMENT ANALYST	34.98	42.53	1.00		1.00		1.00
	1200	PLANNING TECHNICIAN	24.97	30.36	1.00		1.00		1.00
	1253	PARK PLANNER II	37.93	46.11	4.00		4.00		4.00
	1254	SENIOR PARK PLANNER	45.53	55.35	2.00		2.00		2.00
	1258	PARK PLANNING MANAGER	49.91	60.67	1.00		1.00		1.00
	3085	DEPARTMENT PROGRAM MANAGER	39.80	48.37	1.00		1.00		1.00
290102 Total					11.00	0.00	11.00	0.00	11.00
290103	0823	ADMINISTRATIVE AIDE CONFIDENTIAL	27.64	33.59	1.00		1.00		1.00
	1259	RECREATION AND EDUCATION SERVICES MANAGER	47.42	57.63	1.00		1.00		1.00
	1274	PARK PROGRAM ASSISTANT	24.44	29.70	5.00		5.00		5.00
	1279	PARK PROGRAM SUPERVISOR	33.51	40.74	2.00		2.00		2.00
	3085	DEPARTMENT PROGRAM MANAGER	39.80	48.37	1.00		1.00		1.00
	5405	PARKS GROUNDS MAINTENANCE WORKER II	24.85	30.20	1.00		1.00		1.00
290103 Total					11.00	0.00	11.00	0.00	11.00
290104	0003	SENIOR OFFICE ASSISTANT	21.92	26.65	3.00		3.00		3.00
	0007	OFFICE SUPPORT SUPERVISOR	25.96	31.55	1.00		1.00		1.00
	0025	EXECUTIVE SECRETARY	26.58	32.32	1.00		1.00		1.00
	0382	PAYROLL CLERK	25.29	30.73	1.00		1.00		1.00
	0402	ACCOUNT CLERK II	21.59	26.24	2.00		2.00		2.00
	0403	SENIOR ACCOUNT CLERK	23.81	28.94	2.00		2.00		2.00
	0417	ACCOUNTANT III	39.33	47.82	1.00		1.00		1.00
	0810	ADMINISTRATIVE AIDE	27.64	33.59	2.00		2.00		2.00
	0827	ADMINISTRATIVE SERVICES OFFICER I	41.23	50.11	1.00		1.00		1.00
	0828	ADMINISTRATIVE SERVICES OFFICER II	47.42	57.63	1.00		1.00		1.00
	1268	DEPUTY DIRECTOR REGIONAL PARKS	60.18	73.15	1.00		1.00		1.00
	1270	DIRECTOR OF REGIONAL PARKS	75.25	91.47	1.00		1.00		1.00
	1276	BOOKING & RESERVATION COORDINATOR	25.98	31.57	1.00		1.00		1.00
290104 Total					18.00	0.00	18.00	0.00	18.00
290105	4401	PARK AIDE	16.26	19.76	1.00		1.00		1.00
	4406	PARK RANGER I	25.40	30.87	3.00		3.00		3.00
	4408	PARK RANGER II	27.88	33.88	1.00		1.00		1.00
	4410	PARK RANGER III	33.01	40.12	1.00		1.00		1.00
	5405	PARKS GROUNDS MAINTENANCE WORKER II	24.85	30.20	2.00		2.00		2.00
	5412	PARKS GROUNDS MAINTENANCE SUPERVISOR	28.75	34.95	1.00		1.00		1.00
	1274	PARK PROGRAM ASSISTANT	24.44	29.70	1.00		1.00		1.00
	1279	PARK PROGRAM SUPERVISOR	33.51	40.74	2.00		2.00		2.00
	3085	DEPARTMENT PROGRAM MANAGER	39.80	48.37	1.00		1.00		1.00
290105 Total					13.00	0.00	13.00	0.00	13.00
290115	1260	NATURAL RESOURCES MANAGER	47.42	57.63	1.00		1.00		1.00
	1274	PARK PROGRAM ASSISTANT	24.44	29.70	3.00		3.00		3.00
	1279	PARK PROGRAM SUPERVISOR	33.51	40.74	3.00		3.00		3.00
	3085	DEPARTMENT PROGRAM MANAGER	39.80	48.37	1.00		1.00		1.00
290115 Total					8.00	0.00	8.00	0.00	8.00
290119	0850	BUSINESS DEVELOPMENT MANAGER	50.77	61.72	1.00		1.00		1.00

