



RECOMMENDED BUDGET & 2015-2016 2016-2017

SONOMA COUNTY MISSION



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



COUNTY OF SONOMA

RECOMMENDED BUDGET

FISCAL YEARS 2015-2016 & 2016-2017

Board of Supervisors

Supervisor Susan Gorin, Chair, First District
Supervisor David Rabbitt, Second District
Supervisor Shirlee Zane, Third District
Supervisor James Gore, Fourth District
Supervisor Efren Carrillo, Fifth District

Recommended by

Veronica A. Ferguson, County Administrator

Budget Compiled by

David E. Sundstrom, Auditor-Controller-Tax Collector

Cover photo by Tom Reynolds
Mission Statement photo by Nadja Masura

BOARD OF SUPERVISORS

Susan Gorin
District 1



David Rabbitt
District 2



Shirlee Zane
District 3



James Gore
District 4



Efren Carrillo
District 5



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GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

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*Sonoma County
California*

**For the Fiscal Year
Beginning July 1, 2014**

Jeffrey R. Simon
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, 2014.

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



Table of Contents

About the Budget	1	Agricultural Preservation & Open Space	
A Guide to Reading the Budget	3	District.....	215
Executive Summary.....	5	Agriculture/Weights & Measures.....	221
Financial Policies for FY 2015-2017 Budget		U. C. Cooperative Extension	227
Development.....	22	Fairgrounds.....	233
County Overview	31	Advertising.....	239
Government.....	32	Capital Projects.....	245
Geography	36	Capital Projects	247
Community Profile.....	40	Capital Projects Status Report	259
Economics.....	42	State Financial Schedules.....	269
Financial Summaries	49	Position Listing	299
Administrative Support & Fiscal Services	55		
Board of Supervisors/ County Administrator	57		
County Counsel.....	63		
Human Resources.....	69		
General Services	77		
Information Systems.....	83		
Non-Departmental.....	89		
Auditor-Controller- Treasurer-Tax Collector	95		
Clerk-Recorder-Assessor.....	101		
Justice Services	107		
Court Support and Grand Jury	109		
Probation	115		
District Attorney	121		
Public Defender	127		
Sheriff	133		
Health & Human Services.....	139		
Department of Health Services.....	141		
Human Services	147		
In-Home Supportive Services (IHSS) Public			
Authority	155		
Department of Child Support Services	161		
Development Services.....	167		
Permit and Resource Management			
Department.....	169		
Community Development Commission	175		
Fire and Emergency Services	181		
Transportation and Public Works	187		
Sonoma County Water Agency.....	195		
Economic Development Department	201		
Regional Parks	207		
Other County Services.....	213		



ABOUT THE BUDGET

Welcome to the budget for the Fiscal Years 2015-2016 and 2016-2017 which begins July 1, 2015. This section of the budget document is designed to help

readers understand the purpose and content of the budget, as well as to locate data and/or information they may be looking for.

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, and detention.

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 the County's departments/agencies to ensure the preparation of a balanced budget for the coming fiscal years. 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: Board of Supervisors' policy direction, available financing, state and federal policies, changes in the cost of doing business, capital asset needs, Strategic Plan Goal areas, 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 hearings by the Board of Supervisors (generally held in June).

The County Administrator Recommended Budget is complimented with Supplemental Budget adjustments, which represent investment opportunities beyond County baseline operations developed after the Recommended Budget is balanced with the most up to date available information.

The Board of Supervisors directs whatever modifications it sees fit to the Recommended Budget during their public hearings and approves the result as 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 outlines a typical budget process.

- January/February: Board of Supervisors provides budget policy direction for budget development. Current year Mid-year budget estimates and adjustments are presented and adopted as needed.
- March/April: Budget requests are submitted to the County Administrator. Current year third quarter budget estimates and adjustments are presented and adopted as needed.
- March through May: County Administrator reviews budget requests and develops the Recommended Budget. The County Administrator and Auditor Controller produce the budget document, and supplemental budget changes, in preparation for budget hearings.
- June: Board of Supervisors conducts budget hearings and adopts the recommended budget with changes as determined throughout the budget hearings.
- September/October: County Administrator and Auditor-Controller-Tax Collector compile the Adopted Budget, which includes changes approved by the Board during budget hearings. Current year first quarter budget adjustments are presented and adopted as needed.

A GUIDE TO READING THE BUDGET

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

Executive Summary

This section provides an introduction to the budget from the Board Chair (adopted budget only) and the County Administrator. The Letter from the Board Chair identifies Board significant budget decisions and priorities for the upcoming fiscal years. The letter from the County Administrator to the Board of Supervisors describes the budget and process and specifically includes:

1. Financial summaries including several tables and charts that display county wide expenditures and financing by type and fund;
2. Staffing trends and total positions by county agency for the new fiscal year;
3. Strategic Plan initiatives and Board Priorities;
4. State budget impacts;
5. Budget process next steps;
6. Budget policies that helped guide the budget development;
7. Acknowledgements.

County Overview

This section contains County wide demographics including:

1. Directory of elected and appointed officers;
2. Administrative reporting relationships;
3. Supervisorial district map; and
4. County Governance description, general demographics, and county infrastructure data.

Financial Summaries

This section contains a number of different summary level presentations of total budget information.

1. Fund balance for each of the major fund groups (such as the General Fund or Special Revenue Funds);
2. Financing sources by type (such as taxes or monies from other governments);
3. Financing uses by groups of functions or services (such as Administration and Fiscal Services or Justice Services); and
4. Financing uses by types of expenditures (such as salaries and benefits or fixed assets).

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. **Mission/Department Services** - 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. **Funding Uses/Sources Graphs** - The graphs show the major program costs and major revenue sources anticipated for the upcoming two fiscal years.
5. **Financial Summary** - This table shows gross expenditures by program or service delivery division area and sources of funding used to support departmental activities. Included in the revenues or sources is the departmental share of the General Fund (if any). Funding that is moved within the department from one program area to another is identified separately to allow the reader to see the net (true) program cost. The Total Permanent Positions at the bottom of the financial summary provides the reader with the total number of Full Time Equivalent (FTE) Positions allocated to the department in the prior year budget adoption, and recommended years. In some cases, recommended years' FTE allocation represent ongoing allocation changes approved after the prior year adoption of the budget during the course of the fiscal year.
6. **Budget Changes** - This section describes major year to year changes.
7. **Alignment with the County Strategic Plan** - Departmental budget and activities are highlighted in this section that support and align with the County's Strategic Plan.
8. **Accomplishments/Objectives** - Lists some of the department's major accomplishments achieved in the prior years and priority activities to focus on in the upcoming fiscal years.

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.

Debt

This section provides information regarding the County's short term and long term debt, debt policies, and credit rating information (adopted budget only).

Financial Schedules

This section contains tables of data, as provided by the Auditor-Controller-Treasurer Tax Collector, which cover financial information for the County budget as a whole and include total reserves, an analysis of financing sources, and funding requirements. The presentation of information included in this section meets state requirements for county budget documents.

Position Listing

This section contains a list of full time equivalent (FTE) permanent positions by department. Details include classification (type of position), range (hourly rate for the classification at entry level), base number of FTEs (approved prior to the development of the new budget), number of FTEs requested, and number of FTEs recommended by the County Administrator or adopted by the Board of Supervisors (adopted budget).

Budget Glossary

This section provides the reader with definitions of terms used in the budget document (adopted budget only).

Executive Summary

COUNTY ADMINISTRATOR'S BUDGET MESSAGE

DATE: June 5, 2015

TO: Members of the Board of Supervisors

FROM: Veronica A. Ferguson, County Administrator

SUBJECT: Recommended Fiscal Years (FYs) 2015-2016 & 2016-2017 Budget

On behalf of the Sonoma County staff, I am proud to submit the county's first two year Recommended Budget with FY 2015-2016 submitted at \$1.43 billion and FY 2016-2017 at \$1.37 billion in appropriations. The budget follows the Board's strong emphasis on prioritizing the long term fiscal health of the county and advances the Board's four Strategic Plan goals: Safe, Healthy & Sustainable Community; Economic & Environmental Stewardship; Invest in the Future; and Civic Services & Engagement.

The Recommended Budget is balanced with an estimated FY 2015-2016 3.5% and FY 2016-2017 3% growth. While we must remain cautious, the positive local economic signs are welcome – property value assessments are estimated to grow through FY 2018-2019 based on staff's most recent forecast, tourism is thriving, and our community enjoys one of the lowest unemployment rates in the State.

As we continue to recover from the Great Recession's negative economic impacts, every additional dollar of revenue is considered through the lens of how to best serve Sonoma County citizens via the Board established priorities while also continuing to meet core service demands. The anticipated discretionary revenue growth, leveraging of state and federal sources, and continuous cost containment efforts undertaken by the Board have established a solid foundation for the County's finances - one that is sustainable going forward.

This two year plan reinforces this Board of Supervisors' strategic priorities by maintaining a \$9 million annual Board commitment for Roads Pavement Preservation (including Worst First road program), approximately \$36 million for homeless and affordable housing programs, \$6.5 million financing for Highway 12 Phase II improvements, over \$1 million annually towards energy and water sustainability efforts primarily to protect our County's water supply, resources for the completion of the Fire Services review, and resources for partnering with the City of Santa Rosa to advance the annexation of unincorporated islands in Southwest Santa Rosa.

The Recommended Budget provides for a workforce of 4,087 full-time employee (FTE) positions, excluding extra help positions. This total reflects a net increase of 151.8 FTE from FY 2014-2015 Adopted Budget and 24.6 FTE from the FY 2014-2015 Revised Budget. The position increases are primarily in Human Services and are offset by state and federal dollars.

Sonoma County is fortunate to have consistency of policy from the Board of Supervisors that reflects, at its core, the interests of the citizens. The sustained ongoing fiscal discipline has allowed the County to budget for compensation adjustments and tackle pension costs. The Board's prudent fiscal approach has resulted in \$170 million in estimated pension savings by FY 2023-2024 and added \$11.3 million to the General Fund reserve in FY 2014-2015 to maintain reserves at 10.5% of adopted General Fund revenues.

In order to plan for the future and evaluate base operating needs beyond the one-year snapshot, each and every department and program submitted a 2-year balanced spending plan. The second fiscal year recommended budget anticipates base ongoing expenses and revenues, and a limited number of one-time investments specifically associated with the Board approved 5-Year Capital Improvement plan. This two-year budget

development approach enhances the organization’s ability to be forward thinking when looking at the County’s budget.

The two year plan was built with limited revenue growth and pressing service demands in mind. Maximizing the County’s limited resources is a trademark of this County’s past, current and future success.

The Board is asked to approve the two year Recommended Budget, and formally adopt the FY 2015-2016 Budget (the FY 2016-2017 Budget will be adopted next year as required by law). Changes to the County’s ongoing base and Board decisions on priority investments will be presented in the FY 2016-2017 Budget hearings for the adoption of the Adjusted Recommended Budget for that year.

The FY 2015-2016 & 2016-2017 Recommended Budget represents a structurally balanced operating and strategic investment plan, and provides the needed resources to continue delivering high quality public services that enrich our residents’ quality of life. This memorandum provides a summary of the Recommended Budget through the following: I. Budget Financial Overview; II. Significant Unmet/Deferred Needs; III. Positions Summary; IV. Strategic Plan and Outcome Measures; V. 2015 Board Priorities; VI. State Budget Potential Impacts; VII. Next Steps in Budget Process; and VIII. Acknowledgements.

I. BUDGET FINANCIAL OVERVIEW

Expenditure Summary

The Recommended County FY 2015-2016 Budget totals \$1.43 billion, a \$27.8 million or 1.9% decrease from FY 2014-2015 Adopted Budget. Most of the decrease is the result of less Operating Transfers of \$62.4 million, smaller Enterprise Fund budgets of \$61 million, and reduced Special District designations of \$13 million. The total decrease of \$136 million is offset by a \$108 million budget expansion, mostly in the Health & Human Services special revenue fund budgets. The 2nd year Recommended FY 2016-2017 Budget totals \$1.37 billion or a 4% decrease from the prior year mainly due to not re-budgeting capital expenditures included in FY 2015-2016, and one-time designations or expired funding allocations being taken out of other funds. Following is a table depicting the changes:

Fund	FY 2014-2015 Adopted	FY 2015-2016 Recommended	Dollar Change	% Change	FY 2016-2017 Recommended	Dollar Change	% Change
County General Funds	419,507,162	423,407,058	3,899,896	0.9	418,268,562	(5,138,496)	(1.2)
Special Revenue Funds	518,658,683	611,014,086	92,355,403	15.1	589,229,559	(21,784,527)	(3.6)
Debt Service Funds	12,527,617	11,904,798	(622,819)	(5.2)	12,167,149	262,351	2.2
Subtotal County Operating	950,693,462	1,046,325,942	95,632,480	9.1	1,019,665,270	(26,660,672)	(2.5)
County Capital Projects	36,305,146	42,123,359	5,818,213	13.8	8,444,750	(33,678,609)	(80.0)
Subtotal County Funds	986,998,608	1,088,449,301	101,450,693	9.3	1,028,110,020	(60,339,281)	(5.5)
Less Internal Transfers	(97,068,374)	(159,479,208)	(62,410,834)	39.1	(142,647,466)	16,831,742	(10.6)
Total County Funds	889,930,234	928,970,093	39,039,859	4.2	885,462,554	(43,507,539)	(4.7)
Enterprise Funds	116,710,357	55,662,924	(61,047,433)	(109.7)	44,435,537	(11,227,387)	(20.2)
Internal Service Funds	168,350,299	175,678,070	7,327,771	4.2	180,561,546	4,883,476	2.8
Special Districts	282,094,859	269,006,851	(13,088,008)	(4.9)	261,006,536	(8,000,315)	(3.0)
Total Requirements	1,457,085,749	1,429,317,938	(27,767,811)	(1.9)	1,371,466,173	(57,851,765)	(4.0)

General Fund

The General Fund includes expenditures and revenues associated with the delivery of services by County agencies funded mainly with property taxes, sales taxes, fees or charges for services, and available unrestricted fund balance. FY 2015-2016 totals \$423.4 million, or a \$3.9 million (0.9%) increase. This is mostly the result of financing the Roads infrastructure annual contribution directly from new discretionary General Fund (GF) moving it from \$3.5 million to a full \$9 million annually. The FY 2016-2017 General Fund budget is \$418.3 million or a \$5.1 million decrease due to one-time transfer to the Roads special revenue fund of Reinvestment & Revitalization funds for the Highway 12 community project.

Special Revenue Funds

This group of funds is used to account for specific revenue sources legally restricted or committed to expenditures for a specific purpose. The FY 2015-2016 Budget is mostly made up of Health, Human, and Transportation & Public Works budgets, and their associated pass-thru transfer totals of \$611 million. This is a \$92 million or 15% increase mainly associated with revised state and federal funding allocations.

Enterprise Funds

Enterprise funds represent operations financed and operated similar to a business enterprise. FY 2015-2016 Budget reflects a \$61 million decrease as a result of the transfer of landfill operations to a private party, one-time capital investments included in the FY 2014-2015 Adopted Budget for Roads and Airport infrastructure, and Transit services equipment not included again for funding.

Internal Service Funds

The Internal Service funds comprise the financing of County services provide between departments or programs, which includes the Auditor-Controller-Treasurer-Tax Collector and Human Resources departments' central services budgets. The total budget is \$175.7 million in FY 2015-2016 and \$180.6 million in FY 2016-2017, which is a \$7.3 million and \$4.9 million increase in each of the respective years. The growth in these budgets has to do with the Enterprise Financial system, anticipated to be fully implemented in 2015; the Human Resources Management System investment amortization; the Pension related budgets which record the employer paid pension and pension debt costs; and appropriations to record several accounting transactions per Government Standards Board requirements.

Special Districts

The Special Districts funds represent independent County government units, generally established to perform a single specified service. FY 2015-2016 Special Districts budget is \$269 million and FY 2016-2017 is \$261 million. Each of the recommended fiscal year budgets' decreased changes (\$13 million and \$8 million respectively) are, for the most part, associated with one-time Water Agency infrastructure investments, which include several sanitation districts and the Community Development Commission budgets.

Financing Summary

The following table represents the sources identified to finance the Recommended Budget. Due to one-time investments financed with transfers from accumulated balances, the budget decreases revenues by \$27.8 million or 1.9% in FY 2015-2016 and \$57.9 million or 4% in FY 2016-2017. The following table shows the changes in revenues and other financing sources from the Adopted FY 2014-2015 Budget to the Recommended FY 2015-2016 and 2016-2017 Budget by type.

Type	FY 2014-2015 Adopted	FY 2015-2016 Recommended	Dollar Change	% Change	FY 2016-2017 Recommended	Dollar Change	% Change
Taxes	318,368,449	327,775,425	9,406,976	3.0	337,772,620	9,997,195	3.1
Licenses/Permits/ Franchises	19,274,783	24,486,043	5,211,260	27.0	24,667,321	181,278	0.7
Fines/Forfeitures/ Penalties	14,921,808	12,231,016	(2,690,792)	(18.0)	12,044,301	(186,715)	(1.5)
Rents and Interest	24,944,340	29,671,326	4,726,986	19.0	25,856,392	(3,814,934)	(12.9)
Intergovernmental	512,682,449	544,032,453	31,350,004	6.1	538,272,380	(5,760,073)	(1.1)
Charges for Services	226,424,245	264,730,150	38,305,905	16.9	271,434,802	6,704,652	2.5
Miscellaneous	87,323,000	35,123,588	(52,199,412)	(59.8)	26,647,261	(8,476,327)	(24.1)
Operating Transfers	77,947,184	48,263,849	(29,683,335)	(38.1)	41,452,802	(6,811,047)	(14.1)
Use of Fund Balances	175,199,491	143,004,088	(32,195,403)	(18.4)	93,318,294	(49,685,794)	(34.7)
Total Financing	1,457,085,749	1,429,317,938	(27,767,811)	(1.9)	1,371,466,173	(57,851,765)	(4.0)

Taxes

This group of revenues are mainly related to Secured Property Tax and local Sales Tax collections. Based on overarching economic forecasts the assumed revenue growth factors in FY 2015-2016 are 3.5% and 4% respectively, and in FY 2016-2017 3% and 4% respectively.

Licenses/Permits/Franchises

FY 2015-2016 estimated revenue growth for Licenses/Permits/Franchises primarily represents \$3.3 million in Refuse Hauler Franchise Fee collections recorded in this category rather than as an operating transfer. Refuse Hauler Franchise revenues finance \$2.2 million of the Roads Pavement Preservation plan, as well as the costs to manage the Franchise Agreement and expenses associated with closed landfills' maintenance. The change includes increased permit and license activities, mainly in construction permits, and anticipated increase in application fees in Fire & Emergency Services programs and Public Health division services.

Fines/Forfeitures/Penalties

This type of revenue is derived mostly from Courts Fees & Fines revenue allocation to the County, penalties collected by various County programs, and draw down of Tax Revenue Loss (TRL) Fund, property tax revenues that support County operations or specific Board priorities. Per Board direction during the FY 2014-2015 budget hearings, the Adopted Budget included a \$3 million transfer from the TRL accumulated balance to General Fund reserves.

Rents & Interest

FY 2015-2016 recommended amount is increased by \$4.7 million, mainly associated with one-time income derived from the anticipated Water Agency sale of their College Avenue real property.

Intergovernmental

This category of revenue represents ongoing or one-time state and/or federal allocations to various departments, agencies, and commissions. Major contributors to the FY 2015-2016 increase of \$31.3 million are:

- \$20 million for Human Services programs with augmented public assistance, State realignment funds, and Title IV-Waiver federal grants dollars relating to foster care and other child welfare services;

- \$5.4 million in the Health Services Department to finance public and behavioral health services;
- \$3.9 million increase (federal allocation for Housing Choice Voucher \$2 million; Construction Services \$1 million); the balance of which is mostly in administration cost reimbursements from dissolved Redevelopment Area funds; both programs under the Community Development Commission; and
- \$2 million in state sources for capital projects, most of which are for Regional Parks facilities improvements.

The FY 2016-2017 budgeted Intergovernmental revenues decrease of \$5.8 million is primarily associated with capital projects one-time funding, as well as with one-time funds for Agricultural & Open Space property purchases.

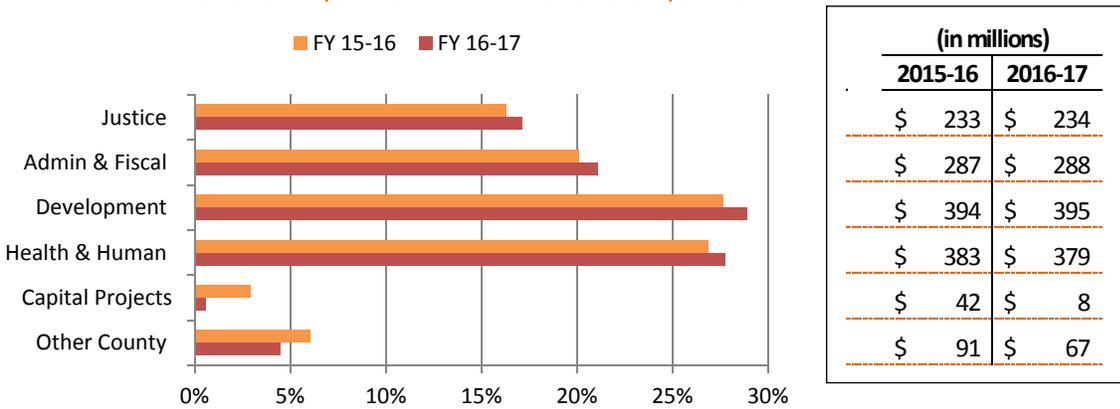
Charges for Services / Miscellaneous

The recently implemented financial system established a new chart of accounts, which groups revenue sub-accounts differently than in prior years. Because of this change, the comparison of FY 2015-2016 Charges for Services and Miscellaneous Revenues are presented as a combined variance analysis. For example, Water Agency’s water sales were previously reported as a Miscellaneous Revenue and now are reported under Charges for Services. The combined FY 2015-2016 recommended revenues total \$299.8 million. This is a \$13.9 million or 4.4% decrease from the prior year primarily driven by \$31 million in disposal fees being eliminated due to the Solid Waste operations having been transferred to an outside operator. The large decrease is offset by a combination of changes, but most significantly by a \$16 million increase in the FY 2015-2016 Auditor-Controller-Treasurer-Tax Collector internal service fund Pension budget in recognition of the revised amount of employer-paid pension costs collected through payroll and then transferred to the Sonoma County Employee Retirement Association. FY 2016-2017 Recommended Revenues under this combined category is \$298 million or \$1.8 million less than the prior year, mostly as a result of one-time Miscellaneous project funding not repeated in the second year.

Operating Transfers & Use of Fund Balances

One time expenditure designations are primarily financed with transfer of funds from designated replacement funds, or from funds accumulated for a specific purpose. The enclosed department narratives financial summary sections provide discussion of the year over year changes from the Adopted FY 2014-2015 Budget to the Recommended FY 2015-2016 and FY 2016-2017 Budgets.

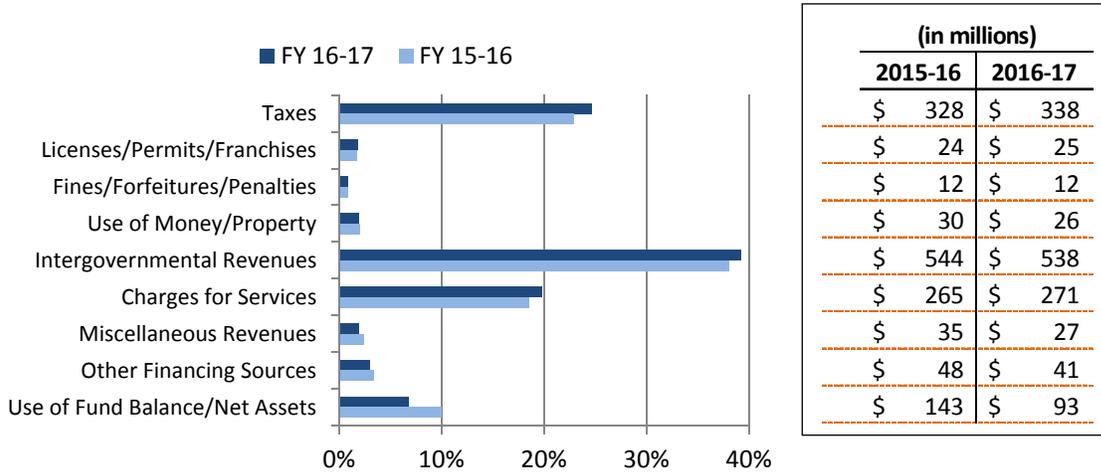
Uses-All Funds: FY 2015-2016 \$1.43 Billion and FY 2016-2017 \$1.37 Billion



Total County Budget

This chart 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. The Development Services functional group is the largest portion of the total budget, with \$394.3 million or 27.6% of the total in FY 2015-2016, and \$394.6 million or 28.8% of the total in FY 2016-2017. The principal programs within this group are the Community Development Commission, Sonoma County Water Agency and the Department of Transportation and Public Works which included road infrastructure.

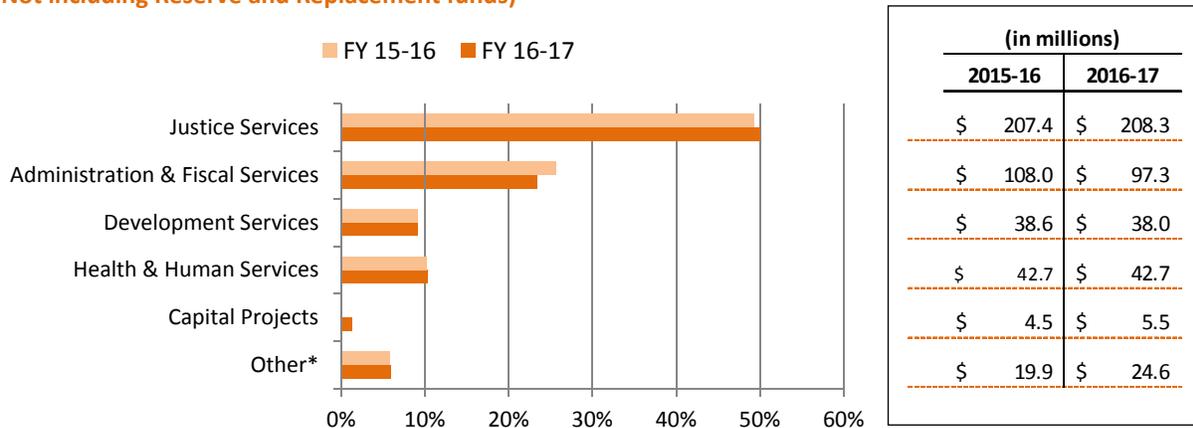
Sources-All Funds: FY 2015-2016 \$1.43 Billion and FY 2016-2017 \$1.37 Billion



Total County Funding

The largest source of County funding is intergovernmental revenue at \$544 million in FY 2015-2016, decreasing \$5.8 million in FY 2016-2017. The revenues are primarily from state and federal program allocations in Health and Human Services budgets. The next most significant source is Taxes at \$328 million in FY 2015-2016, and \$337.8 million in FY 2016-2017, which is mainly derived from property tax related collections, state and local sales tax, as well as transient occupancy tax (also known as bed tax).

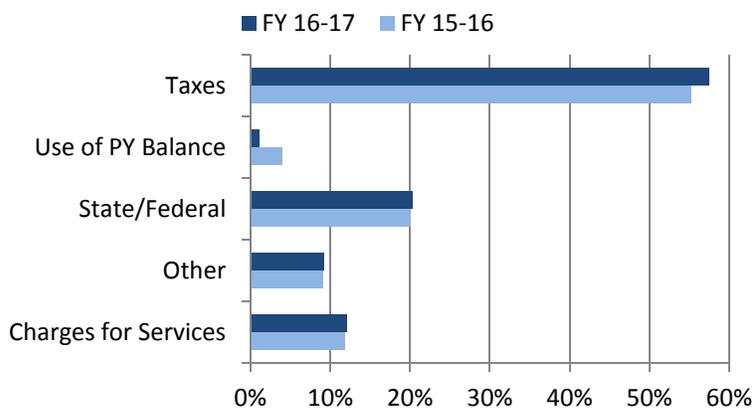
Uses-General Fund: FY 2015-2016 \$421 Million and FY 2016-2017 \$416 Million (Not including Reserve and Replacement funds)



County General Fund Budget

The funding uses chart shows the recommended expenditures for the County General Fund only by functional public services group. Justice Services, at \$207 million or 49% in FY 2015-2016, and \$208 million, or 50% in FY 2016-2017, accounts for the largest portion of recommended expenses for Sheriff, Probation, District Attorney, and Public Defender services as well as the required contribution to the state court system. Administrative Support and Fiscal Services is the second largest functional budget, and includes Auditor-Controller-Treasurer-Tax Collector, Board-County Administrator, Clerk-Recorder-Assessor, County Counsel, General Services, Human Resources, Information Systems, and Non-Departmental. The most financially significant program in the Recommended Budget is for Information Systems, and Non-Departmental appropriations including significant budgetary transfers to non-administrative departments such as Community Development Commission, Roads, investments for information systems; and annual funding for Capital Projects.

Sources-General Fund: FY 2015-2016 \$421 Million and FY 2016-2017 \$416 Million (Not including Reserve and Replacement funds)



(in millions)	
2015-16	2016-17
\$ 232.4	\$ 239.2
\$ 16.7	\$ 4.3
\$ 84.4	\$ 84.6
\$ 38.0	\$ 38.1
\$ 49.5	\$ 50.0

County General Fund Sources

The County General Fund comprises about one-third of the total budget. It includes financing sources that can be used for all departments and services, yet only approximately 50% of the General Fund total resources are available for the Board’s complete discretion. General Fund taxes of \$232 million or 55% of FY 2015-2016’s total, and \$239 million or 58% of FY 2016-2017’s total provide the majority of this discretionary funding. Most state and federal dollars, charges for services, and fee revenues can only be spent for specified purposes. Also, as a matter of law, in order to receive much of the state-federal allocations, approximately \$107 million of the discretionary funds must be committed to Maintenance of Efforts (MOEs) for Justice Services, Health, and Human Services. After MOEs are funded, the Board’s complete discretion represents approximately 9.5% of the total recommended budget.

Budget Policies

The Budget is balanced using the existing financial policies of the Board of Supervisors. These policies are provided in more detail in the attached document, Financial Policies for FY 2015-2017 Budget Development. Consistent with established financial policies, the Budget was developed without use of one-time funds to support on-going costs, and maintaining discretionary reserves at current year levels. The Budget also relies on departments pursuing full cost recovery and new revenue opportunities to the extent possible.

General Fund Reserves & Discretionary 14-15 Year-End Estimated Budgetary Balances

Established Board policy identifies 15% of General Fund revenues as the County’s optimal reserve target, or \$63 million based on the FY 2015-2016 Recommended Budget revenue total of \$ 421 million. The year-end estimated General Fund reserve is \$43 million or 10% of the FY 2015-2016 Recommended General Fund revenues. Annual contributions of \$6 to \$10 million or 1-2% of General Fund budgeted revenues in the next five years will allow the

County to achieve the desired reserve by 2019. The table immediately below outlines the General Fund estimates. For full details see Schedules 3 and 4 under the State Financial Schedules tab section.

Estimated General Fund Balances

	FY 2015-2016	FY 2016-2017
Discretionary:		
General Reserve	\$43,056,633	\$43,056,633
Prior Year Balance	3,242,832	15,000,000
Designated Use (Board Discretion):		
Permit Technology & Activity Reserve	2,353,675	2,353,675
Replacement Funds	7,484,871	7,471,831
OPEB and State Mandates	4,690,928	4,690,928
Jail Management System	500,000	500,000
TPW: Dist. Formation, Small Water Systems, and Road Maint. Districts	1,113,374	1,091,908
Residual RDA Funds	41,551	2,021,127
Refuse Franchise Fee	356,592	745,048
Graton Tribal*	6,805,441	6,805,718
Other	1,113,042	967,036
Sub-total	24,459,474	26,674,271
Non-Spendable:		
Inventory	150,490	150,490
General Fund-Long Debt Receivable	4,825,000	4,825,000
General Fund – Prepaid Expenses	44,891	44,891
P.W. Water Systems-Advances	49,351	49,351
Tobacco De-allocation (Debt Receivable)	4,071,100	4,071,100
Subtotal	9,140,832	9,140,832
Estimated Year-End Balances	\$79,899,771	\$93,844,736

* Graton Tribal Mitigation Fund Balance will likely change during supplemental budget.

In addition, the following discretionary non-General Fund balance estimates are provided for the Board’s reference:

Estimated Other Sources Discretionary Fund Balances

	FY 2015-2016	FY 2016-2017
<i>Estimated Tax Loss Reserve Fund (Teeter) Balance</i>	<i>\$19,527,928</i>	<i>\$19,444,642</i>
<i>(Less 2% of levy reserve requirement)</i>	<i>(16,882,920)</i>	<i>(17,376,783)</i>
Estimated Teeter Available Balance	\$2,645,008	\$2,067,059
Tobacco Securitization (primarily for capital projects)	\$9,011,181	\$9,011,181
Contingencies (4/5 th vote approval requirement)	\$5,000,000	\$5,000,000

II. SIGNIFICANT UNMET/DEFERRED NEEDS

The FY 2015-2016 & 2016-2017 Recommended Budget maintains core services, but it does not completely address Countywide needs that have been deferred. The following is the updated list of priority items with estimated costs that are not included in the Recommended Budget and/or do not yet have a funding path in place. Note the list of items below is not exhaustive. Numbers shown are in millions.

Priority Items Not Included in Recommended FY 2015-2016 & 2016-2017 Budget

	FY 15-16	FY 16-17	FY 17-18	FY 18-19
Safe, Healthy & Caring Community				
Jail Management System	\$2.0	\$0.0	\$0.0	\$0.0
Community Corrections Center		PENDING		
CALLE Recommendations		PENDING		
Economic & Environmental Stewardship				
Buy Down UAAL	23.8	23.8	23.8	23.8
Build GF Reserves	6.0	6.7	6.9	9.5
Invest in the Future				
Roads System - Long Term Plan	34.0	34.0	34.0	34.0
General Govt. Facilities		PENDING		
Workforce Succession	0.5	0.5	0.5	0.5
Integrated Justice System	0.0	1.0	1.0	1.0
Civic Services & Engagement				
Voting System Replacement	1.3	1.0	1.0	1.0
Total	\$67.6	\$67.0	\$67.2	\$69.8

III. POSITIONS SUMMARY

The table below illustrates changes in full-time equivalent (FTE) positions by department. Not including the Library, for which budget and positions allocations are now under the Library Commission, the Recommended FY 2015-2016 Budget increases FTEs by 151.8 from the prior year Adopted Budget, primarily due to 135.5 new positions added in Human Services as a result of increased funding allocations. When the recommended allocation is compared to Revised FY 2014-2015, the change is only 24.6 because many new positions were approved during FY 2014-2015. Overall FY 2015-2017, adds 50 new FTEs in Human Services to address increased caseloads, and eliminates 31 Solid Waste FTEs as the landfill is now operated by an outside entity. FY 2016-2017 allocation is reduced by 24.9 due to expiring FTEs.