POSITION ALLOCATION

EFS Section	Job Code	Job Classification	A Step	I Step	FY 2021-22 Recommended	Supplemental Changes	Total w/Supplemental	Hearing Actions	FY 21-22 Final Adopted
	0904	MARKETING SPECIALIST	30.66	37.26	4.00		4.00		4.00
290119 Total					5.00	0.00	5.00	0.00	5.00
	290301	0023 SECRETARY	23.65	28.74	1.00		1.00		1.00
		5335 BUILDING MECHANIC II	34.58	42.04	1.00		1.00		1.00
		5506 MARINA ATTENDANT	24.85	30.20	1.00		1.00		1.00
		5507 SENIOR MARINA ATTENDANT	26.58	32.32	1.00		1.00		1.00
		5510 MARINA SUPERVISOR	38.99	47.40	1.00		1.00		1.00
290301 Total					5.00	0.00	5.00	0.00	5.00
REGIONAL PARKS TOTAL					128.00	0.00	128.00	0.00	128.00
SHERIFF DEPT									
300101	0003	SENIOR OFFICE ASSISTANT	21.92	26.65	1.00		1.00		1.00
	0027	EXECUTIVE ASST TO SHERIFF	28.94	35.19	1.00		1.00		1.00
	0159	DEPARTMENT INFORMATION SYSTEMS SPECIALIST II	38.47	46.76	5.00		5.00		5.00
	0170	SENIOR DEPARTMENT INFORMATION SYSTEMS MANAGER	60.77	73.87	1.00		1.00		1.00
	0312	SENIOR STOREKEEPER	23.82	28.95	1.00		1.00		1.00
	0382	PAYROLL CLERK	25.29	30.73	2.00		2.00		2.00
	0403	SENIOR ACCOUNT CLERK	23.81	28.94	3.00		3.00		3.00
	0416	ACCOUNTANT II	33.22	40.37	1.00		1.00		1.00
	0419	SUPERVISING ACCOUNTANT	41.53	50.48	1.00		1.00		1.00
	0810	ADMINISTRATIVE AIDE	27.64	33.59	4.00		4.00		4.00
	0826	DEPARTMENT ANALYST	34.98	42.53	7.00		7.00		7.00
	0828	ADMINISTRATIVE SERVICES OFFICER II	47.42	57.63	2.00		2.00		2.00
	0842	DEPARTMENT ADMINISTRATIVE SERVICES DIRECTOR	53.42	64.92	1.00		1.00		1.00
	0847	SHERIFFS CHIEF OF FINANCIAL AND ADMINISTRATIVE SERVICES	61.41	74.64	1.00		1.00		1.00
	0908	WATER AGENCY PUBLIC INFORMATION OFFICER	45.25	55.00	1.00		1.00		1.00
	4081	DEPUTY SHERIFF II	46.16	56.10	2.00		2.00		2.00
	4095	SHERIFFS SERGEANT	53.86	65.47	4.00		4.00		4.00
	4114	SHERIFFS LIEUTENANT	64.92	78.92	2.00		2.00		2.00
	4120	SHERIFFS CAPTAIN	74.51	90.57	1.00		1.00		1.00
	4154	CORRECTIONAL DEPUTY II	36.58	44.47	2.00		2.00		2.00
	4157	CORRECTIONAL SERGEANT	48.39	58.82	1.00		1.00		1.00
	7023	SECRETARY CONFIDENTIAL	24.37	29.62	1.00		1.00		1.00
	8103	SHERIFF-CORONER	118.81	0.00	1.00		1.00		1.00
300101 Total					46.00	0.00	46.00	0.00	46.00
300102	0826	DEPARTMENT ANALYST	34.98	42.53	1.00		1.00		1.00
	3397	COMMUNITY SERVICES OFFICER II	23.33	28.37	1.00		1.00		1.00
	4124	ASSISTANT SHERIFF	84.55	102.77	1.00		1.00		1.00
300102 Total					3.00	0.00	3.00	0.00	3.00
300120	1692	COMMUNICATIONS DISPATCHER II	32.02	38.92	19.50		19.50	-2.50	17.00
	1694	SENIOR COMMUNICATIONS DISPATCHER	35.21	42.80	2.00		2.00	2.00	4.00
	1696	SUPERVISING COMMUNICATIONS DISPATCHER	39.96	48.57	4.00		4.00		4.00
	1698	COMMUNICATIONS DISPATCH MANAGER	47.76	58.05	1.00		1.00		1.00
300120 Total					26.50	0.00	26.50	-0.50	26.00
300121	0028	CIVIL BUREAU SPECIALIST	28.14	34.21	1.00		1.00		1.00
	0049	LEGAL PROCESSOR II	21.59	26.24	2.00		2.00		2.00
	3085	DEPARTMENT PROGRAM MANAGER	39.80	48.37	1.00		1.00		1.00
	3397	COMMUNITY SERVICES OFFICER II	23.33	28.37	1.00		1.00		1.00
300121 Total					5.00	0.00	5.00	0.00	5.00
300122	0049	LEGAL PROCESSOR II	21.59	26.24	6.00		6.00		6.00
	0050	SENIOR LEGAL PROCESSOR	23.74	28.86	4.00		4.00		4.00
	0052	LEGAL STAFF SUPERVISOR	27.75	33.74	4.00		4.00		4.00
	0060	SHERIFFS INFORMATION BUREAU MANAGER	41.23	50.11	1.00		1.00		1.00
	3397	COMMUNITY SERVICES OFFICER II	23.33	28.37	6.00		6.00		6.00
300122 Total					21.00	0.00	21.00	0.00	21.00
300123	1705	COMMUNICATIONS TECHNICIAN II	33.98	41.30	3.00		3.00		3.00
	1710	SENIOR COMMUNICATIONS TECHNICIAN	37.37	45.42	1.00		1.00		1.00
	1715	COMMUNICATIONS MANAGER	54.17	65.85	1.00		1.00		1.00
300123 Total					5.00	0.00	5.00	0.00	5.00
300140	3397	COMMUNITY SERVICES OFFICER II	23.33	28.37	1.00		1.00	2.00	3.00
	4081	DEPUTY SHERIFF II	46.16	56.10	99.00		99.00		99.00
	4095	SHERIFFS SERGEANT	53.86	65.47	10.00		10.00		10.00
	4114	SHERIFFS LIEUTENANT	64.92	78.92	4.00		4.00		4.00
	4120	SHERIFFS CAPTAIN	74.51	90.57	1.00		1.00		1.00
300140 Total					115.00	0.00	115.00	2.00	117.00
300141	0003	SENIOR OFFICE ASSISTANT	21.92	26.65	1.00		1.00		1.00
	0810	ADMINISTRATIVE AIDE	27.64	33.59	1.00		1.00		1.00
	3397	COMMUNITY SERVICES OFFICER II	23.33	28.37	1.00		1.00		1.00
	4081	DEPUTY SHERIFF II	46.16	56.10	17.00		17.00		17.00
	4095	SHERIFFS SERGEANT	53.86	65.47	3.00		3.00		3.00
	4114	SHERIFFS LIEUTENANT	64.92	78.92	1.00		1.00		1.00
300141 Total					24.00	0.00	24.00	0.00	24.00
300142	0810	ADMINISTRATIVE AIDE	27.64	33.59	1.00		1.00		1.00
	3397	COMMUNITY SERVICES OFFICER II	23.33	28.37	2.00		2.00		2.00
	4081	DEPUTY SHERIFF II	46.16	56.10	10.00		10.00		10.00
	4095	SHERIFFS SERGEANT	53.86	65.47	2.00		2.00		2.00
	4114	SHERIFFS LIEUTENANT	64.92	78.92	1.00		1.00		1.00
300142 Total					16.00	0.00	16.00	0.00	16.00
300143	0701	HELICOPTER PILOT	48.66	59.14	2.00		2.00		2.00
	4081	DEPUTY SHERIFF II	46.16	56.10	1.00		1.00		1.00
	4095	SHERIFFS SERGEANT	53.86	65.47	1.00		1.00		1.00
300143 Total					4.00	0.00	4.00	0.00	4.00
300144	4081	DEPUTY SHERIFF II	46.16	56.10	2.00		2.00		2.00
	4095	SHERIFFS SERGEANT	53.86	65.47	1.00		1.00		1.00
300144 Total					3.00	0.00	3.00	0.00	3.00
300145	0023	SECRETARY	23.65	28.74	2.00		2.00		2.00
	4081	DEPUTY SHERIFF II	46.16	56.10	20.00		20.00		20.00
	4095	SHERIFFS SERGEANT	53.86	65.47	4.00		4.00		4.00
	4114	SHERIFFS LIEUTENANT	64.92	78.92	1.00		1.00		1.00
300145 Total					27.00	0.00	27.00	0.00	27.00
300146	2103	FORENSIC ASSISTANT	25.03	30.42	2.00		2.00		2.00
	4081	DEPUTY SHERIFF II	46.16	56.10	4.00		4.00		4.00
	4095	SHERIFFS SERGEANT	53.86	65.47	1.00		1.00		1.00

POSITION ALLOCATION

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300146 Total					7.00	0.00	7.00	0.00	7.00
300147	4081	DEPUTY SHERIFF II	46.16	56.10	29.00		29.00		29.00
	4095	SHERIFFS SERGEANT	53.86	65.47	2.00		2.00		2.00
	4114	SHERIFFS LIEUTENANT	64.92	78.92	1.00		1.00		1.00
	4154	CORRECTIONAL DEPUTY II	36.58	44.47	6.00		6.00		6.00
300147 Total					38.00	0.00	38.00	0.00	38.00
300148	4081	DEPUTY SHERIFF II	46.16	56.10	5.00		5.00		5.00
	4095	SHERIFFS SERGEANT	53.86	65.47	1.00		1.00		1.00
300148 Total					6.00	0.00	6.00	0.00	6.00
300201	0023	SECRETARY	23.65	28.74	1.00		1.00		1.00
	0060	SHERIFFS INFORMATION BUREAU MANAGER	41.23	50.11	1.00		1.00		1.00
	0810	ADMINISTRATIVE AIDE	27.64	33.59	2.00		2.00		2.00
	3388	DETENTION SPECIALIST II	23.33	28.37	2.00		2.00		2.00
	3391	DETENTION ASSISTANT	22.62	27.50	15.00		15.00		15.00
	3392	SUPERVISING DETENTION ASSISTANT	25.41	30.88	2.00		2.00		2.00
	4124	ASSISTANT SHERIFF	84.55	102.77	1.00		1.00		1.00
	4130	SHERIFFS CAPTAIN CORRECTIONS	69.14	84.04	1.00		1.00		1.00
	4154	CORRECTIONAL DEPUTY II	36.58	44.47	16.00		16.00		16.00
	4157	CORRECTIONAL SERGEANT	48.39	58.82	3.00		3.00		3.00
	4164	CORRECTIONAL LIEUTENANT	60.61	73.67	3.00		3.00		3.00
	5320	JANITOR	18.68	22.70	5.00		5.00		5.00
	6228	COOK	20.68	25.14	12.00		12.00		12.00
	6230	CHEF	24.46	29.73	2.00		2.00		2.00
300201 Total					66.00	0.00	66.00	0.00	66.00
300203	0023	SECRETARY	23.65	28.74	1.00		1.00		1.00
	3388	DETENTION SPECIALIST II	23.33	28.37	20.60		20.60		20.60
	3389	SENIOR DETENTION SPECIALIST	25.66	31.19	5.00		5.00		5.00
	3390	DETENTION SPECIALIST SUPERVISOR	30.04	36.52	4.00		4.00		4.00
	4130	SHERIFFS CAPTAIN CORRECTIONS	69.14	84.04	1.00		1.00		1.00
	4154	CORRECTIONAL DEPUTY II	36.58	44.47	134.00		134.00		134.00
	4157	CORRECTIONAL SERGEANT	48.39	58.82	14.00		14.00		14.00
	4164	CORRECTIONAL LIEUTENANT	60.61	73.67	4.00		4.00		4.00
300203 Total					183.60	0.00	183.60	0.00	183.60
300204	3388	DETENTION SPECIALIST II	23.33	28.37	3.40		3.40		3.40
	3389	SENIOR DETENTION SPECIALIST	25.66	31.19	1.00		1.00		1.00
	4154	CORRECTIONAL DEPUTY II	36.58	44.47	22.00		22.00		22.00
	4157	CORRECTIONAL SERGEANT	48.39	58.82	4.00		4.00		4.00
300204 Total					30.40	0.00	30.40	0.00	30.40
SHERIFF DEPT TOTAL					626.50	0.00	626.50	1.50	628.00
AG PRESERVATION/OPEN SPACE DISTRICT									
310101	0023	OSD SECRETARY	23.65	28.74	1.00		1.00		1.00
	0404	ACCOUNTING TECHNICIAN	25.21	30.64	1.00		1.00		1.00
	0810	ADMINISTRATIVE AIDE	27.64	33.59	2.00		2.00		2.00
	1285	APOSD PLANNER	37.93	46.11	1.00		1.00		1.00
	1289	OSD ASSISTANT GENERAL MANAGER	63.98	77.77	1.00		1.00		1.00
	1290	OSD GENERAL MANAGER	75.25	91.47	1.00		1.00		1.00
	1299	APOSD PROGRAM MANAGER ****	51.62	62.75	0.00	1.00	1.00		1.00
	1301	APOSD ADMINISTRATIVE AND FISCAL SERVICES MANAGER	53.30	64.80	1.00		1.00		1.00
	7025	OSD EXECUTIVE SECRETARY CONFIDENTIAL	27.38	33.29	1.00		1.00		1.00
	1281	APOSD SENIOR PLANNER	45.53	55.35	1.00		1.00		1.00
	1287	APOSD COMMUNITY RELATIONS ASSISTANT	35.14	42.72	1.00		1.00		1.00
	1297	APOSD COMMUNITY RELATIONS SPECIALIST	41.55	50.51	1.00		1.00		1.00
	1302	APOSD CONSERVATION PLANNING MANAGER	54.21	65.90	1.00		1.00		1.00
	1305	APOSD GEOGRAPHIC INFORMATION SYSTEMS COORDINATOR	41.34	50.25	1.00		1.00		1.00
	1294	APOSD ACQUISITIONS SPECIALIST	41.37	50.28	3.00		3.00		3.00
	1295	APOSD SENIOR ACQUISITIONS SPECIALIST	47.96	58.30	1.00		1.00		1.00
	1298	APOSD ACQUISITION ASSISTANT	34.33	41.73	1.00		1.00		1.00
	1304	APOSD ACQUISITIONS MANAGER	54.21	65.90	1.00		1.00		1.00
	1284	APOSD TECHNICIAN	29.00	35.25	4.00		4.00		4.00
	1285	APOSD PLANNER ****	37.93	46.11	4.50		4.50		4.50
	1286	APOSD STEWARDSHIP SUPERVISOR	50.14	60.94	1.00		1.00		1.00
	1303	APOSD STEWARDSHIP MANAGER	54.21	65.90	1.00		1.00		1.00
310101 Total					30.50	1.00	31.50	0.00	31.50
AG PRESERVATION/OPEN SPACE DISTRICT TOTAL					30.50	1.00	31.50	0.00	31.50
INDEPENDENT OFFICE OF LAW ENFORCEMENT REVIEW & OUTREACH									
320101	0810	ADMINISTRATIVE AIDE	27.64	33.59	1.00		1.00		1.00
	0826	DEPARTMENT ANALYST	34.98	42.53	1.00		1.00		1.00
	4600	DIRECTOR INDEPENDENT OFF OF LAW ENF REV & OUTREA	76.18	92.60	1.00		1.00		1.00
	4605	LAW ENFORCEMENT AUDITOR III	61.51	74.77	2.00		2.00		2.00
320101 Total					5.00	0.00	5.00	0.00	5.00
INDEPENDENT OFFICE OF LAW ENFORCEMENT REVIEW & OUTREACH TOTAL					5.00	0.00	5.00	0.00	5.00
WATER AGENCY									
330101	0402	ACCOUNT CLERK II	21.59	26.24	2.00		2.00		2.00
	0403	SENIOR ACCOUNT CLERK	23.81	28.94	1.00		1.00		1.00
	0417	ACCOUNTANT III	39.33	47.82	1.00		1.00		1.00
	0810	ADMINISTRATIVE AIDE	27.64	33.59	1.00		1.00		1.00
	0404	ACCOUNTING TECHNICIAN	25.21	30.64	2.00		2.00		2.00
	0828	ADMINISTRATIVE SERVICES OFFICER II	47.42	57.63	1.00		1.00		1.00
	0984	WATER AGENCY SENIOR PROGRAMS SPECIALIST	39.66	48.21	1.00		1.00		1.00
	0404	ACCOUNTING TECHNICIAN	25.21	30.64	1.00		1.00		1.00
	0416	ACCOUNTANT II	33.22	40.37	1.00		1.00		1.00
	0826	DEPARTMENT ANALYST	34.98	42.53	1.00		1.00		1.00
	0827	ADMINISTRATIVE SERVICES OFFICER I	41.23	50.11	2.00		2.00		2.00
	0985	TECHNICAL WRITING SPECIALIST	38.03	46.23	4.00		4.00		4.00
	0003	SENIOR OFFICE ASSISTANT	21.92	26.65	1.00		1.00		1.00
	0382	PAYROLL CLERK	25.29	30.73	1.00		1.00		1.00
	0826	DEPARTMENT ANALYST	34.98	42.53	1.00		1.00		1.00
	0827	ADMINISTRATIVE SERVICES OFFICER I	41.23	50.11	1.00		1.00		1.00
	0828	ADMINISTRATIVE SERVICES OFFICER II	47.42	57.63	1.00		1.00		1.00
	0002	OFFICE ASSISTANT II	19.24	23.38	1.00		1.00		1.00