Department	FY 2014-15		FY 2015-16	Change from		FY 16-17	Change from 2015-16
	Adopted	Revised	Recom.	Adopted	Revised	Recom.	FY 15-16 Recomm
ACTTC	92.0	92.0	92.0	0.0	0.0	92.0	0.0
Ag Pres/Open Space District	26.5	26.5	26.5	0.0	0.0	26.5	0.0
Agricultural Commissioner	32.0	33.3	33.3	1.3	0.0	33.3	0.0
BOS/CAO	36.3	36.3	38.3	2.0	2.0	38.3	0.0
Child Support Services	97.5	97.5	97.5	0.0	0.0	97.5	0.0
Clerk-Recorder-Assessor	108.7	108.8	108.8	0.0	0.0	108.8	0.0
Community Development	36.0	43.0	42.0	6.0	-1.0	40.0	-2.0
County Counsel	38.0	38.0	38.0	0.0	0.0	38.0	0.0
District Attorney	120.8	120.8	120.8	0.0	0.0	120.8	0.0
Economic Develop Board	10.3	13.3	12.3	2.0	-1.0	9.3	-3.0
Fairgrounds	35.8	35.8	35.8	0.0	0.0	35.8	0.0
Fire and Emergency Services	23.3	23.3	23.3	0.0	0.0	23.3	0.0
General Services	117.5	117.5	118.5	1.0	1.0	116.5	-2.0
Health Services	591.3	597.4	597.0	5.8	-0.4	587.1	-9.9
Human Resources	56.5	57.5	57.5	1.0	0.0	58.5	1.0
Human Services	835.1	920.6	970.6	135.5	50.0	966.6	-4.0
Information Systems	115.5	114.5	116.5	1.0	2.0	116.5	0.0
Library*	138.3	138.3	N/A	N/A	N/A	N/A	N/A
Permit and Resource Mgmt	108.0	109.0	109.0	1.0	0.0	106.0	-3.0
Probation	286.1	290.1	290.1	4.0	0.0	290.1	0.0
Public Defender	49.0	49.0	49.0	0.0	0.0	49.0	0.0
Regional Parks	79.0	83.0	85.0	6.0	2.0	84.0	-1.0
Sheriff/Adult Detention	634.0	636.0	636.0	2.0	0.0	637.0	1.0
Transport & Public Works	190.0	193.0	162.0	-28.0	-31.0	160.0	-2.0
UC Cooperative Extension	5.0	5.0	6.0	1.0	1.0	6.0	0.0
Water Agency	211.5	221.8	221.8	10.3	0.0	221.8	0.0
TOTALS (FTE) excludes Libr	4,073.8	4,201.1	4,087.3	151.8	24.6	4,062.4	-24.9

**Sonoma County Library revised Joint Powers Agreement moved budget authority from the County Board of Supervisors to the Library Commission.*

IV. STRATEGIC PLAN AND OUTCOME MEASURES

This year's budget document reflects continued investments in the County's Strategic Plan. The four Strategic Plan Goal areas are: Safe, Healthy and Caring Community; Economic and Environmental Stewardship; Investment in the Future; and Civic Services and Engagement. The outcomes we are trying to achieve in each of these areas are shown briefly below.

Departments continue to establish and maintain measures to assess how the fiscal investment reflected in the budget moves progress in tangible ways to support the Strategic Plan Goals and Board's priorities. The lists below are examples of outcome or performance measures in use by departments or agencies.

SAFE, HEALTHY, AND CARING COMMUNITY – FY 2015-16 \$1.07B; FY 2016-17 \$1.07B

- Community members are safe in their homes and communities; are sheltered and socially supported; and have access to clean air, water, and safe, reliable solid and liquid waste management systems.
- Community development and planning promote improved health, safety, and quality of life.
- Community is prepared and responds appropriately to emergencies and natural hazards; and
- Supports overall health beginning with the healthy development of children.

Outcome Measures (*italic represent new or updated outcomes*)

- *Decrease the percentage of Sonoma County renters whose gross rent is more than 30% of household income by 1% annually, from 54% to 49% in 2020.*
- Meet 15 minute from dispatch to response time for Fire and Emergency Services Response 85% of the time.
- *Through increased outreach, increase the number of eligible residents accessing CalFresh by 10%.*
- *Decrease average wait times for Medi-Cal applicants to 20 days.*
- Increase the number of 7th graders passing California Physical Fitness Test from 28% to 70% by 2020.
- *Increase Regional Parks visitation by 4%.*
- Decrease obesity in adults from 19% to 15% by 2020.
- *Adjudicate all scheduled revocation hearings resulting from Public Safety Realignment.*
- Maintain ratio of sworn peace officers at 1.08 per 1,000 population for adequate public safety presence in the community.
- Maintain percentage of successful adult felony probation and mandatory supervision terminations at 68%.
- Maintain percentage of successful juvenile delinquency supervision terminations at 78% or higher.
- *Maintain current level of 15 fieldworker safety inspections designed to protect the health of agricultural.*

ECONOMIC AND ENVIRONMENTAL STEWARDSHIP – FY 2015-16 \$164M; FY 2016-17 \$147M

- Protect, maintain and manage parks, public lands and open space systems that promote recreation, health, agricultural viability and protect watersheds, promote biodiversity and contribute to economic vitality.
- A strong, diverse, and sustainable economy that supports job retention and job growth for all residents.
- Agricultural resources are preserved, valued for food and for maintaining links to our County's heritage.
- A water and energy plan that maximizes renewable energy, reduces water use and greenhouse gas production and supports the economy.
- A growing diversification and enrichment of economic base.

Outcome Measures (*italic represent new or updated outcomes*)

- *Transfer all current Tier 1 Open Space District fee properties to recreational agencies.*

- Increase direct business assistance clients including business retention visits, business hotline calls, and business development tools by 10% in FY 2015-2016.
- Increase Regional Parks' membership sales by 5%, contributing to the improved health of the community and the economic stewardship of parks.
- Certify an additional 5 businesses as healthy businesses through a voluntary certification program recognizing exceptional employee wellness programs annually.
- Maintain area under quarantine for European Grapevine Moth at 1,000 acres.
- Increase educational farm consultations for specialty crops by 20%.
- Increase 4-H membership by 10% and adult leaders by 5%.
- Increase green business certifications by 25%.

INVEST IN THE FUTURE – FY 2015-16 \$289M; FY 2016-17 \$260M

- A community that is proactive in mitigating and adapting to the causes and impacts of climate change to safeguard the environment, human health, and the economy.
- A well maintained transportation and facility network that promotes mobility, health and safety, connectivity, and convenience.
- Sustainably managed local resources.
- Strategic investment in prevention-focused policies and interventions that reduce poverty and increase equal opportunity for quality education and good health in nurturing home and community environments.

Outcome Measures (*italic represent new or updated outcomes*)

- *Maintain road condition index at no lower than 60 (Good condition) for 90% of primary high use road network sections.*
- *Increase airline passengers from 241,000 to 258,000 (7% increase) over the next two years.*
- *Decrease greenhouse gas emissions of County operations (buildings, fleet, and employee commute) to 1990 levels by the end of calendar year 2020.*
- Maintain technical assistance on “Upstream” principles and practices to 100 agencies.
- Support increased high school completion rates from 82.5% to 90% by 2020.
- Increase the percentage of youth who safely walk, bike or skate to/from schools from 34.5% to 50% by 2020.
- The community understands and supports the services provided by the County.
- Increased or enhanced community based partnerships.
- A professionally managed County organization that is accessible, transparent, fiscally responsible, and accountable to the public.
- Expand completion of Carbon Sequestration Analysis of forests and open space lands from 25% to 75%. *Analysis has been completed and a report to the Board of Supervisors is forthcoming.*

CIVIC SERVICES AND ENGAGEMENT – FY 2015-16 \$119M; FY 2016-17 \$121M

- Increased access and greater citizen participation in County government.
- A community that understands and supports the services provided by the County.
- Increased or enhanced community based partnerships.
- A professionally managed County organization that is accessible, transparent, fiscally responsible, and accountable to the public.

Outcome Measures (*italic represent new or updated outcomes*)

- Retain at least 94% of Volunteer Firefighters with 2 or more years of experience.
- *Encourage voters to “go green” by opting to not receive printed sample ballot and voter information pamphlets by mail and instead access voting information online. Increase the number of “go green” voters to 11%.*
- On-line service availability: accessible 99% of the time or better.
- Increase youth participation in competitive exhibits and special contests at the Sonoma County Fair by 5%.

- Review and process over 95% of annual Prop 8 reassessments prior to roll close in order to update property value adjustments; reduce the number of roll corrections, and produce a more accurate and equitable tax roll.
- Increase the number of permanent absentee voters in Sonoma County to 70% of registered voters.
- *Implement a risk based audit program in accordance with the Internal Audit Charter and professional standards, completing all audits in the approved annual plans and communicating the results in a timely manner to the County Board, Management and Citizens*

V. 2015 BOARD PRIORITIES

The budget document reflects efforts on the Board’s Work Priorities for calendar year 2015. These are issues and projects of interest that require significant action and leadership within a twelve month period. Cost for implementation are included in different budgets throughout the document. Monies are programmed for affordable housing in the Community Development Commission budget. Universal preschool dollars are found in the Health Services department and First 5 budgets. Over \$1 million is budgeted towards energy and water sustainability efforts primarily to protect our County’s water supply.

Monies for roads are included in the Transportation budget and the planning for the Chanate campus can be found in the Capital Projects budget. Efforts to reduce debt and provide for pension reform are major tenets of the budget and found in the County Administration under Administrative & Fiscal Services tab. Resources for the completion of the Fire Services review and for partnering with the City of Santa Rosa to advance the annexation of unincorporated islands in Southwest Santa Rosa are reflected in the budget as well.

2015 Board of Supervisors Work Priorities

Safe, Healthy & Caring Community	Economic & Environmental Stewardship	Invest in the Future	Civic Services & Engagement
Increase the affordable housing inventory in the County.	Coordinate a sustainability initiative leveraging existing work conducted in County departments and agencies.	Ensure the long-term fiscal health of the County: <ul style="list-style-type: none"> • Increase revenue <ul style="list-style-type: none"> ▪ Local sales tax ▪ Increase in transient occupancy tax • Increase reserves • Reduce debt • Pension reform 	Further outreach and engagement efforts: <ul style="list-style-type: none"> • Community engagement framework • CALLE Task Force recommendations • City/County Communication and Coordination • Youth Engagement
Coordinate with community partners to provide access to preschool for all Sonoma County children.		Complete planning for the Chanate campus.	Complete Fire Services Review and recommendations.
Address the safety, health, environmental and economic impacts of marijuana.		Health Care Initiative Task Force.	Advance Southwest Santa Rosa Annexation efforts.

VI. STATE BUDGET POTENTIAL IMPACTS

State Budget

On January 9, Governor Brown released his administration’s FY 2015-2016 Budget. The proposed budget reflects an outlook that continues to improve. General Fund revenues are projected to be \$113.4 billion in FY 2015-2016, a 4.9% increase over the updated FY 2014-2015 General Fund revenues. The Governor’s Budget proposes total FY2015-16 General Fund expenditures of \$113.3 billion and \$2.8 billion for the Budget Stabilization Account/Rainy Day Fund. The biggest investments of new funding are proposed to be in Higher Education and Health and Human Services, mostly related to the implementation of the Medi-Cal expansion under the Affordable Care Act. The Budget continues the effort to pay down the “Wall of Debt,” including \$533 million to reimburse counties for pre-2004 mandates.

On May 14, 2015, Governor Brown released the State Budget May Revise. The Governor stressed fiscal prudence and articulated the fear of potential deficits and the hundreds of billions of dollars in State liabilities and deferred maintenance. The May Revise focuses on health and education. Of the \$6.7 billion in unexpected FY 2015-2016 General Fund revenue, \$5.5 billion will go to K-14 education, \$633 million will be saved pursuant to Proposition 2 (Rainy Day Fund), and \$633 million will pay down debts and liabilities, also pursuant to Proposition 2. Fulfilling the promise of the FY2014-15 Budget Act, the May Revision will pay off the last of the pre-2004 mandate debts,

totaling \$765 million, which is estimated to yield about \$7.4 million in pre-2004 mandated services claims payments to Sonoma County.

The May Revise includes the following items of interest to Sonoma County:

1. \$150 million for Medi-Cal administration in FY 2015-2016, the same amount allocated in the current-year budget for a six-month period.
2. \$2.2 billion new funding for drought-related programs.
3. Increased funding for Affordable Housing and Sustainable Communities program, which counties may access, as a result of Cap and Trade revenues doubling to \$2.2 billion since January.
4. SB 678 incentive funding available for offenders under mandatory supervision and post-release community supervision, instead of only those in traditional probation.
5. Expanded amnesty program for court-ordered debt.
6. Additional fiscal challenges for Affordable Care Act Expansion, drought management, and the state pension costs.
7. Proposed closure of the Sonoma Development Center by end of 2018.

A more detailed analysis of the May Revise on the County's budget will be included in the Supplemental Budget Report.

Federal Budget

The Federal Budget was approved with a Continuing Resolution, with most programs funded through September 30, 2015. In Health and Human Services, federal legislation has replaced the Workforce Investment Act (WIA) with the Workforce Innovation and Opportunity Act (WIOA). The new legislation creates grant opportunities for additional funding from the Department of Labor for Adult Education Block Grant and Career Technical Education (CTE). The Sonoma County Water Agency previously identified some Federal programs that provide additional funding opportunities for Sonoma County.

- \$65 million will be made available for the Pacific Coastal Salmon Recovery Fund.
- \$2 million for quagga and zebra mussel prevention.
- \$4.5 million for reservoir reoperation and atmospheric river research initiatives.

VII. BUDGET PROCESS – NEXT STEPS

This two-year FY 2015-2016 & 2016-2017 Recommended Budget is being provided on June 5, 2015 in order for the public to review the document in advance of the Budget Hearings. The Hearings are scheduled to begin on June 15, 2015 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 one-year FY 2015-2016 Budget, containing such revisions as the Board of Supervisors determines at the conclusion of the Hearings.

At the beginning of the public hearings, the Board will be presented with a supplemental package containing additional information and recommendations as necessary to provide up to date FY 2015-2016 and as applicable FY 2016-2017 Budget programming needs, which were not included in the recommended budget document.

At the conclusion of the public hearings, the Board of Supervisors will be asked to adopt only the FY 2015-2016 Budget as modified per the approved Supplemental Recommended Budget Adjustment and additional Board direction during the hearings; and approve the FY 2016-2017 Budget plan recommendations. The second year FY 2016-2017 Budget will be heard by the Board in June 2016, and it will include all applicable ongoing changes made during FY 2015-2016 mid-year adjustments.

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 2014-2015 books, staff will return with a collection of budgetary adjustments for the Board of Supervisors' consideration.

VIII. ACKNOWLEDGEMENTS AND THANK YOU

The FY 2015-2016 & 2016-2017 Recommended Budget plan is the product of collaboration and partnership. Department Heads and fiscal staff have been flexible, tolerant, and willing to develop the County's first two year budget plan while adapting to a new financial system and implementing a new budget tool. Through this effort of checks and balances, the County Administrator staff has produced a balanced budget and operating plan covering two fiscal years that implements the Board's policy guidance and carries out our County's Strategic Plan. I wish to thank the Department and Agency Heads for their strong support.

Many partnerships are required for this work effort. In particular, David Sundstrom, the Auditor-Controller-Treasurer-Tax Collector, and Olena Chandler, Budget Accountant-Auditor, Carrie Reed, Payroll Manager and Kim Murphy, the long term, outgoing Payroll Manager provided essential support in producing the Salaries & Benefits data, reconciling budget recommendations and producing the required state financial schedules. Information Systems Director John Hartwig, Mike Livenspargar, Division Director, and Mary Bucher, Senior Programmer, offered technical assistance while at the same time implementing Phase II of the new financial system and designing a temporary Budget data collection tool. Director of Human Resources Christina Cramer provided professional team members, Ans Van Egmond and Tamara Kallhoff, to process position changes and verify Board approved position allocations. In addition, Reprographics kept frequent communications with our office and prioritized the Budget document reproduction in a timely fashion.

The dedicated professionals working in the County Administrator's Office are to be specially recognized for the development of the FY 2015-2016 & 2016-2017 budget. The transfer from a traditional one-year budget to a two year planning vision will provide the County with stability and an inventory of assumptions from which to manage exceptions. To get here, it took months of compiling data, projecting expenditures and revenues, reviewing workloads and staffing needs. In particular, I wish to thank Christina Rivera, Deputy County Administrator and the County's Budget Manager, who kept the CAO Team focused on achieving a balanced two year budget. The CAO team includes Michelle Arellano, Caluha Barnes, Mary Booher, Peter Bruland, Lois Hopkins, Joanna Lutman, Peter Rogers, Steve Sharpe, Karen Spitler, Chris Thomas, Rebecca Wachsberg, Terri Wright, Diana Wilson, and student intern Arshpreet Buttar. To each of them I extend my gratitude for their tenacity, attention to detail, positive attitudes, and strong teamwork as they completed this important process.

Once the budget is developed and approved, it is the Sonoma County employees' daily performance of duties and continued engagement that achieve positive results for our community. I want to thank each County employee for investing their time and performing their jobs in the most innovative and collaborative way possible, making Sonoma County a great place to live, learn, work, and play.

Most importantly, Sonoma County is fortunate to have leadership from the Board of Supervisors that reflects, at its core, the interests of the citizens. I am grateful for the Board's clear mission to enrich the quality of life in Sonoma County through superior public services and their commitment to the two year budget process. Without their solid and formidable support, this document and our stable fiscal position would not be possible.

FINANCIAL POLICIES FOR FY 2015-2017

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).
- All County departments/agencies must, when directed by the County Administrator, submit recommended options for reducing their net county costs 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.
- In response to declining property tax and other revenues resulting from the "Great Recession", the County had been operating under a Board of Supervisors approved hiring freeze. The approved policy requires the County Administrator's approval for filling any permanent or extra-help vacant management positions. In addition, all positions held vacant for 12 months or more will be deleted as part of the annual recommended budget.

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 expansion is considered.
- 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 when reducing ongoing costs in accordance with a Board of Supervisors approved multi-year plan to reach a new reduced ongoing financing base as a result of state budgetary action. 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.

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. Including 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. 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.