POSITION ALLOCATION

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	0003	SENIOR OFFICE ASSISTANT	21.92	26.65	4.00	1.00	5.00		5.00
	0100	RECEPTIONIST	21.92	26.65	1.00	-1.00	0.00		0.00
	0810	ADMINISTRATIVE AIDE	27.64	33.59	1.00		1.00		1.00
	0826	DEPARTMENT ANALYST	34.98	42.53	1.00		1.00		1.00
	0767	RISK MANAGEMENT ANALYST II	40.95	49.78	1.00		1.00		1.00
	0768	RISK MANAGEMENT ANALYST III	47.11	57.27	1.00		1.00		1.00
	0914	WATER AGENCY RESOURCE PROGRAMS TECHNICIAN II	30.53	37.11	4.00		4.00		4.00
	0917	WATER AGENCY ENVIRONMENTAL SPECIALIST II	37.74	45.87	5.00		5.00		5.00
	0918	WATER AGENCY SENIOR ENVIRONMENTAL SPECIALIST	41.52	50.47	7.00		7.00		7.00
	0919	WATER AGENCY PRINCIPAL ENVIRONMENTAL SPECIALIST	53.14	64.60	4.00		4.00		4.00
	0996	WATER AGENCY ENVIRONMENTAL RESOURCES MANAGER	64.54	78.46	2.00		2.00		2.00
	1032	WATER AGENCY ENGINEER IV	71.66	87.10	1.00		1.00		1.00
	1033	WATER AGENCY HYDROGEOLOGIST IV	71.66	87.10	1.00		1.00		1.00
	1036	PROJECT SPECIALIST	40.00	48.63	2.00		2.00		2.00
	1045	WATER AGENCY ENGINEERING TECHNICIAN III	35.28	42.87	2.00		2.00		2.00
	1024	WATER AGENCY PRINCIPAL ENGINEER	73.35	89.16	1.00		1.00		1.00
	1024	WATER AGENCY PRINCIPAL ENGINEER	73.35	89.16	1.00		1.00		1.00
	1032	WATER AGENCY ENGINEER IV	71.66	87.10	5.00		5.00		5.00
	1036	PROJECT SPECIALIST	40.00	48.63	1.00		1.00		1.00
	1008	ENGINEERING TECHNICIAN IV	41.18	50.05	1.00		1.00		1.00
	1045	WATER AGENCY ENGINEERING TECHNICIAN III	35.28	42.87	2.00		2.00		2.00
	1219	WATER AGENCY CAD-GIS COORDINATOR	47.50	57.74	1.00		1.00		1.00
	1224	WATER AGENCY GEOGRAPHIC INFO SYSTEMS ANALYST	38.47	46.76	3.00		3.00		3.00
	0023	SECRETARY	23.65	28.74	1.00		1.00		1.00
	0826	DEPARTMENT ANALYST	34.98	42.53	1.00		1.00		1.00
	0828	ADMINISTRATIVE SERVICES OFFICER II	47.42	57.63	1.00		1.00		1.00
	1017	DEPUTY CHIEF ENGINEER	82.42	100.18	1.00		1.00		1.00
	1024	WATER AGENCY PRINCIPAL ENGINEER	73.35	89.16	1.00		1.00		1.00
	1032	WATER AGENCY ENGINEER IV	71.66	87.10	1.00		1.00		1.00
	1033	WATER AGENCY HYDROGEOLOGIST IV	71.66	87.10	1.00		1.00		1.00
	1074	WATER AGENCY PRINCIPAL HYDROGEOLOGIST	73.35	89.16	1.00		1.00		1.00
	1024	WATER AGENCY PRINCIPAL ENGINEER	73.35	89.16	1.00		1.00		1.00
	1032	WATER AGENCY ENGINEER IV	71.66	87.10	6.00		6.00		6.00
	1033	WATER AGENCY HYDROGEOLOGIST IV	71.66	87.10	1.00		1.00		1.00
	0999	WATER AGENCY LAND SURVEYOR	66.23	80.50	1.00		1.00		1.00
	1000	LICENSED LAND SURVEYOR	48.81	59.33	1.00		1.00		1.00
	1045	WATER AGENCY ENGINEERING TECHNICIAN III	35.28	42.87	3.00		3.00		3.00
	1052	RIGHT OF WAY AGENT II	38.75	47.10	1.00		1.00		1.00
	1056	SUPERVISING RIGHT OF WAY AGENT	43.77	53.20	1.00		1.00		1.00
	0985	TECHNICAL WRITING SPECIALIST	38.03	46.23	4.00		4.00		4.00
	0986	TECHNICAL WRITING MANAGER	49.81	60.55	1.00		1.00		1.00
	0987	WATER AGENCY SENIOR TECHNICAL WRITING SPECIALIST	41.82	50.84	2.00		2.00		2.00
	0981	WATER AGENCY PROGRAMS SPECIALIST II	36.04	43.81	2.00		2.00		2.00
	0982	WATER AGENCY PRINCIPAL PROGRAM SPECIALIST	51.15	62.18	1.00		1.00		1.00
	0984	WATER AGENCY SENIOR PROGRAMS SPECIALIST	39.66	48.21	2.00		2.00		2.00
	0823	ADMINISTRATIVE AIDE CONFIDENTIAL	27.64	33.59	1.00		1.00		1.00
	0910	WATER AGENCY DIVISION MGR ADMINISTRATIVE SERVICES	64.58	78.50	1.00		1.00		1.00