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 \$5 million, 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.
- Consistent with best practice recommendations from the Government Finance Officers Association of the United States and Canada, the County will strive to maintain total General Fund discretionary reserves equal to 5%-15% of annual General Fund operating revenues. This range will be further subdivided into "traffic light" increments as follows:
 - 5-10% represents the red light signaling that no further use of reserves should be made except in dire emergencies or where almost immediate replenishment is assured. Further, priority should be given to increase reserve levels.
 - The 10-15% increment of the range represents the yellow light signaling that caution should be exercised in the use of reserves and only for one-time costs. In addition, consideration should be given to increase reserve levels should resources become available.
 - Above 15%, a green light is given, adequate reserve levels have been achieved. Additional resources need not be set aside at this time for economic uncertainties but used to further other Board of Supervisors goals.
- **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 reserve goals and to balance the next year's budget. Reliance upon fund balance for budget balancing will be managed judiciously, taking into account its volatility and past actual activity.
- **The 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.
- **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 planned criminal justice services projects 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. In light of the upcoming implementation of the federal Affordable Care Act, 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 for specific investment purposes guided by the Reinvest & Revitalization Funds Use Policy pending approval. 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.

GOVERNMENT ACCOUNTING STANDARDS

Fund Balance Classifications

Government Accounting Standards Board (GASB) Statement #54 was issued to improve the usefulness and understandability of governmental fund balance information. The statement provides more clearly defined categories to make the nature and extent of the constraints placed on a government’s fund balance more transparent. The statement only impacts governmental fund types (General, Special Revenue, Capital Projects and Debt Service). The following more clearly defines the new fund balance classifications and examples of fund balance amounts that would generally be reported within these classifications.

- **Nonspendable Fund Balance** – amounts that cannot be spent because they are either not in spendable form or legally or contractually required to be maintained intact. Examples include inventory, prepaid amounts, long-term accounts receivable, and any other amounts that are not expected to be converted to cash.
- **Restricted Fund Balance** – amounts are restricted by external parties (i.e. creditors, grantors, contributors or laws/regulations of other governments) or restricted by law through constitutional provisions or enabling legislation. The majority of the County’s Special Revenue Funds (i.e. Health & Human Services, Child Support Services, Road Fund, etc.) 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 formal action of the government’s highest level of decision making authority. An example of committed fund balance is the Board of Supervisors’ commitment to use 75% of Transient Occupancy Tax (TOT) revenues to provide funding to promote County economic development and tourism.
- **Assigned Fund Balance** – amounts constrained by the government’s intent to be used for specific purposes that are neither restricted nor committed. Assigned fund balance can also be used to eliminate the projected budgetary deficit in the subsequent year’s budget. The intent can be expressed by a) the governing body itself

or b) a body or official to which the governing body has delegated the authority. General Fund carryover fund balance, Accumulated Capital Outlay (ACO) funds, and Capital Project Funds are examples of balances that can be assigned for specific purposes.

- **Unassigned Fund Balance** – a residual classification for the General Fund. The total fund balance, less restricted, committed or assigned funds, equals unassigned fund balance. The general fund is the only fund that should report a positive unassigned fund balance amount. A negative fund balance is possible in other governmental funds. Examples of unassigned fund balance include the general reserve fund and other discretionary general fund economic uncertainty funds.

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.

- Assets with an initial cost of more than \$5,000 to \$100,000 will be capitalized as summarized in the table below:

Capital Asset Type	Capitalization Threshold	Depreciation/Amortization Period
Land	All Costs	Non-Depreciable
Buildings	\$25,000	50 Years
Building Improvements	\$25,000	50 Years
Infrastructure	\$100,000	30-50 Years
Software	\$100,000	7 Years
Non-Amortizable Intangibles	\$5,000	Non-Amortizable
Machinery and Equipment	\$5,000	5 Years

- Capital assets are recorded at historical cost or at estimated historical cost if actual historical cost is not available. 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 December 15 of every other 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 includes:
 - a. Required to meet compelling health, safety, legal or code compliance, a mandate of the Board of Supervisors, or a court order.
 - b. Previously approved phases of a project, which are integral to completing its initial scope.
 - c. Required to keep an existing building, facility, or complex operational. Provides measurable economic benefit or avoids economic loss to the County. Serves to maintain or improve infrastructure of the County as a general benefit to County operations and services.

- d. Alleviates constraints and impediments to effective public access and service such as improvements regarding space limitations or inefficient layout of space in County buildings or facilities, provisions for expanded or changed programs or services, or improvements to heating, ventilation or other work environment conditions.
 - e. Improves the environmental quality or aesthetics of County facilities and complexes.
- 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.

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.

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.

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. Not only are obligations recognized when incurred, but revenues are also recognized when they are incurred or owed to the County.

The government-wide, proprietary and investment trust fund financial statements are reported using the economic resources measurement focus and the accrual basis of accounting. Revenues are recorded when earned and expenses are recorded when liabilities are incurred, regardless of when the related cash flows take place. Non-exchange transactions, in which the County gives (or receives) value without directly receiving (or giving) equal value in exchange, include property and sales taxes, grants, entitlements, and donations. On an accrual basis, revenues from property tax are recognized in the year for which the taxes are levied. Revenues from sales tax are

recognized when the underlying transactions take place. Revenues from grants, entitlements, and donations are recognized in the fiscal year in which all eligibility requirements have been satisfied.

For business-type activities and enterprise funds, the County has elected under GASB Statement No. 20, Accounting and Financial Reporting for Proprietary Funds and Other Governmental Entities That Use Property Fund Accounting, to apply applicable GASB pronouncements as well as any applicable pronouncements of the Financial Accounting Standards Board, the Accounting Principles Board or any Accounting Research Bulletins issued on or before November 30, 1989, unless those pronouncements conflict with or contradict GASB pronouncements.

Fund Types Used by the County

Governmental Fund Types:

- **General Fund:** The General Fund is the general operating fund of the County. All financial resources except for those required to be accounted for in other funds are included in the General Fund.
- **Special Revenue Funds:** Special Revenue Funds account 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: Advertising, Fish & Wildlife, Road, Health Services, State Realignment, and various other restricted and committed 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 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 sub-object Accrued Benefit 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

Elective Officers

Auditor-Controller-Treasurer-Tax Collector

David E. Sundstrom

Board of Supervisors

Supervisor, District One

Susan Gorin

Supervisor, District Two

David Rabbitt

Supervisor, District Three

Shirlee Zane

Supervisor, District Four

James Gore

Supervisor, District Five

Efren Carrillo

County Clerk-Recorder-Assessor

William F. Rousseau

District Attorney

Jill Ravitch

Sheriff-Coroner

Steve Freitas

Appointed Officers & Department Heads

Agricultural Commissioner-Sealer of Weights & Measures

Tony Linegar

Agricultural Preservation & Open Space District General Manager

Bill Keene

Child Support Services Director

Jennifer Traumann

Community Development Commission Director

Kathleen Kane

County Administrator

Veronica A. Ferguson

County Counsel

Bruce Goldstein

Economic Development Director

Ben Stone

Interim Fair Manager

Katie Young

Fire & Emergency Services Director

Alfred Terrell

Interim General Services Director

Tawny Tesconi

Health Services Director

Rita Scardaci

Human Resources Director

Christina Cramer

Human Services Director

Jerry Dunn

Information Systems Director

John Hartwig

Permit & Resource Management Director

Tennis Wick

Chief Probation Officer

Robert Ochs

Public Defender

Kathleen Pozzi

Regional Parks Director

Caryl Hart

Transportation & Public Works Director

Susan Klassen

U.C. Cooperative Extension Director

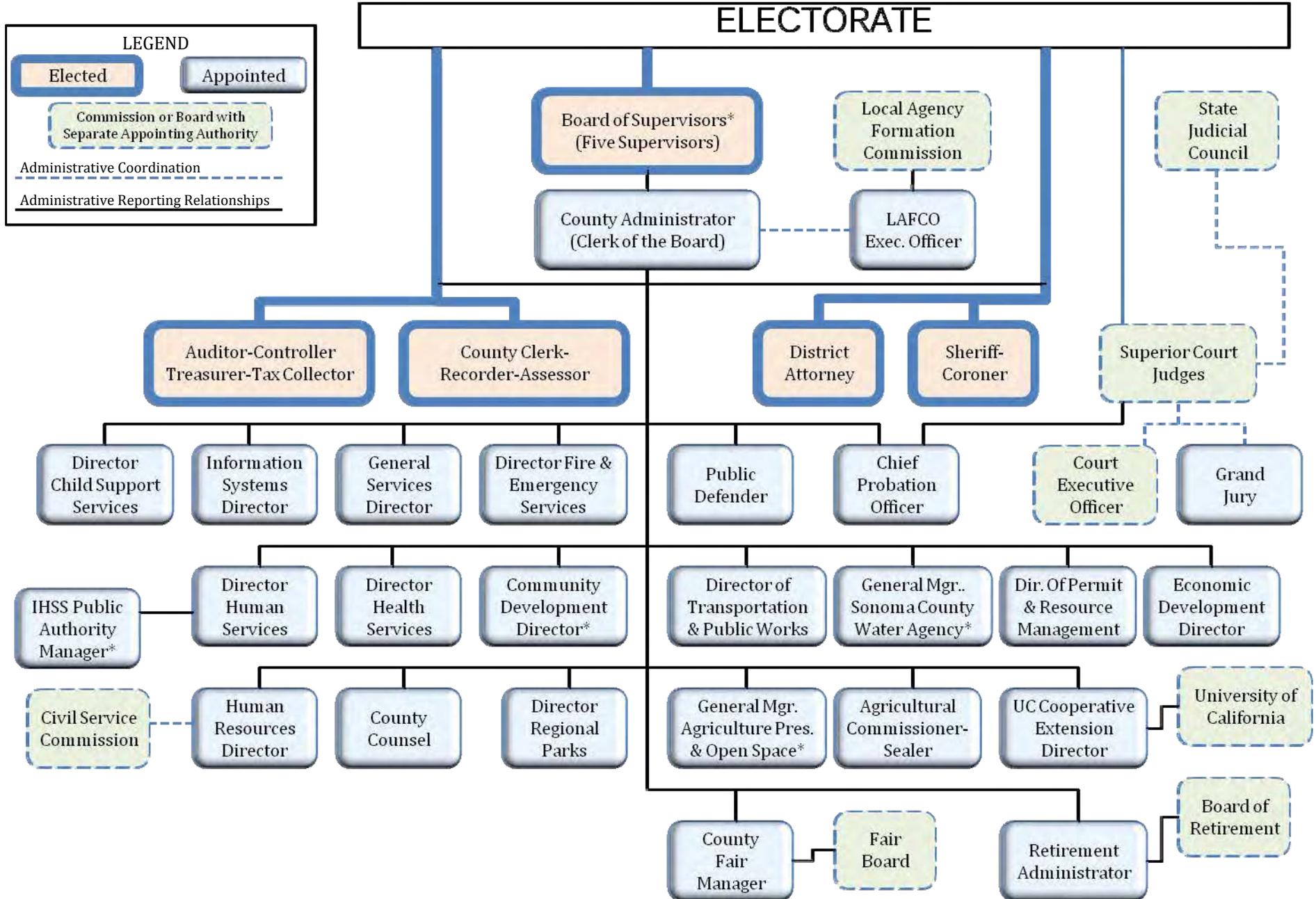
Stephanie Larson

Water Agency General Manager

Grant Davis

County of Sonoma chart of administrative reporting relationships on matters under the control of the Board of Supervisors

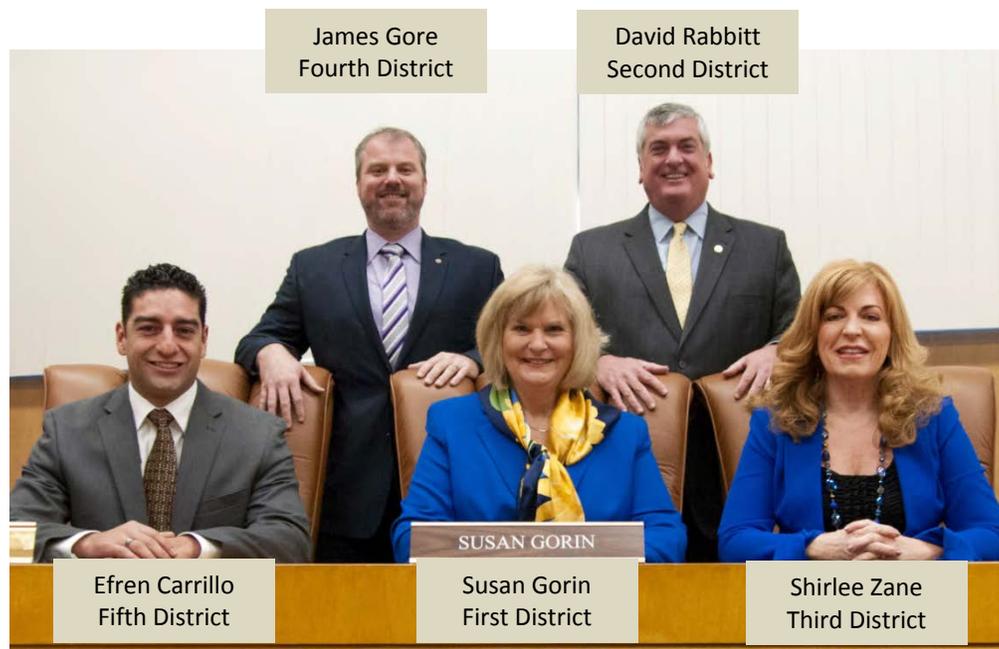
County of Sonoma | FY 2015-2017 Recommended Budget



County Overview | 33

*Board of Supervisors sit as Boar of Directors for the Water Agency, Ag Pres Open Space District, and IHSS Public Authority and also Commissioners of the Community Development Commission.

BOARD OF SUPERVISORS



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/Departments-Agencies/Board-of-Supervisors/>. Supervisors’ Chambers, Sonoma County Administration Building, 575 Administration Drive, Room 102A, Santa Rosa, CA 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 496,253 people, with approximately 35 percent of the population residing in Santa Rosa. That city was also recently named as one of the nation’s “most livable communities” by Partners for Livable Communities. 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.

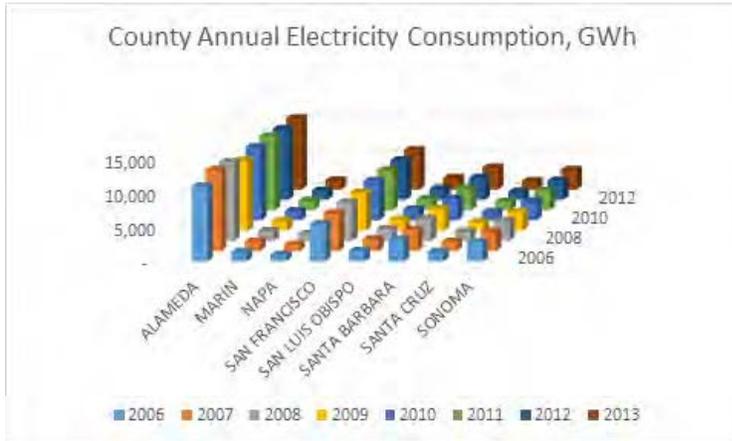
The Board of Supervisors

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 of Supervisors is also the governing body that provides municipal services to those unincorporated areas outside of cities. The Board of Supervisors also acts as the governing Board of the Sonoma County Water Agency, the Northern Sonoma County Air Pollution Control District, the Agricultural Preservation and Open Space District, various County Sanitation Districts, and the Community Development Commission.

The County Administrator

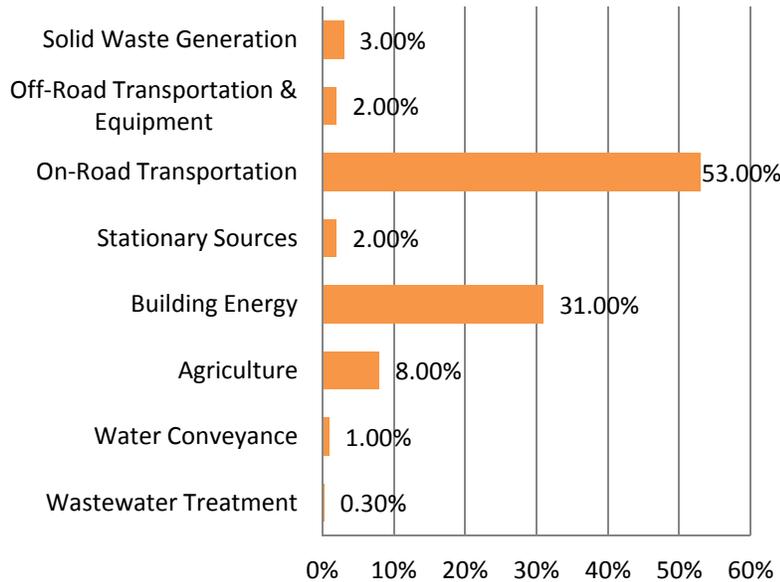
The Board of Supervisors appoints the County Administrator who assists the Board in managing, directing and coordinating the operations of all county departments. The County Administrator also prepares the county budget and makes recommendations to the Board to promote sustainable economic growth and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

ENERGY CONSERVATION



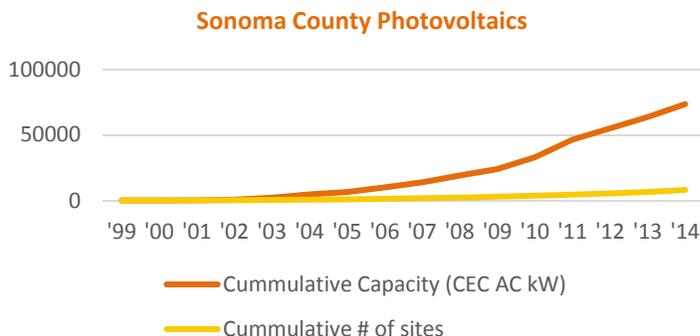
Ranking third lowest in non-residential consumption per capita among similar counties, Sonoma County continues to perform well in energy conservation. The advent of several incentive programs in January 2010, and revised building codes should expedite reductions in coming years. Source: [Energy Consumption Data Management System](#)

GREENHOUSE GAS EMISSIONS BY SECTOR



Climate Action 2020 is a collaborative effort among all nine cities and the County of Sonoma to take further actions in reducing greenhouse gas emissions community-wide and respond to the threats of climate change. The Regional Climate Protection Authority will work with communities to develop a comprehensive and detailed plan for each jurisdiction that will identify measures to reduce greenhouse gases from sources including building energy (electricity and natural gas), transportation, water use and transport, waste, wastewater and agriculture. This detailed plan is called a Community Climate Action Plan, and known locally as Climate Action 2020. Source: [Regional Climate Protection Authority](#)

RENEWABLE CAPACITY (KILOWATTS)



Sonoma County continues to increase its total installed renewable energy capacity with over 73,000 kilowatts of clean energy generation within the county. Unique county programs, like the Sonoma County Energy Independence Program (SCEIP), sustain a supportive market and provide resources to the community to increase local generation and jobs. Source: [Pacific Gas and Electric www.pge.com](#)

RENEWABLE ENERGY PROJECTS

Projects Funded

Residential: 2128
 Commercial: 63
 Total Contracts Funded: \$70,149,801
 Gross Direct, Indirect and Induced Jobs: 1,403
 Percent of Projects Completed by Local Contractors: 87%
 Metric Tons of CO2 Equivalent Emissions Reduced per Year: 9,900.5

Sonoma County continues to lead the way in renewable energy, demonstrating more capacity than many nearby and comparable counties. Programs, including the Sonoma County Energy Independence Program (SCEIP), have contributed to the growth of local generation by providing the financing for 9.9 megawatts of the 73 megawatts of solar PV currently operating in the county. Additionally, programs like Sonoma Clean Power, Sonoma County’s community choice public electricity supplier, are focused on developing local sources of renewable energy.

AIR QUALITY

Air Quality Levels (2014) by Days

Good	321
Moderate	44
Unhealthy for sensitive groups	0
Unhealthy	0

Source: [Environmental Protection Agency](#)

The Environmental Protection Agency monitors air quality across the country, assigning one of four ratings to each day. The EPA reported on 365 days in Sonoma County for 2014. Overall, Sonoma County’s air quality was healthy, with 321 days of “good” air quality and 44 days classified as “moderate.” Sonoma County received straight-A’s on the American Lung Association’s latest air quality report card. In a 2010 Bay Area Pollution Summary, Sonoma County had zero days where pollution levels exceeded the state standard, a result that was much lower than the Bay Area average. Sources: [BAAQMD.gov](#) and [ALA State of the Air](#)

REGIONAL PARKS

Sonoma County Regional Parks

Number of Parks	52
Developed Acreage	777
Undeveloped Acreage	57,203
Trails (miles)	175
Park Users (Annual)	5,603,743
Vet/Community Buildings	8
Events (Annual)	4,788

Source: [Sonoma County Regional Parks](#)



LAND USE

Type of Use	% of Total Acres
Commercial & Industrial	3.89%
Residential	22.86%
Agricultural*	60.72%
Government	9.34%
Recreation	2.59%
Other	0.60%

*Includes active and inactive agricultural lands, agricultural preserves and open space contracts.

Sonoma County encompasses more than 1 million acres of land and water, rich in scenic beauty, and has an array of parks, recreational facilities, campsites and lakes. Open space and agricultural land accounts for a great majority of Sonoma County acreage. The county has approximately 21,717 acres of surface water area, of which 10,183 are bay waters.

Source: [Sonoma County Assessor](#)

ROADWAYS IN SONOMA COUNTY

Maintained by	Bridges	Road/Highway Miles
City	111	994
County	353	1,383
State	113	592*
Federal	0	10.5

* 342 within State Parks

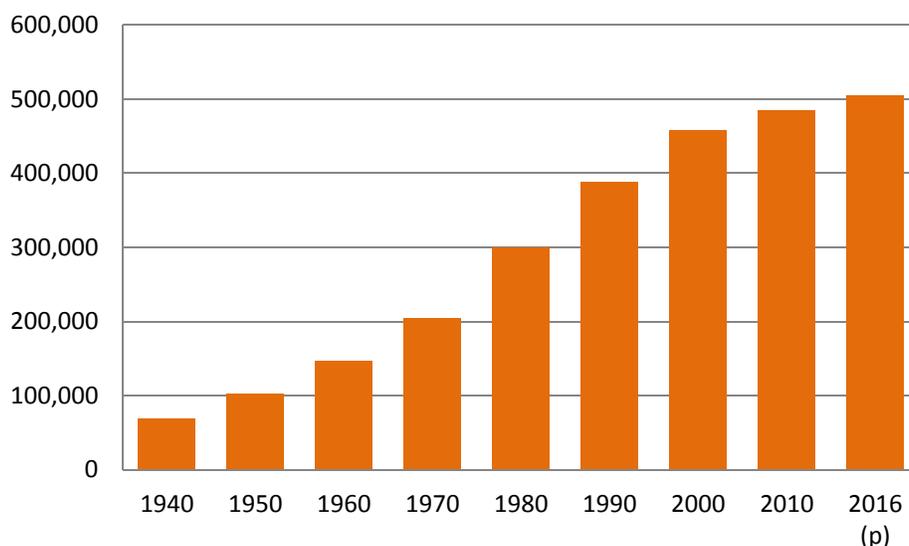
Source: [Sonoma County Transportation and Public Works, CalTrans](#)

COMMUNITY PROFILE

POPULATION GROWTH

Fueled by job growth and an attractive quality of life, the population of Sonoma County has steadily increased since 2000. Between 2000 and 2010, the population increased by 34,671 people, or 7.6 percent. The City of Santa Rosa led this growth in total population, adding 15,841 residents, or 10.7 percent, between 2000 and 2010. The majority of new residents, 70 percent, live within the boundaries of Sonoma County’s nine cities.

Between 1990 and 2000, Sonoma County’s population increased by 70,392 residents, with an average annual growth rate of 1.9 percent. From 2000 to 2010, population in Sonoma County increased at an average annual rate of 0.7 percent. In 2016 the population is projected to reach 505,507 residents. (Source: [California Department of Finance \(DOF\) and the US Census](#))



POPULATION CHARACTERISTICS

Race/Ethnicity	Projected % of Total (2015)
White	63.9%
Hispanic	26.7%
Asian	4.1%
Black	1.4%
American Indian	0.8%
Native Hawaiian	0.3%
Two or More Races, Not Hispanic or Latino	2.8%
Total	100.0%

Source: [California Department of Finance \(DOF\) and the US Census](#)

Age Groups	Projected % of Total (2015)
0-9 yrs	11.0%
10-19 yrs	12.1%
20-34 yrs	20.2%
35-44 yrs	11.8%
45-54 yrs	13.5%
55-59 yrs	7.4%
60-74 yrs	17.3%
75+ yrs	6.7%
Total	100.0%

Source: [California Department of Finance \(DOF\) and the US Census](#)

Education Completed (25+ years)	% of Total (2013)¹
Less than 9th grade	6.9%
9th-12th grade, no diploma	6.4%
High school diploma/GED	20.0%
Some college, no degree	25.6%
Associates degree	8.9%
Bachelor's degree	20.8%
Graduate or professional degree	11.4%
Total	100%

Source: [US Census, American Community Survey 2013](#)

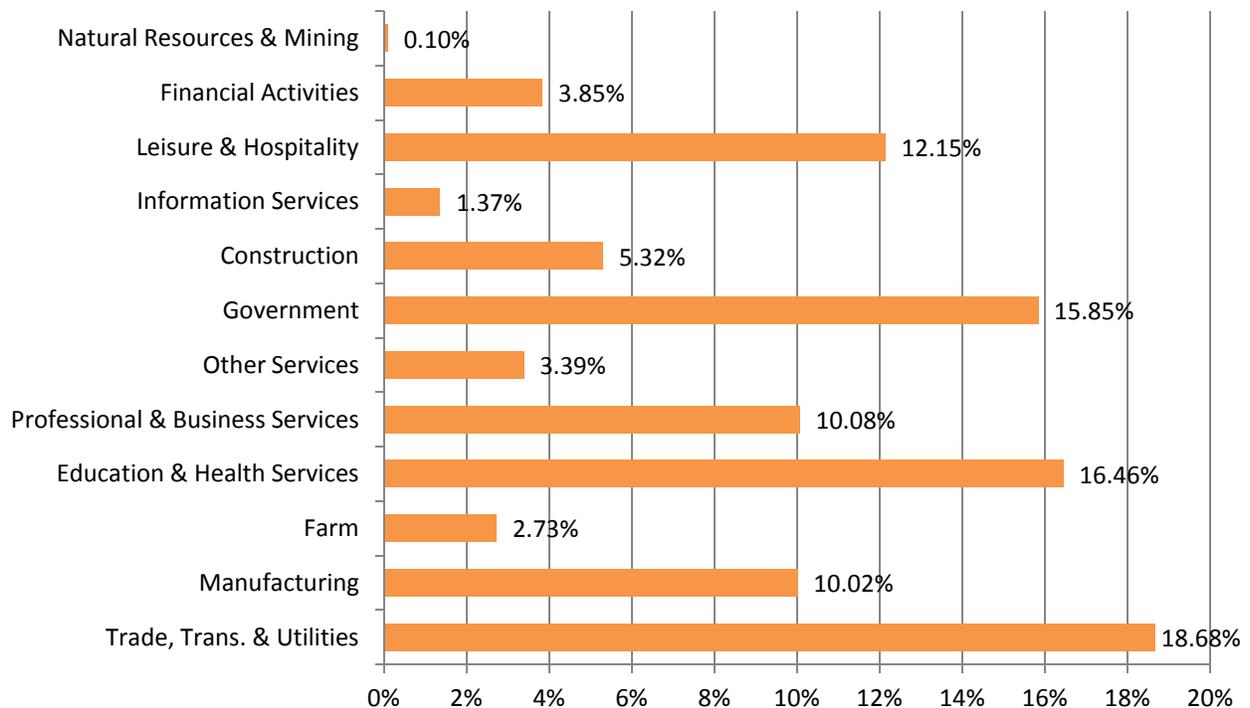
The percent of Sonoma County residents over the age of 25 with college degrees has risen over the past five years. According to the US Census, 32 percent of Sonoma County residents over the age of 25 possessed a bachelor's degree or higher education in 2012, compared to the state average of 30.5 percent.

¹ As of this writing, only 2013 census information was available. The 2014 data will be available in the fall of 2015. Please visit <http://www.census.gov/acs/www/> for updated data.

ECONOMICS

Projections from the State of California’s Employment Development Department show that the Professional and Business Services industries will grow more than any other industry in the county between 2008 and 2018, with approximately 16,700 new jobs over ten years. This sector includes administrative and support services, management of companies and enterprises, and scientific/technical services. Total employment is expected to increase 9.0 percent during this time. In addition, the county remains an attractive option for small and medium sized businesses and corporations looking for new or expansion sites.

% OF EMPLOYMENT BY INDUSTRY (2014)



The Trade, Transportation, & Utilities sector is currently the largest employing sector in the county, followed by Government, and Education & Health Services. Trade, Transportation, & Utilities industry include wholesale trade, grocery stores, and more. This industry will continue to increase total employment through 2018, along with all other major industries in Sonoma County.

MEDIAN HOUSEHOLD INCOME

1979 (from 1980 Census)	\$20,607
1989 (from 1990 Census)	\$36,299
1999 (from 2000 Census)	\$53,076
2009 (from 2010 Census)	\$63,274
2013 (from 2013 ACS)	\$61,479

Source: [US Census, American Community Survey 2013](#)

The median household income for Sonoma County residents has consistently been higher than the averages for California or the United States over the past 10 years.

The number of Sonoma County residents living below the poverty line was lower than both state and national averages. The US Census reports that 12.4 percent of all families in Sonoma County lived below the poverty line in 2013.

PERCENT BELOW POVERTY LINE

Percent Below Poverty Line		
	Sonoma Co.	California
2005	9.1%	13.3%
2006	9.9%	13.1%
2007	8.9%	12.4%
2008	10.9%	13.3%
2009	9.3%	14.2%
2010	10.3%	15.8%
2011	12.2%	16.6%
2012	12.1%	17.0%
2013	12.4%	16.8%

Source: [US Census, American Community Survey 2013](#)

Recent data provided by the US Census reveals that the percent of Sonoma County residents who live below the poverty line has increased since 2008, except for the 1.6 percent drop in 2009, following the general statewide trend. Official poverty calculations assume that a family earning a given income is equally well-off anywhere in the country; however, due to the above-average costs of living in Sonoma County, the Public Policy Institute of California estimates the adjusted poverty rate for Sonoma County is significantly higher.

PER CAPITA PERSONAL INCOME

Per Capita Personal Income		
	Sonoma Co.	California
2005	\$42,191	\$38,964
2006	\$45,476	\$41,623
2007	\$46,963	\$43,152
2008	\$45,996	\$43,608
2009	\$43,006	\$41,587
2010	\$43,246	\$42,282
2011	\$45,722	\$44,749
2012	\$48,917	\$47,505
2013	\$50,312	\$48,434

Source: [US Department of Commerce, Bureau of Economic Analysis](#)

The per capita income in Sonoma County was \$50,312 in 2013. This was nearly 4 percent higher than the California average of \$48,434, and 12 percent higher than the national per capita income of \$44,765. Sonoma County's per capita income is the 15th highest of California's 58 counties.

UNEMPLOYMENT RATES

	Sonoma Co.	California
2005	4.5%	5.4%
2006	4.0%	4.9%
2007	4.3%	5.3%
2008	5.7%	7.2%
2009	9.7%	11.4%
2010	10.3%	12.4%
2011	9.8%	11.8%
2012	8.5%	10.5%
2013	6.7%	8.9%
2014	5.4%	7.5%

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

Sonoma County unemployment rates have stayed below state average unemployment. Between 2010 and 2014, total jobs in Sonoma County increased by 23,500, from 175,500 to 199,000 jobs, or 13.3 percent. The statewide unemployment rate decreased by 4.9 percent from 12.4 percent in 2010 to 7.5 percent in 2014. Total statewide jobs increased 7.8 percent, or 1,147,900 jobs, from 2010 to 2014.

AGRICULTURE AND TOURISM



Agriculture and tourism are two major drivers of Sonoma County’s economy. Agricultural production was \$848 million in 2013, with the two largest categories being wine grapes (\$605 million) and livestock and poultry products (\$116.5 million).² In 2014, total grape tonnage was 255,635 tons. Demographic trends suggest healthy long-term prospects for the Sonoma County wine industry. Source: [Sonoma County Crop Report 2013](#).



² As of this writing, only 2013 crop information was available. The 2014 data will be available after June 9, 2015. Please visit www.sonoma-county.org/agcomm/crop_report.htm for updated data.



More than 7.5 million visitors come to the county each year to taste the wine and experience the natural beauty and recreation opportunities in Sonoma County. The tourism industry generates over \$1.55 billion annually, which translates into approximately 19,000 jobs from visitor spending. Sonoma County's average hotel occupancy rate jumped 11 percent from 2011, reaching 74.3 percent in 2014. Tourism marketing is supported by a non-profit agency formed in 2005, the Sonoma County Tourism Bureau.

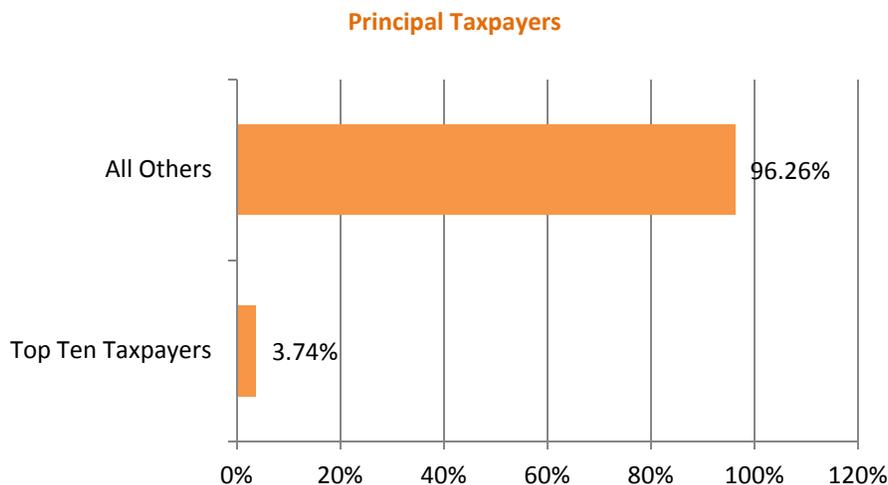
Source: [Employment Development Department 2014 Annual Tourism Report](#).