	1019	WATER AGENCY CHIEF ENGINEER-DIR OF GRNDWATER MGT	93.12	113.19	1.00		1.00		1.00
	1020	WATER AGENCY GENERAL MANAGER	112.88	137.20	1.00		1.00		1.00
	0912	WATER AGENCY ASSISTANT GENERAL MANAGER	87.32	106.13	1.00		1.00		1.00
	0912	WATER AGENCY ASSISTANT GENERAL MANAGER	87.32	106.13	1.00		1.00		1.00
	5057	WATER AGENCY COORDINATOR	65.61	79.75	1.00		1.00		1.00
	5086	WATER AGENCY MAINTENANCE WORKER III	31.72	38.57	4.00		4.00		4.00
	5087	WATER AGENCY LEAD MAINTENANCE WORKER	35.84	43.56	1.00		1.00		1.00
	5097	WATER AGENCY ENVIRONMENTAL COMPLIANCE TECHNICIAN	36.62	44.51	1.00		1.00		1.00
	5098	WATER AGENCY ENVIRONMENTAL COMPLIANCE INSPECTOR	50.87	61.82	2.00		2.00		2.00
	5082	WATER AGENCY MAINTENANCE WORKER II	26.65	32.39	2.00		2.00		2.00
	1032	WATER AGENCY ENGINEER IV	71.66	87.10	1.00		1.00		1.00
	5032	VEGETATION CONTROL ADVISOR	34.54	41.98	1.00		1.00		1.00
	5057	WATER AGENCY COORDINATOR	65.61	79.75	1.00		1.00		1.00
	5082	WATER AGENCY MAINTENANCE WORKER II	26.65	32.39	1.00		1.00		1.00
	5086	WATER AGENCY MAINTENANCE WORKER III	31.72	38.57	10.00		10.00		10.00
	5087	WATER AGENCY LEAD MAINTENANCE WORKER	35.84	43.56	2.00		2.00		2.00
	5129	WATER AGENCY MECHANIC	43.75	53.18	1.00		1.00		1.00
	0912	WATER AGENCY ASSISTANT GENERAL MANAGER	87.32	106.13	0.00	1.00	1.00		1.00
	5056	WATER AGENCY OPERATIONS AND MAINTENANCE MANAGER	76.12	92.54	1.00	1.00	2.00		2.00
	0318	MATERIALS EQUIPMENT SPECIALIST	26.04	31.66	1.00		1.00		1.00
	5057	WATER AGENCY COORDINATOR	65.61	79.75	3.00		3.00		3.00
	5082	WATER AGENCY MAINTENANCE WORKER II	26.65	32.39	1.00		1.00		1.00
	5087	WATER AGENCY LEAD MAINTENANCE WORKER	35.84	43.56	1.00		1.00		1.00
	5129	WATER AGENCY MECHANIC	43.75	53.18	17.00		17.00		17.00
	5132	WATER AGENCY LEAD MECHANIC	48.34	58.77	6.00		6.00		6.00
	5223	AUTOMOTIVE TECHNICIAN	29.25	35.55	1.00		1.00		1.00
	5226	HEAVY EQUIPMENT TECHNICIAN	31.56	38.37	1.00		1.00		1.00
	5228	LEAD HEAVY EQUIPMENT TECHNICIAN	34.59	42.05	1.00		1.00		1.00
	0994	WATER AGENCY DIV MGR - ENVIR RES & PUBLIC AFFAIRS	74.19	90.18	1.00		1.00		1.00
	0827	ADMINISTRATIVE SERVICES OFFICER I	41.23	50.11	1.00		1.00		1.00
	0981	WATER AGENCY PROGRAMS SPECIALIST II	36.04	43.81	1.00		1.00		1.00
	0981	WATER AGENCY PROGRAMS SPECIALIST II	36.04	43.81	2.00		2.00		2.00
	0982	WATER AGENCY PRINCIPAL PROGRAM SPECIALIST	51.15	62.18	1.00		1.00		1.00
	0984	WATER AGENCY SENIOR PROGRAMS SPECIALIST	39.66	48.21	2.00		2.00		2.00
	0911	WATER AGENCY GOVERNMENTAL AFFAIRS MANAGER	56.99	69.27	1.00		1.00		1.00
	0982	WATER AGENCY PRINCIPAL PROGRAM SPECIALIST	51.15	62.18	1.00		1.00		1.00
	0984	WATER AGENCY SENIOR PROGRAMS SPECIALIST	39.66	48.21	2.00		2.00		2.00
	0163	SENIOR BUSINESS SYSTEMS ANALYST	45.31	55.08	1.00		1.00		1.00
	0118	SYSTEMS SOFTWARE ANALYST	47.57	57.82	1.00		1.00		1.00
	0136	ENGINEERING PROGRAMMING MANAGER	60.54	73.59	1.00		1.00		1.00
	0159	DEPARTMENT INFORMATION SYSTEMS SPECIALIST II	38.47	46.76	2.00		2.00		2.00
	0161	DEPARTMENT INFORMATION SYSTEMS MANAGER	52.85	64.23	1.00		1.00		1.00
	0173	HUMAN SERVICES SYSTEMS & PROGRAMMING ANALYST	42.57	51.75	1.00		1.00		1.00
	1228	WATER AGENCY SCADA TECHNOLOGY ANALYST	47.57	57.82	3.00		3.00		3.00
	1024	WATER AGENCY PRINCIPAL ENGINEER	73.35	89.16	1.00		1.00		1.00
	5112	ELECTRICIAN-INSTRUMENTATION TECHNICIAN	47.36	57.57	7.00		7.00		7.00