PRINCIPAL TAXPAYERS

(Dollar amounts in thousands)

Taxpayer	Total Taxes	Percentages
Geysers Power Co LLC	\$10,985	1.38%
Pacific Gas and Electric Company	9,296	1.17%
Agilent Technologies	2,144	0.27%
Pacific Bell	1,712	0.21%
Ferrari-Carano Vineyards and Winery	1,129	0.14%
CWI Fairmont Sonoma Hotel LLC	1,053	0.13%
EMI Santa Rosa LTD	943	0.12%
Constellation Wines US Inc	866	0.11%
Foley Family Wines Inc	861	0.11%
Silverado Sonoma Vineyards LLC	855	0.11%
Total	29,844	3.74
Total Taxes of all Taxpayers	797,521	100

Source: Auditor-Controller Treasurer-Tax Collector, as of April, 2015



MAJOR PRIVATE SECTOR EMPLOYERS 2014

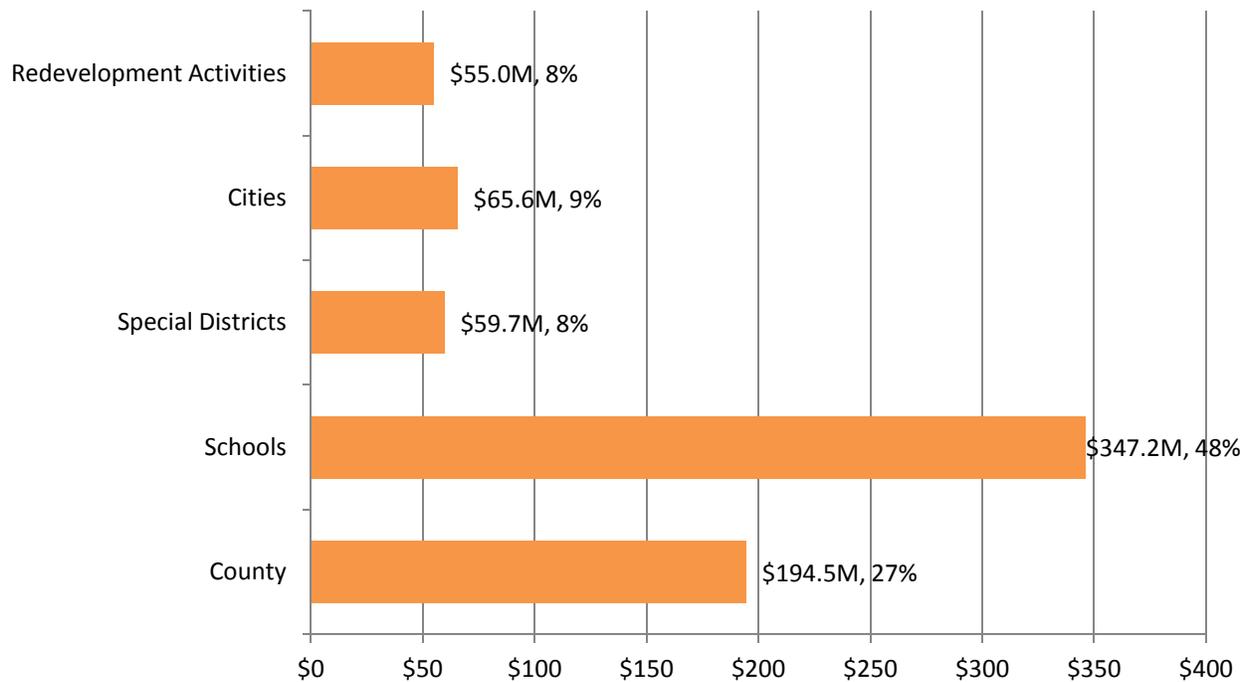
Employer	Nature of Enterprise	Number of Employees
Health Care Employment		
Kaiser Permanente	Health Maintenance Organization	2,555
Sutter Medical Center	Public Non-Profit Hospital	1,797
St. Joseph's Health System	Private Non-Profit Hospital	1,740
Manufacturing Employment		
Keysight Technologies	Electronics and Communications	1,200
Amy's Kitchen	Natural Frozen Foods	870
Medtronic	Surgical Devices	840 ¹
JDS Uniphase Corp.	Optical Product Manufacturing	400
La Tortilla Factory	Food Manufacturing	201
Other Employment		
Graton Resort & Casino	Casino	2,000 ¹
Jackson Family Wines	Winery	640 ¹
AT&T	Telephone Utility	600 ¹
Hansel Dealer Group	Auto Dealership	570
River Rock Entertainment Authority	Casino	500 ¹
Ghilotti Construction Co.	General Engineering Contractor	425
Exchange Bank Financial Activities	Bank	400
Redwood Credit Union	Bank	322
Korbel	Winery	320
G&G Supermarket	Retail Grocer	300 ¹
Mary's Pizza Shack	Restaurant Chain	268 ¹
Sonoma Media Investments	Newspaper Services	261

¹ NBBJ Estimate

Source: [North Bay Business Journal-Private Sector Employers Sonoma County 2014](#)

WHERE DO YOUR PROPERTY TAX DOLLARS GO?

Distribution of 2014-2015 Property Tax Dollars Total Estimated Prop. 13 Tax Levy: \$721.0 Million*



* FY 2014-2015 distribution amounts shown above represent a 7.1 percent increase to FY 2013-2014 amounts. Pursuant to California Law, redevelopment agencies were established for the purpose of eliminating blight that hinders private development and growth within a community. Redevelopment agencies were dissolved through State legislation during FY 2011-2012, but the Auditor-Controller is still required to calculate and distribute funding related to redevelopment activities. Any residual funds that are not expended for redevelopment activities are returned back to the contributing taxing entities each year.



Financial Summaries

This section contains a number of different summaries of the total Recommended 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

Description	Estimated Available Fund Balance/ Retained Earnings June 30, 2015	Total Recommended Financing Sources (Revenues & Use of Fund Balances*)	Total Recommended Financing Uses (Expenditures & Contributions to Reserves or Designations)	Estimated Available Fund Balance/ Retained Earnings June 30, 2016	Estimated Available Fund Balance/ Retained Earnings June 30, 2017
General Funds	\$95,966,795	\$407,967,602	\$423,407,058	\$80,527,339	\$78,726,414
Special Revenue Funds	203,497,571	557,654,940	611,014,086	150,138,425	123,802,378
Debt Service Funds	13,947,373	11,904,298	11,904,798	13,946,873	13,946,373
Subtotal - County Operating	313,411,739	977,526,840	1,046,325,942	244,612,637	216,475,165
Capital Projects	20,448,493	30,158,217	42,123,359	8,483,351	8,488,351
Subtotal County Funds	333,860,232	1,007,685,057	1,088,449,301	253,095,988	224,963,516
Less: Operating Transfers	0	(159,479,208)	(159,479,208)	0	0
Total County Funds	333,860,232	848,205,849	928,970,093	253,095,988	224,963,516
Enterprise Funds	31,644,545	49,765,511	55,662,924	25,747,132	19,605,269
Internal Service Funds	35,551,335	154,247,477	175,678,070	14,120,742	(7,411,525)
Special Districts	193,978,726	238,389,977	269,006,851	163,361,852	131,504,690
Grand Total	595,034,838	1,290,608,814	1,429,317,938	456,325,714	368,661,950

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

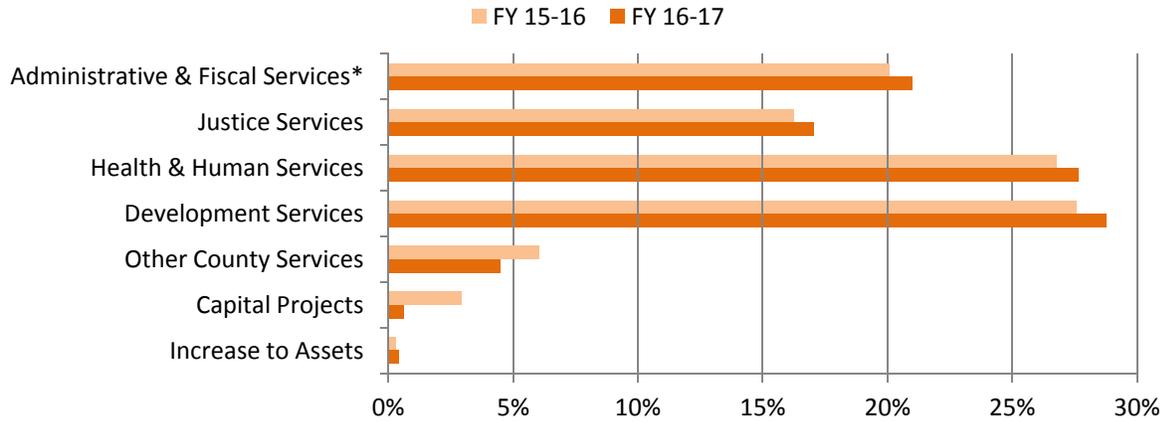
All other uses of fund balance are determined based on the excess of Financing Uses over Financing Sources and reflected as a decrease to the estimated ending fund balance.

COUNTY BUDGET FINANCING SOURCES AND USES SUMMARY FY 2013-2014 THROUGH FY 2016-2017

Description	2013-14	2014-15	2015-16			2016-17		
	Actual	Adopted	Recom- mended	Change from 2014- 15	% Change from 2014-15	Recom- mended	Change from 2015- 16	% Change from 2015-16
Financing Sources								
Taxes	302,123,155	318,368,449	327,775,425	9,406,976	2.9%	337,772,620	9,997,195	3.0%
Licenses/Permits/Franchises	23,720,934	19,274,783	24,486,043	5,211,260	21.3%	24,667,321	181,278	0.7%
Fines/Forfeitures/Penalties	13,250,164	14,921,808	12,231,016	(2,690,792)	(22.0%)	12,044,301	(186,715)	(1.6%)
Use of Money/Property	27,120,777	24,944,340	29,671,326	4,726,986	15.9%	25,856,392	(3,814,934)	(14.8%)
Intergovernmental Revenues	483,253,695	512,682,449	544,032,453	31,350,004	5.8%	538,272,380	(5,760,073)	(1.1%)
Charges for Services	275,581,782	226,424,245	264,730,150	38,305,905	14.5%	271,434,802	6,704,652	2.5%
Miscellaneous Revenues	70,571,532	87,323,000	35,123,588	(52,199,412)	(148.6%)	26,647,261	(8,476,327)	(31.8%)
Other Financing Sources	89,883,932	77,947,184	48,263,849	(29,683,335)	(61.5%)	41,452,802	(6,811,047)	(16.4%)
Use of Fund Balance/Net Assets	35,151,834	175,199,491	143,004,088	(32,195,403)	(22.5%)	93,318,294	(49,685,794)	(53.2%)
Total Financing Sources	1,320,657,805	1,457,085,749	1,429,317,938	(27,767,811)	(1.9%)	1,371,466,173	(57,851,765)	(4.2%)
Uses of Financing by Function								
Administrative & Fiscal Services	249,787,434	279,106,052	286,921,209	7,815,157	2.7%	288,165,992	1,244,783	0.4%
Justice Services	218,522,388	235,373,839	232,557,623	(2,816,216)	(1.2%)	233,882,865	1,325,242	0.6%
Health & Human Services	336,776,096	348,470,001	382,925,451	34,455,450	9.0%	379,342,897	(3,582,554)	(0.9%)
Development Services	438,612,037	467,728,991	394,268,201	(73,460,790)	(18.6%)	394,599,199	330,998	0.1%
Other County Services	28,703,981	82,943,278	86,407,131	3,463,853	4.0%	61,560,940	(24,846,191)	(40.4%)
Capital Projects	10,054,140	36,305,146	41,943,359	5,638,213	13.4%	8,259,750	(33,683,609)	(407.8%)
Increase to Fund Bal./Net Assets	38,201,729	7,158,442	4,294,964	(2,863,478)	(66.7%)	5,654,530	1,359,566	24.0%
Total Financing Uses	1,320,657,805	1,457,085,749	1,429,317,938	(27,767,811)	(1.9%)	1,371,466,173	(57,851,765)	(4.2%)
Uses of Financing by Type								
Salaries & Benefits	492,182,295	546,737,768	561,042,974	14,305,206	2.5%	561,300,429	257,455	0.0%
Services & Supplies	528,610,274	581,112,554	532,659,025	(48,453,529)	(9.1%)	521,510,944	(11,148,081)	(2.1%)
Other Charges	378,190,853	392,762,022	421,433,993	28,671,971	6.8%	403,855,553	(17,578,440)	(4.4%)
Fixed Assets	93,107,226	156,310,879	130,506,802	(25,804,077)	(19.8%)	105,621,334	(24,885,468)	(23.6%)
Operating Transfers	78,384,760	69,082,256	39,552,986	(29,529,270)	(74.7%)	36,672,778	(2,880,208)	(7.9%)
Reimbursements	(288,019,332)	(298,550,300)	(265,744,806)	32,805,494	(12.3%)	(268,566,395)	(2,821,589)	1.1%
Appropriations for Contingencies	0	2,472,128	5,572,000	3,099,872	55.6%	5,417,000	(155,000)	(2.9%)
Increase to Fund Balance/Net Assets	38,201,729	7,158,442	4,294,964	(2,863,478)	(66.7%)	5,654,530	1,359,566	24.0%
Total Financing Uses	1,320,657,805	1,457,085,749	1,429,317,938	(27,767,811)	(1.9%)	1,371,466,173	(57,851,765)	(4.2%)
Total Permanent Positions without Libraries (FTEs)	3,768	3,936	4,087	151	3.7%	4,062	(25)	-0.6%

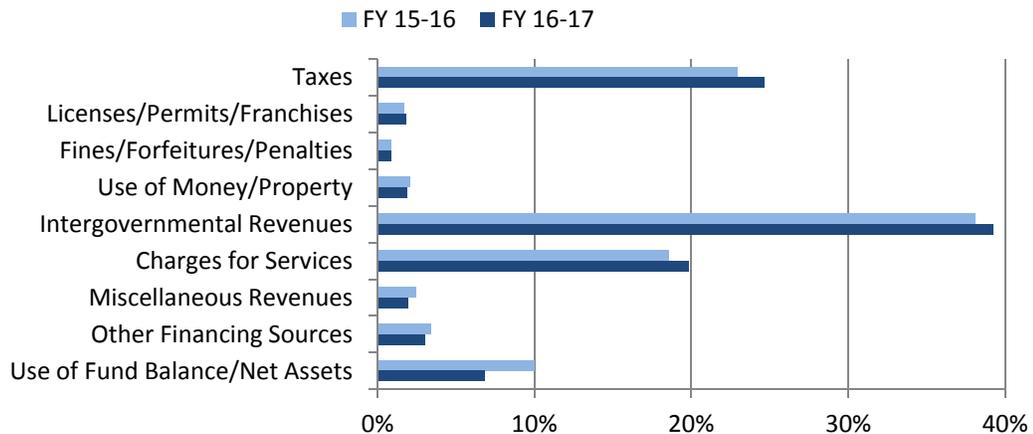
COUNTY BUDGET – ALL FUNDS

FY 2015-2016 \$1.43 Billion, FY 2016-2017 \$1.37 Billion Uses-All Funds



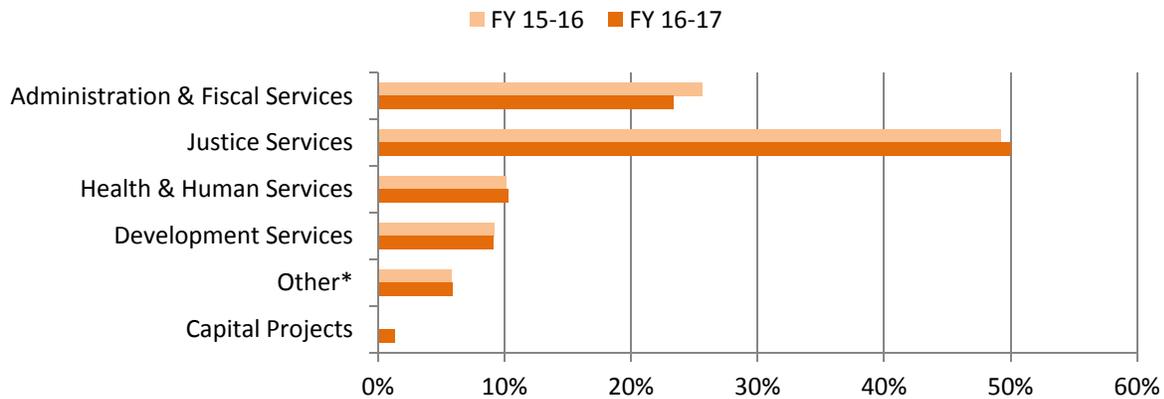
*Administrative Support & Fiscal Services includes Non-Departmental, which contains fund transfers, non-Administrative & Fiscal departments, and County's self-insurance expenses allocated to user departments. Without these budget units, Administrative & Fiscal Services would represent 9% and 11% of the fiscal years' totals.

FY 2015-2016 \$1.42 Billion, FY 2016-2017 \$1.37 Billion Sources-All Funds



GENERAL FUND

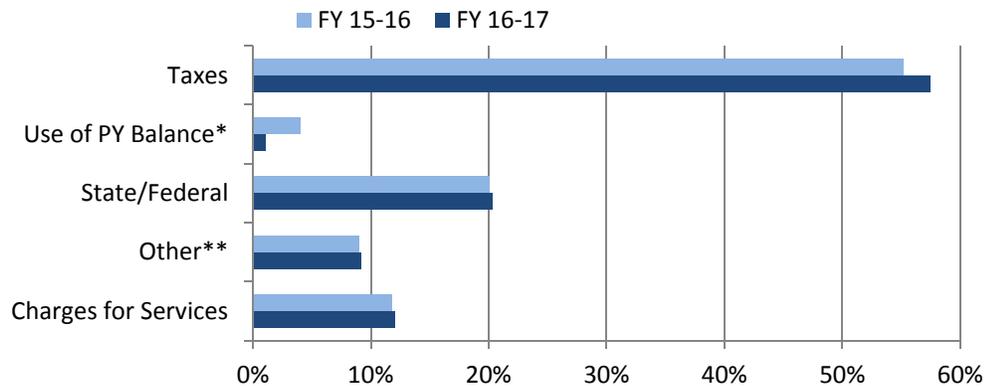
FY 2015-2016 \$421.1 Million, FY 2016-2017 \$416 Million Uses-General Fund



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

*Other - Includes General Government Transfers (FY2015-2016 \$15.8 million, FY2016-2017 \$15.2 million), Other County Services (FY2015-2016 \$6.8 million, FY2016-2017 \$6.8 million), and Increases to Fund Balance (FY2015-2016 \$1.8 million, FY2016-2017 \$2.6 million).

FY 2015-2016 \$421.1 Million, FY 2016-2017 \$416.4 Million Sources-General Fund



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

*Prior Year Reserves & Designations - Includes carryover fund balance (FY 2015-2016 \$11.7 million), and FY 2015-2016 \$4.6 million in RDA Dissolution Distribution Fund.

**Other - Includes Licenses/Permits/Franchises (FY2015-2016 \$15.4 million, FY2016-2017 \$15.6 million), Fines/Forfeitures/Penalties (FY2015-2016 \$7.8 million, FY2016-2017 \$7.9 million), Use of Money/Property (FY2015-2016 \$5.6 million, FY2016-2017 \$5.3 million), Miscellaneous Revenues (FY2015-2016 \$4.3 million, FY2016-2017 \$4.3 million), and Other Financing Sources (FY2015-2016 \$4.8 million, FY2016-2017 \$5 million).



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



BOARD OF SUPERVISORS/ COUNTY ADMINISTRATOR

Veronica Ferguson
County Administrator

The department’s mission is to enrich the quality of life in Sonoma County through superior public service and investing in beautiful, thriving and sustainable communities for all.

BUDGET AT A GLANCE:	FY 2015-2016	FY 2016-2017
Total Expenditures	\$6,954,371	\$6,942,221
Total Revenues/Use of Fund Balance	\$2,847,154	\$2,858,473
Total General Fund Contribution	\$4,107,217	\$4,083,748
Total Staff	38.30	38.30
% Funded by General Fund	59.06%	58.82%

DEPARTMENT SERVICES

The Board of Supervisors is the elected legislative and executive body of Sonoma County, and also the governing body for special districts, such as the Sonoma County Water Agency, Community Development Commission, Sonoma County Agricultural Preservation and Open Space District, Northern Sonoma County Air Pollution Control District, and Sonoma County Public Finance Authority.

Major activities include: direct **Supervisory District services** including intake of residents’ concerns, data research, and Advertising grants facilitation; and **Clerk of the Board** functions such as record keeping and meeting coordination (including Assessment Appeals).

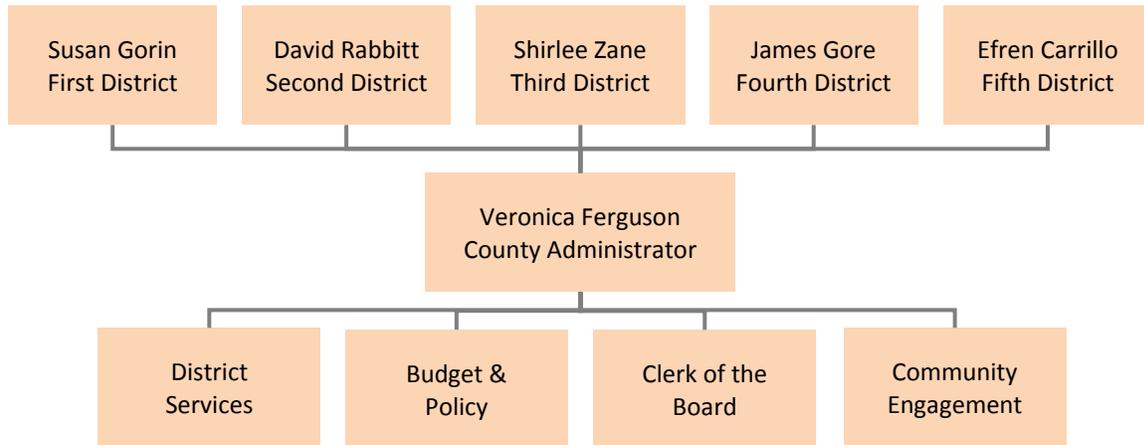
The County Administrator’s Office carries out the policy direction of the Board of Supervisors and serves the public by collaboratively leading and supporting the County organization. In partnership with the community, the Board of Supervisors and County Administrator’s Office actively implement measures consistent with the County’s Strategic Plan goals of Safe Healthy & Caring Community, Economic & Environmental Stewardship, Investing in the Future, and Civic Services & Engagement.

Major activities include: overall County **Budget & Policy** coordination, which includes fiscal planning, resource allocation recommendations, strategic plan implementation; and **Community Engagement** through legislative advocacy, public information, and community outreach.

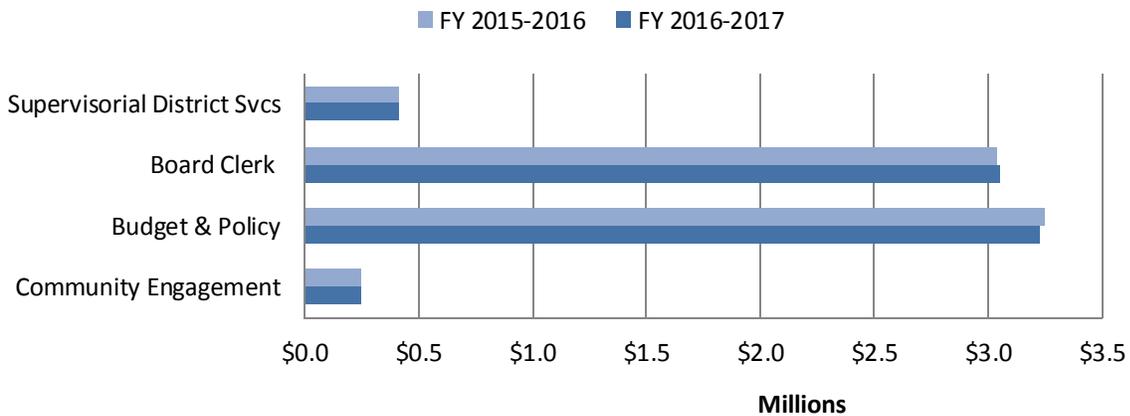
In addition, the County Administrator’s Office oversees Non-Departmental, Court Support Operations, and Capital Project budgets, which are included in separate sections of the budget document.

For more information, call (707) 2431, or visit www.sonomacounty.ca.gov/Departments-Agencies/County-Administrators-Office/.

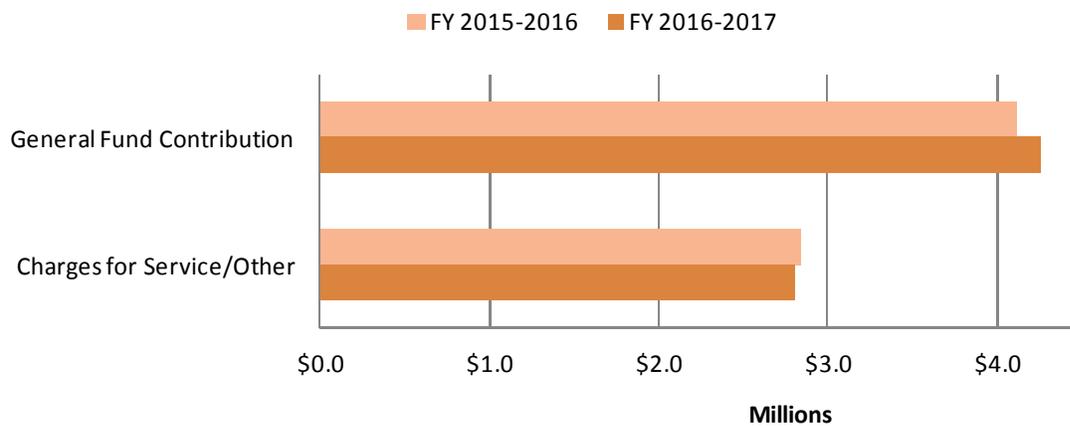
ORGANIZATIONAL PROGRAM CHART



FUNDING USES



FUNDING SOURCES



FINANCIAL SUMMARY

	FY 2014-15	FY 2015-16			FY 2016-17		
	Adopted Budget	Recommended Budget	Change from 2014-15	% Change from 2014-15	Recommended Budget	Change from 2015-16	% Change from 2015-16
Expenditures (Uses)							
Supervisorial District Services	351,065	414,571	63,506	18.1	414,571	0	0.0
Board Clerk	2,898,335	3,042,368	144,033	5.0	3,054,242	11,874	0.4
Budget & Policy	3,030,789	3,292,105	261,316	8.6	3,268,081	(24,024)	(0.7)
Community Engagement	200,319	205,327	5,008	2.5	205,327	0	0.0
Total Expenditures	6,480,508	6,954,371	473,863	7.3	6,942,221	(12,150)	(0.2)
Revenues/Reimbursements (Sources)							
General Fund Contribution	4,046,277	4,107,217	60,940	1.5	4,083,748	(23,469)	(0.6)
Charges for Service/Other	2,434,231	2,847,154	412,923	17.0	2,858,473	11,319	0.4
Total Revenues/Use of Fund Balance	6,480,508	6,954,371	473,863	7.3	6,942,221	(12,150)	(0.2)
Total Permanent Positions	36.3	38.3	2.0	5.5	38.3	0.0	0.0

BUDGET CHANGES

FY 2015-2016

The FY 2015-2016 recommended budget includes \$6.95 million in expenditures financed with \$2.84 million in revenues and \$4.11 million in General Fund support or 1.5% increase from FY 2014-2015. Overall expenditures are increasing \$474,000 or 7.3% from the prior year primarily due to two new positions offset with increased charges for services recommended in FY 2015-2016, as discussed below.

Supervisorial District Services

Total recommended appropriations are increasing by \$64,000 or 18%, primarily as a result of converting extra-help Administrative Aide positions to permanent allocations during the FY 2014-2015 budget. These resources support the Advertising & Promotions Grants program Category E. The expense is financed with Transient Occupancy Tax revenues.

Clerk of the Board

The Clerk of the Board includes expenditures totaling \$3 million, an increase of \$144,000 or 5% resulting from salaries and benefits changes, as well as growth in countywide internal services allocations such as information technology services.

Budget & Policy

This budget unit has a \$3.3 million recommended budget, which is an increase of \$260,000 or 9% from the prior year. The County Administrator staff administers the Advertising Grant program, and will also be the primary ongoing support department administering the new Hyperion budget tool. In order to meet these responsibilities, the FY 2015-2016 includes the addition of an Administrative Aide dedicated to support the Advertising program, which has grown in size and categories of grant awards. Also, an Administrative Analyst is recommended to take on the role of the Hyperion budget tool administrator. Both of these added resources will be financed from the specific program or system funds and total approximately \$290,000. Increased costs are offset by a \$30,000 decrease in Information Systems support associated with the old Budget system.

Revenues/Reimbursements (Sources)

Total FY 2015-2016 sources are \$6.95 million, which includes the \$4.1 million of general fund support, and revenues totaling \$2.84 million. Revenues are increasing by \$413,000 as follows: \$290,000 from the Advertising program and the Enterprise Financial System internal services fund; \$35,000 in adjusted reimbursements as included in the Local Agency Formation Commission (LAFCO) budget for salaries and benefits changes associated with the staff allocated to support the Commission; and \$88,000 in charges for services for special projects such as extra-help staffing cost for the Public Safety Consortium administrator.

FY 2016-2017

The second year recommended budget totals \$6.94 million, a \$12,000 decrease due to anticipated Budget & Policy reduction in extra help resources. Revenues are expected to remain flat for the most part going into FY 2016-2017.

ALIGNMENT WITH THE COUNTY STRATEGIC PLAN

Under the Board of Supervisors' guidance, the work conducted in the recommended budget supports all four of the Strategic Plan focus areas: *Safe, Healthy & Caring Communities*; *Economic & Environmental Stewardship*; *Investments in the Future*; and *Civic Services & Engagement*. Consequently, both the FY 2015-2016 and FY 2016-2017 Budget of \$6.9 annually support the County's Strategic Plan, and directly facilitate the implementation of the Board's strategic priorities.

ACCOMPLISHMENTS AND OBJECTIVES

FY 2013-2015 Accomplishments

- Led efforts towards achieving or advancing the 2014 Board of Supervisors Policy Objectives to: improve community's health; support immigrants and families; increase confidence in safety and justice services; improve transportation and recreation facilities; protect natural resources and local food system; support local economy through education and jobs; long term fiscal health; support neighborhood resilience; ensure the highest and best use of County facilities and systems; increase access to and citizen participation in County government; and enhance the County's responsiveness to community needs.
- Implemented Pension Reform measures resulting in \$170 million in reduced costs through 2023; established the Chanate Facilities charter; completed over 50 Countywide Fire Services delivery and operations study presentations; finalized the City-County Memorandum of Understanding for the Southwest Santa Rosa Annexation; and, in partnership with Transportation & Public Works staff, established a framework for long term roads repair and the 2014-2016 Road investment plan.
- Completed the Community and Local Law Enforcement Task Force recommendations to improve relationships with the community relative to safety and justice services.
- Implemented the first 2-year budget plan which promotes multi-year fiscal planning.
- Completed, in partnership with Information Systems and the Auditor-Controller-Treasurer-Tax Collector, Phase 1A Financial System implementation, which replaced the County's 27-year-old financial system and provides improved reporting for decision making.

FY 2015-2017 Objectives

- Partner with the City of Santa Rosa to complete the annexation of Roseland and other southwest Santa Rosa unincorporated areas islands.
- Implement the Community Task Force recommendations including a civilian oversight program.
- Lead the County's ability to increase staffing capacity by ensuring maximum utilization of the new Hyperion budget tool functionalities, which is expected to provide increase financial transparency and robust multi-year fiscal planning opportunities.
- Coordinate the Health Task Force initiative, which aims to reduce health care plan costs by working with stakeholders to identify cost savings opportunities.
- Continue to develop the community engagement framework enhancing the County's ability to be more connected and partner with its citizenry to address key issues.
- Facilitate the disposition of the Chanate property to ensure the asset provides value added services to the community.
- Coordinate efforts toward achieving the 2015 Board established priorities, including addressing the impacts of marijuana, increasing affordable housing, supporting the expansion of early learning opportunities, completing the development of a sustainability initiative, and continuing to ensure the long-term fiscal health of the county.



COUNTY COUNSEL

Bruce Goldstein
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 in promoting the public interest, achieving programmatic and strategic goals, and protecting financial resources.

BUDGET AT A GLANCE:	FY 2015-2016	FY 2016-2017
Total Expenditures	\$7,747,920	\$7,756,527
Total Revenues/Use of Fund Balance	\$5,791,130	\$5,794,747
Total General Fund Contribution	\$1,956,790	\$1,961,780
Total Staff	38.00	38.00
% Funded by General Fund	25.26%	25.29%

DEPARTMENT SERVICES

The Sonoma County Counsel’s Office is the primary provider of legal services to County departments and over 25 special districts, as well as the Board of Supervisors, Grand Jury, Agricultural Preservation and Open Space District, Sonoma Marin Area Rail Transit District, Sonoma County Water Agency, Local Agency Formation Commission, and the Sonoma County Transportation Authority. In addition to legally mandated services, County Counsel works proactively with client departments to minimize risk, address emerging legal issues, and achieve policy objectives.

Within each of the four program areas, Litigation, Labor Law & Justice, Health & Human Services, Land Use, and Infrastructure & Public Resources, 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. In addition to providing daily advice on issues such as contract compliance, employment conditions, and land use planning, County Counsel attorneys regularly represent County departments and agencies in various court proceedings and hearings.

The **Health and Human Services Practice Group** provides legal counsel to all divisions of the Health Department and the Human Services Department. The attorneys represent the Family, Youth & Children’s Division of Human Services in all phases of juvenile

dependency cases, as well as representing the Public Guardian and Public Conservator in court proceedings.

The **Infrastructure and Public Resources Practice Group** performs legal services related to contracting, real property transactions, public works, fiscal services, ordinance and policy drafting and adoption, resources management, and general counsel advice.

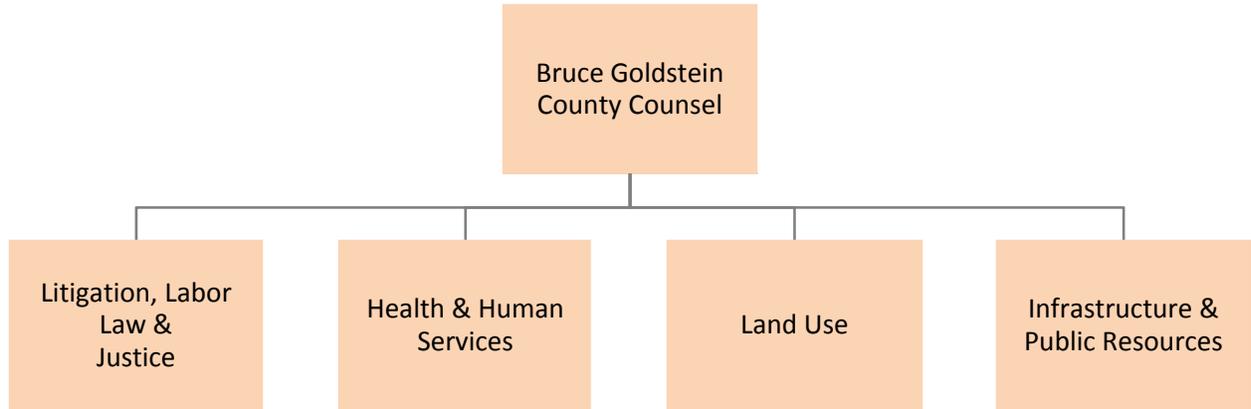
The **Land Use Practice Group** performs legal services related to planning, zoning, building, California Environmental Quality Act, code enforcement, and tribal gaming, as well as trials and appellate litigation regarding land use matters.

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, including coordination with outside counsel; administrative hearings; ordinance enactments and policy adoptions; employee discipline, discrimination and disability issues; and general counsel advice.

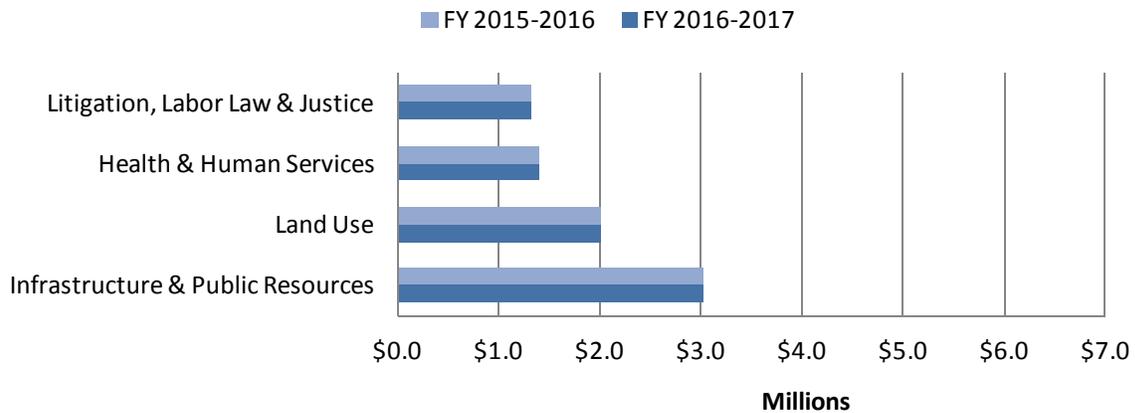
County Counsel also manages the criminal defense conflict counsel contract.