POSITION ALLOCATION

EFS Section	Job Code	Job Classification	A Step	I Step	FY 2021-22 Recommended	Supplemental Changes	Total w/Supplemental	Hearing Actions	FY 21-22 Final Adopted
	1045	WATER AGENCY ENGINEERING TECHNICIAN III	35.28	42.87	1.00		1.00		1.00
	5057	WATER AGENCY COORDINATOR	65.61	79.75	1.00		1.00		1.00
	5142	WATER AGENCY CHEMIST	50.87	61.82	4.00		4.00		4.00
	0160	DEPARTMENT INFORMATION SYSTEMS COORDINATOR	44.28	53.81	1.00		1.00		1.00
	1024	WATER AGENCY PRINCIPAL ENGINEER	73.35	89.16	1.00		1.00		1.00
	1032	WATER AGENCY ENGINEER IV	71.66	87.10	5.00		5.00		5.00
	1045	WATER AGENCY ENGINEERING TECHNICIAN III	35.28	42.87	1.00		1.00		1.00
	5057	WATER AGENCY COORDINATOR	65.61	79.75	3.00		3.00		3.00
	5126	WATER AGENCY SENIOR PLANT OPERATOR	48.10	58.47	16.00		16.00		16.00
330101 Total					241.00	2.00	243.00	0.00	243.00
WATER AGENCY TOTAL					241.00	2.00	243.00	0.00	243.00
TRANSPORTATION & PUBLIC WORKS									
340101	5050	MAINTENANCE SUPERVISOR	35.09	42.64	0.50		0.50		0.50
	5061	BRIDGE WORKER	27.09	32.92	4.00		4.00		4.00
	5063	SENIOR BRIDGE WORKER	30.46	37.02	3.00		3.00		3.00
	5066	BRIDGE SUPERVISOR	37.17	45.18	1.00		1.00		1.00
	5015	MAINTENANCE WORKER II	24.85	30.20	6.00		6.00		6.00
	5017	MAINTENANCE WORKER III	28.75	34.95	5.00		5.00		5.00
	5050	MAINTENANCE SUPERVISOR	35.09	42.64	1.00		1.00		1.00
	0007	OFFICE SUPPORT SUPERVISOR	25.96	31.55	1.00		1.00		1.00
	0320	YARD CLERK	21.92	26.65	1.00		1.00		1.00
	5015	MAINTENANCE WORKER II	24.85	30.20	1.00		1.00		1.00
	5017	MAINTENANCE WORKER III	28.75	34.95	2.00		2.00		2.00
	5015	MAINTENANCE WORKER II	24.85	30.20	3.00		3.00		3.00
	5017	MAINTENANCE WORKER III	28.75	34.95	1.00		1.00		1.00
	5050	MAINTENANCE SUPERVISOR	35.09	42.64	1.00		1.00		1.00
	5015	MAINTENANCE WORKER II	24.85	30.20	6.00		6.00		6.00
	5017	MAINTENANCE WORKER III	28.75	34.95	4.00		4.00		4.00
	5050	MAINTENANCE SUPERVISOR	35.09	42.64	1.00		1.00		1.00
	5015	MAINTENANCE WORKER II	24.85	30.20	6.00		6.00		6.00
	5017	MAINTENANCE WORKER III	28.75	34.95	3.50		3.50		3.50
	5030	VEGETATION SPECIALIST	25.62	31.14	1.00		1.00		1.00
	5050	MAINTENANCE SUPERVISOR	35.09	42.64	1.00		1.00		1.00
	5015	MAINTENANCE WORKER II	24.85	30.20	5.00		5.00		5.00
	5017	MAINTENANCE WORKER III	28.75	34.95	3.00		3.00		3.00
	5050	MAINTENANCE SUPERVISOR	35.09	42.64	1.00		1.00		1.00
	0003	SENIOR OFFICE ASSISTANT	21.92	26.65	3.00		3.00		3.00
	0007	OFFICE SUPPORT SUPERVISOR	25.96	31.55	1.00		1.00		1.00
	0160	DEPARTMENT INFORMATION SYSTEMS COORDINATOR	44.28	53.81	1.00		1.00		1.00
	0318	MATERIALS EQUIPMENT SPECIALIST	26.04	31.66	1.00		1.00		1.00
	0382	PAYROLL CLERK	25.29	30.73	1.00		1.00		1.00
	0403	SENIOR ACCOUNT CLERK	23.81	28.94	4.00		4.00		4.00
	0810	ADMINISTRATIVE AIDE	27.64	33.59	1.00		1.00		1.00
	0826	DEPARTMENT ANALYST	34.98	42.53	4.00		4.00		4.00
	0827	ADMINISTRATIVE SERVICES OFFICER I	41.23	50.11	1.00		1.00		1.00
	0828	ADMINISTRATIVE SERVICES OFFICER II	47.42	57.63	1.00		1.00		1.00
	0985	TECHNICAL WRITING SPECIALIST	38.03	46.23	1.00		1.00		1.00
	1000	LICENSED LAND SURVEYOR	48.81	59.33	1.00		1.00		1.00
	1007	ENGINEERING TECHNICIAN III	34.30	41.70	11.00		11.00		11.00
	1008	ENGINEERING TECHNICIAN IV	41.18	50.05	4.00		4.00		4.00
	1009	TRAFFIC SIGNAL TECHNICIAN	35.87	43.60	2.00		2.00		2.00
	1012	ENGINEER	51.69	62.82	7.00		7.00		7.00
	1014	SENIOR ENGINEER	56.65	68.85	4.00		4.00	1.00	5.00
	1015	ENGINEERING DIVISION MANAGER	58.10	70.62	1.00		1.00		1.00
	1039	DEPUTY DIRECTOR TRANSPORTATION & OPERATIONS	74.34	90.36	1.00		1.00		1.00
	1041	DEPUTY DIRECTOR ENGINEERING & MAINTENANCE	74.34	90.36	1.00		1.00		1.00
	1042	DIRECTOR OF TRANSPORTATION & PUBLIC WORKS	86.33	104.94	1.00		1.00		1.00
	1222	GEOGRAPHIC INFORMATION TECHNICIAN II	33.13	40.28	1.00		1.00		1.00
	1373	ROAD OPERATIONS DIVISION MANAGER	52.66	64.00	1.00		1.00		1.00
	3085	DEPARTMENT PROGRAM MANAGER	39.80	48.37	1.00		1.00		1.00
	5055	PUBLIC WORKS FLEET EQUIPMENT MANAGER	38.76	47.12	1.00		1.00		1.00
	5058	PUBLIC WORKS OPERATIONS COORDINATOR	45.80	55.66	2.00		2.00		2.00
	7025	EXECUTIVE SECRETARY CONFIDENTIAL	27.38	33.29	1.00		1.00		1.00
	5015	MAINTENANCE WORKER II	24.85	30.20	3.00		3.00		3.00
	5017	MAINTENANCE WORKER III	28.75	34.95	3.00		3.00		3.00
	5032	VEGETATION CONTROL ADVISOR	34.54	41.98	1.00		1.00		1.00
	5073	TRAFFIC PAINT & SIGN WORKER	28.75	34.95	4.00		4.00		4.00
	5076	TRAFFIC MAINTENANCE SUPERVISOR	35.09	42.64	1.00		1.00		1.00
340101 Total					133.00	0.00	133.00	1.00	134.00
340301	0003	SENIOR OFFICE ASSISTANT	21.92	26.65	3.00		3.00		3.00
	0704	AIRPORT OPERATIONS SPECIALIST	27.30	33.19	7.00		7.00		7.00
	0705	SENIOR AIRPORT OPERATIONS SPECIALIST	29.33	35.66	1.00		1.00		1.00
	0712	AIRPORT OPERATIONS SUPERVISOR	32.26	39.21	1.00		1.00		1.00
	0713	ASSISTANT AIRPORT MANAGER	44.73	54.38	1.00		1.00		1.00
	0714	AIRPORT MANAGER	56.71	68.94	1.00		1.00		1.00
	0810	ADMINISTRATIVE AIDE	27.64	33.59	1.00		1.00		1.00
	0827	ADMINISTRATIVE SERVICES OFFICER I	41.23	50.11	1.00		1.00		1.00
	0904	MARKETING SPECIALIST	30.66	37.26	1.00		1.00		1.00
	1052	RIGHT OF WAY AGENT II	38.75	47.10	1.00		1.00		1.00
	5015	MAINTENANCE WORKER II	24.85	30.20	2.00		2.00		2.00
340301 Total					20.00	0.00	20.00	0.00	20.00
340401	0002	OFFICE ASSISTANT II	19.24	23.38	2.00		2.00		2.00
	0003	SENIOR OFFICE ASSISTANT	21.92	26.65	1.00		1.00		1.00
	1374	TRANSIT SPECIALIST II	38.82	47.19	2.00		2.00		2.00
	1377	TRANSIT SYSTEMS MANAGER	53.97	65.60	1.00		1.00		1.00
340401 Total					6.00	0.00	6.00	0.00	6.00
340501	0003	SENIOR OFFICE ASSISTANT	21.92	26.65	1.00		1.00		1.00
	0826	DEPARTMENT ANALYST	34.98	42.53	1.00		1.00		1.00
	1007	ENGINEERING TECHNICIAN III	34.30	41.70	1.00		1.00		1.00
	1081	PROFESSIONAL GEOLOGIST	51.69	62.82	1.00		1.00		1.00
	5179	INTEGRATED WASTE UTILITY & INFRASTRUCTURE COORD	43.86	53.31	1.00		1.00		1.00
	5180	INTEGRATED WASTE OPERATIONS DIVISION MGR	52.66	64.00	1.00		1.00		1.00

POSITION ALLOCATION

EFS Section	Job Code	Job Classification	A Step	I Step	FY 2021-22 Recommended	Supplemental Changes	Total w/Supplemental	Hearing Actions	FY 21-22 Final Adopted
	5186	WASTE MANAGEMENT SPECIALIST II	34.73	42.21	4.00		4.00	1.00	5.00
	5191	WASTE MANAGEMENT AGENCY EXECUTIVE DIRECTOR	54.06	65.71	1.00		1.00		1.00
	5340	WASTE MANAGEMENT AGENCY EXECUTIVE DIRECTOR	38.68	47.01	1.00		1.00		1.00
340501 Total					12.00	0.00	12.00	1.00	13.00
TRANSPORTATION & PUBLIC WORKS TOTAL					171.00	0.00	171.00	2.00	173.00
UCC COOPERATIVE EXTENSION									
350101	0003	SENIOR OFFICE ASSISTANT	21.92	26.65	0.00		0.00	0.75	0.75
350101	0810	ADMINISTRATIVE AIDE	27.64	33.59	1.00		1.00		1.00
	0826	DEPARTMENT ANALYST	34.98	42.53	1.00		1.00		1.00
	1122	SENIOR AGRICULTURAL PROGRAM ASSISTANT	23.27	28.28	1.00		1.00		1.00
	3085	DEPARTMENT PROGRAM MANAGER ****	39.80	48.37	2.00		2.00	1.00	3.00
350101 Total					5.00	0.00	5.00	1.75	6.75
UCC COOPERATIVE EXTENSION TOTAL					5.00	0.00	5.00	1.75	6.75
OFFICE OF EQUITY									
390101	0810	ADMINISTRATIVE AIDE	27.64	33.59	1.00		1.00		1.00
	0906	COUNTY COMMUNICATIONS SPECIALIST	41.97	51.01	0.00	1.00	1.00		1.00
	4620	EQUITY OFFICER	71.51	86.92	1.00		1.00		1.00
390101 Total					2.00	1.00	3.00	0.00	3.00
OFFICE OF EQUITY TOTAL					2.00	1.00	3.00	0.00	3.00
Grand Total					4,106.03	22.95	4,128.98	26.75	4,155.73

EXTRA-HELP STAFFING

The following information is provided pursuant to an agreement made in 2019 between the County of Sonoma and Service Employees International Union (SEIU) regarding extra-help usage.

Department	FY 18-19 Cost	FY 18-19 Hours	FY 19-20 Cost	FY 19-20 Hours	FY 20-21 Cost	FY 20-21 Hours
Agricultural Commissioner	\$387,646	19,907	\$371,031	18,642	\$371,285	17,476
Agricultural Preservation/Open Space Dist.	\$221,073	7,263	\$126,447	3,416	\$105,601	1,454
Auditor-Controller-Treasurer-Tax Collector	\$94,386	2,459	\$53,683	2,004	\$94,826	3,029
Board of Supervisors/County Administrator	\$172,101	4,654	\$235,558	6,214	\$163,285	3,757
Child Support Services	\$100,264	4,037	\$98,311	2,907	\$5,378	145
Clerk-Recorder-Assessor	\$205,237	11,102	\$134,601	7,222	\$287,084	14,823
Community Development Commission	\$156,085	4,393	\$131,208	3,746	\$244,133	6,288
County Counsel	\$244,195	5,358	\$252,600	5,371	\$197,335	3,561
District Attorney	\$440,872	12,538	\$191,083	6,229	\$260,733	7,696
Economic Development Board	\$356,514	12,821	\$267,095	9,277	\$117,520	4,907
Emergency Management	\$16,812	2,440	\$95,096	3,305	\$74,141	2,605
Fire and Emergency Services	\$428,691	7,640	\$57	8	N/A	N/A
General Services	\$295,285	14,959	\$325,313	14,092	\$211,017	7,750
Health Services	\$1,507,192	52,561	\$1,577,753	49,274	\$4,805,983	181,398
Human Resources	\$95,439	2,601	\$72,735	1,505	\$87,321	2,038
Human Services	\$1,169,152	44,889	\$1,216,800	44,492	\$1,118,011	36,316
Independent Office of Law Enforcement Review and Outreach	\$16,861	68	0	0	\$8,866	132
Information Systems	\$232,732	8,939	\$148,337	5,462	\$114,818	4,896
Office of Equity	N/A	N/A	N/A	N/A	0	0
Permit Sonoma	\$752,800	34,905	\$928,863	32,541	\$691,270	23,969
Probation	\$991,774	32,036	\$1,036,215	31,814	\$811,659	23,301
Public Defender	\$443,261	12,372	\$267,876	7,667	\$330,232	8,148
Regional Parks	\$2,163,423	115,529	\$1,700,445	87,332	\$1,622,621	82,068
Sheriff	\$3,276,121	74,559	\$2,922,397	64,116	\$2,583,383	52,856
Transportation & Public Works	\$693,993	32,012	\$713,160	30,044	\$627,067	26,786
UC Cooperative Extension	\$23,776	989	\$25,011	969	\$37,849	1,531
Water Agency	\$2,334,168	93,441	\$2,457,422	92,705	\$2,296,657	84,564



GLOSSARY



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.

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, CAO, 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.

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 at the division level during the 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 salaries and benefits. Examples are 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 balance 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 & Budget Policies attachment included under the Executive Summary 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 below.

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.

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 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.

INTERNAL 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.

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 a 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 AREA– Programmatic areas of a department’s budget that helps portray the services it provides.

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 more accurately reflect responsibilities. 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 Administrator 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. An example might be a Department’s Administrative budget unit incurs payroll expenses for all accounting staff, but the services rendered directly benefit several distinct state-federal funded program services. Therefore, the Administrative unit by way of a negative expense receives a reimbursement from each of the state-federal program budget units. Otherwise, the organization’s total cost of accounting services would be overstated.

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.

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 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 changes due to 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.

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.