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

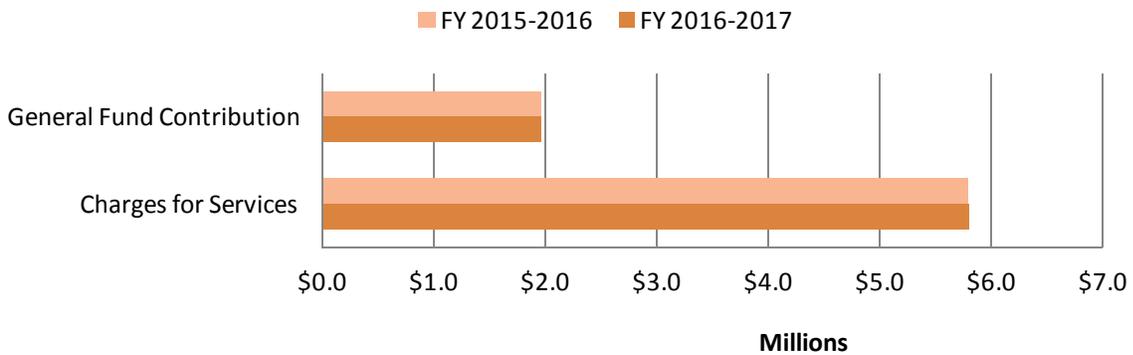
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FUNDING USES



FUNDING SOURCES



FINANCIAL SUMMARY

	FY 2014-15	FY 2015-16			FY 2016-17		
	Adopted Budget	Recommended Budget	Change from 2014-15	% Change from 2014-15	Recommended Budget	Change from 2015-16	% Change from 2015-16
Expenditures (Uses)							
Litigation, Labor Law & Justice	1,274,908	1,317,182	42,274	3.3	1,318,646	1,464	0.1
Health & Human Services	1,349,903	1,394,657	44,754	3.3	1,396,206	1,549	0.1
Land Use	1,949,859	2,014,455	64,596	3.3	2,016,693	2,238	0.1
Infrastructure & Public Resources	2,924,789	3,021,626	96,837	3.3	3,024,982	3,356	0.1
Total Expenditures	7,499,459	7,747,920	248,461	3.3	7,756,527	8,607	0.1
Revenues/Reimbursements/Use of Fund Balance (Sources)							
General Fund Contribution	1,759,600	1,956,790	197,190	11.2	1,961,780	4,990	0.3
Charges for Services	2,785,355	5,791,130	3,005,775	107.9	5,794,747	3,617	0.1
Cost Reimbursement	2,804,504	0	(2,804,504)	(100.0)	0	0	0.0
Miscellaneous Revenue	150,000	0	(150,000)	(100.0)	0	0	0.0
Total Revenues/Use of Fund Balance	7,499,459	7,747,920	248,461	3.3	7,756,527	8,607	0.1
Total Permanent Positions	38.0	38.0	0.0	0.0	38.0	0.0	0.0

Notes: The expenditure budget includes \$21,000 each year for the department's contribution to the desktop replacement fund. The revenue budget includes \$20,000 in FY 2015-2016 and \$15,000 in FY 2016-2017 for reimbursements from the desktop replacement fund.

BUDGET CHANGES

FY 2015-2016

The FY 2015-2016 recommended budget includes \$7.75 million in expenditures financed with \$5.79 million in revenue and \$1.96 million in General Fund contributions. Overall, expenditures are increasing \$248,000 or 3.3% from the FY 2014-2015 budget. The increase is the result of additional expenses related to the County's new financial system and changes to salary and benefits costs.

The General Fund contribution of \$1.96 million is used to offset the cost of legal services provided to County General Fund departments. The \$5.79 million in Charges for Services is generated from legal services provided to non-General Fund divisions/departments, as well as to other governmental entities.

In prior budget years, miscellaneous revenues and reimbursements were tracked separately from Charges for Services. Miscellaneous Revenue included revenue attributable to code enforcement cases, legal settlements, mental health fees in Lanterman-Petris-Short Act (LPS) cases, and public health representation for probate conservatorships for the mentally challenged. For FY 2015-2016 and going forward, miscellaneous revenue and reimbursements will be included within Charges for Services as they are similar revenue streams, resulting in an increase of \$3.1 million or 107.9% in revenue associated with Charges for Services as compared to FY 2014-2015.

FY 2016-2017

The FY 2016-2017 recommended budget includes \$7.76 million in expenditures financed with \$5.79 million in revenue and \$1.97 million in General Fund contributions. Expenditures increase \$9,000 or 0.1% over the previous fiscal year due to costs associated with the financial system and information technology.

ALIGNMENT WITH THE COUNTY STRATEGIC PLAN

The proposed FY 2015-2016 (\$7.75 million) and FY 2016-2017 (\$7.76 million) budget and objectives for County Counsel align with the County Strategic Plan goals of *Safe, Healthy & Caring Community* and *Economic & Environmental Stewardship*. The Litigation, Labor Law & Justice practice group (\$1.3 million) and the Health & Human Services practice group (\$1.4 million) are most closely aligned with *Safe, Healthy and Caring Community*, supporting Criminal Justice and Health and Human Services departments and contributing to the safety and health of children and others in need. The Land Use practice group (\$2 million) aligns with *Economic & Environmental Stewardship* by advising the Board of Supervisors on zoning and land use matters that impact the sustainable management of local resources. The Infrastructure & Public Resources practice group (\$3million) also supports *Economic & Environmental Stewardship* by advising on water, energy, and climate protection projects, as well as providing legal advice related to the protection and maintenance of public lands and open space.

ACCOMPLISHMENTS AND OBJECTIVES

FY 2013-2015 Accomplishments

- Worked with Permit and Resource Management Department (PRMD) to complete legal review and revisions to finalize a draft of the Development Code, which will modernize and streamline zoning and development standards in conformity to the County's new General Plan.
- Worked with PRMD to complete legal review and revisions to finalize a draft of the Riparian Corridor Ordinance, which protects sensitive environmental resources while balancing the needs of the agricultural community.
- Facilitated the Agricultural Preservation & Open Space District transfer of the Montini property to the City of Sonoma through preparation of the necessary transfer documents, easements, title review, and closing escrow, resulting in public access to the property.
- Negotiated agreement in conjunction with the County Administrator's Office with the Lytton Tribe to mitigate local environmental, health, safety, and economic impacts of its development projects.

FY 2015-2017 Objectives

- Work with the County, Water Agency and interested stakeholders to develop governance model for new state groundwater management regulations, which were enacted to ensure ground water is managed locally in order to preserve limited groundwater resources.
- Provide legal assistance to develop a regulatory system to address the safety, health, environmental, and economic impacts of medical marijuana and the potential legalization of recreational marijuana in 2016.
- Assist with Labor negotiations in order to complete new Labor MOUs by the end of FY 2015-2016.
- Work with PRMD to prepare a draft of a resolution and ordinance for the Code Enforcement Enhancement Program, which will provide additional resources and tools to tackle the environmental, health, and safety impacts associated with properties that are not in compliance with building codes.
- Work with PRMD to prepare a draft of proposed amendments to the Vacation Rental Ordinance, which is intended to address the impacts associated with unregulated vacation rentals.
- Provide legal support to Local Agency Formation Commission (LAFCO) and County to address legal and governance issues related to fire and other special districts in order to efficiently and effectively meet public safety interests throughout our community.
- Continue legal support to Caltrans and Sonoma County Transit Authority (SCTA) for the Highway 101 improvement project right of way acquisitions to improve public safety and provide for congestion relief.



HUMAN RESOURCES

Christina Cramer
Director

The mission of the Human Resources Department is to provide comprehensive leadership and guidance by recruiting, developing, and retaining an outstanding workforce that provides quality public services to the citizens of Sonoma County.

BUDGET AT A GLANCE:	FY 2015-2016	FY 2016-2017
Total Expenditures	\$65,092,255	\$65,133,318
Total Revenues/Use of Fund	\$59,543,116	\$59,584,179
Total General Fund Contribution	\$5,549,139	\$5,549,139
Total Staff	57.50	58.50
% Funded by General Fund	8.53%	8.52%

DEPARTMENT SERVICES

The Human Resources Department manages and administers a variety of programs and services and is comprised of two divisions with subunits.

The **Human Resources Division** is responsible for employment services, classification and compensation, workforce development, labor relations, equal opportunity programs, employee recognition programs, the County’s human resources information system, and special commissions. More specifically, the Division’s services are as follows:

The **Labor Relations Unit** - negotiates and administers Memorandums of Understanding (MOU) and the Salary Resolution, and advises departments on employee and labor relations issues.

The **Recruitment and Classification, and Workforce Development Units** - provides recruitment, classification and compensation services and temporary workforce.

Training, Human Resources Management System (HRMS), and Commissions Units - administers County-wide training program; HRMS and position allocation; and volunteer, employee recognition and internship programs, as well as, the Commission on the Status of Women and the Commission on Human Rights.

The **Risk Management Division** is responsible for risk mitigation services, manages purchased insurance

policies, and administers the County’s self-insurance programs, and is organized as follows:

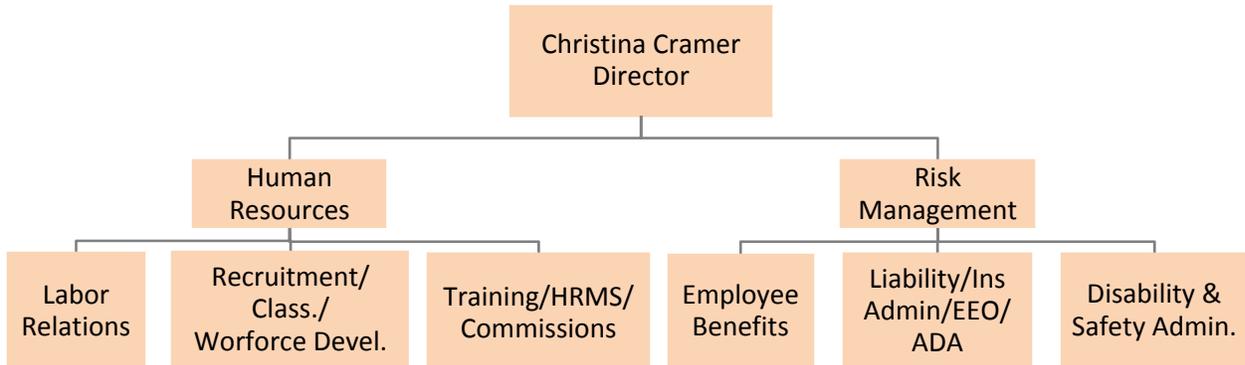
The **Employee Benefits Unit** - administers employee and retiree health and welfare benefits, educational assistance, and fringe benefit programs.

The **Liability , Insurance Administration, EEO and ADA Units** - administers all tort claims filed against the County; conducts investigations and evaluates potential liability; and procures and manages all miscellaneous insurance programs to protect County assets from loss, including property, earthquake, airport, and marina liability, employee faithful performance bond, medical malpractice, and watercraft. Oversees the County’s compliance with local, state, and federal laws governing Equal Employment Opportunity, non-discrimination, and compliance with the Americans with Disabilities Act programs.

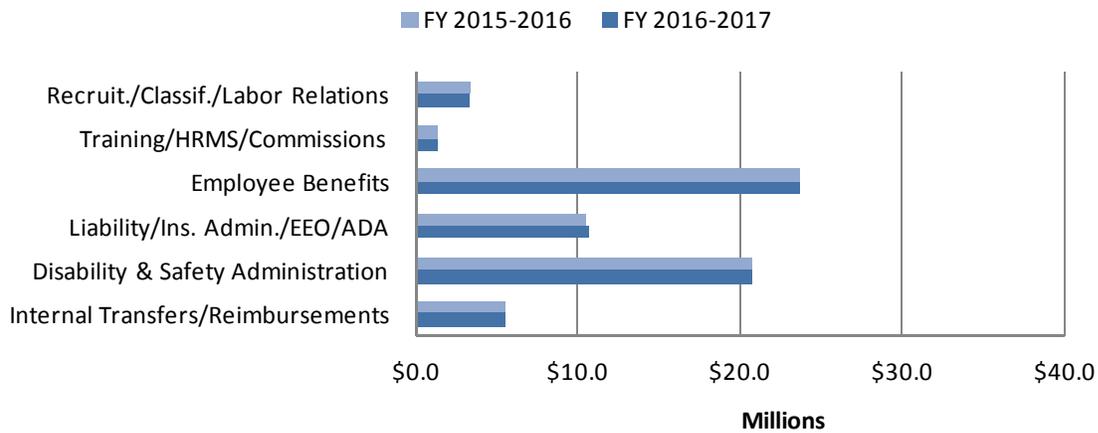
The **Disability and Safety Units** - administers Workers’ Compensation, long-term disability, medical leaves of absence including temporary transitional duty, Americans with Disabilities Act (ADA) employment accommodations and medical review management; and the County’s safety program which includes all occupational safety and loss prevention efforts in compliance with Cal-OSHA regulations.

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

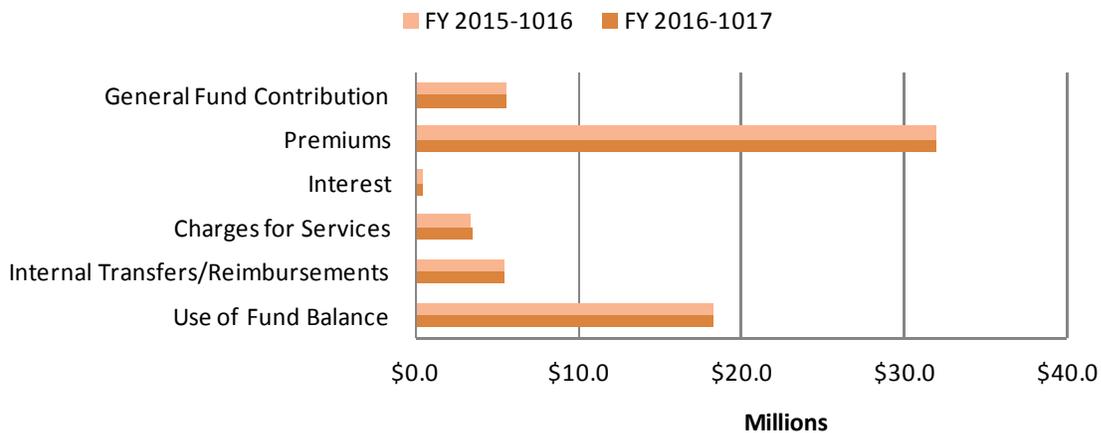
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FUNDING USES



FUNDING SOURCES



FINANCIAL SUMMARY

	FY 2014-15	FY 2015-16			FY 2016-17		
	Adopted Budget	Recommended Budget	Change from 2014-15	% Change from 2014-15	Recommended Budget	Change from 2015-16	% Change from 2015-16
Expenditures (Uses)							
Human Resources							
Recruit./Classif./Labor Relations	3,074,574	3,372,447	297,873	9.7	3,280,554	(91,893)	(2.7)
Training/HRMS/Commissions	1,206,560	1,285,727	79,167	6.6	1,274,385	(11,342)	(0.9)
Internal Transfers/Reimbursements	687,884	420,336	(267,548)	(38.9)	420,336	0	0
Risk Management							
Employee Benefits	27,438,056	23,685,049	(3,753,007)	(13.7)	23,685,049	0	0
Liability/Ins. Admin./EEO/ADA	9,680,476	10,556,628	876,152	9.1	10,698,816	142,188	1.3
Disability & Safety Administration	16,933,523	20,734,981	3,801,458	22.4	20,734,981	0	0
Internal Transfers/Reimbursements	4,745,920	5,037,087	291,167	6.1	5,039,197	2,110	0
Total Expenditures	63,766,993	65,092,255	1,325,262	2.1	65,133,318	41,063	0.1
Revenues/Reimbursements/Use of Fund Balance (Sources)							
General Fund Contribution	5,360,141	5,549,139	188,998	3.5	5,549,139	0	0
Premiums	35,420,299	31,981,557	(3,438,742)	(9.7)	31,979,447	(2,110)	(0.0)
Interest	419,984	425,700	5,716	1.4	425,700	0	0
Reimbursements from other Dept.	2,954,260	3,434,644	480,384	16.3	3,475,345	40,701	1.2
Internal Transfers/Reimbursements	5,433,804	5,457,423	23,619	0.4	5,459,533	2,110	0
Use of Fund Balance	14,178,505	18,243,792	4,065,287	28.7	18,244,154	362	0
Total Revenues/Use of Fund Balance	63,766,993	65,092,255	1,325,262	2.1	65,133,318	41,063	0.1
Total Permanent Positions	56.5	57.5	1.0	1.8	58.5	1.0	1.7

Note: Transfers and reimbursement of expenses from one part of the Human Resources budget to another total \$5.5 million for a net budget of \$59.6 million for FY 2015-2016 and FY 2016-2017.

The recommended budget includes two Risk Management Analyst positions added, and one Secretary-Confidential position deleted as FY 2014-2015 budget adjustments.

BUDGET CHANGES

FY 2015-2016

The recommended budget includes expenditures totaling \$65.1 million, most of which are in the Risk Management Division. The department's total recommended budget reflects an increase of \$1.3 million or 2.1%, with increases in the Risk Management Division representing the majority of the total budget increases as well – details follow.

Risk Management Programs

The portion of the \$1.3 million increase over prior year attributable to Risk Management is comprised of increases in some insurance programs and decreases in others. Since all of the costs for these programs flow through this budget, when actuarial estimates of liability increase or decrease they are reflected in changes to expenditures. Employee Benefits decreased by \$3.8 million; General Liability, Insurance Administration and EEO/ADA Programs increased by \$876,000; Disability and Safety Administration also increased by \$3.8 million; and Internal Transfers/Reimbursements increased by \$291,000. Changes within these budget units are discussed below.

The \$3.8 million decrease in Employee Benefits is made up of a \$4.2 million decrease in expenditures for the County Health Plan (CHP), in combination with a \$371,000 increase in Benefits Administration. The CHP decrease is the result of projected decrease in claims, the cost to insure large claims or excess limits premiums and administration costs, as a result of a reduction in the number of enrollees in the plan for FY 2015-2016. The \$371,000 increase in Benefits Administration is due to the increase of \$178,000 in professional services for administration of the Health Reimbursement Accounts (HRA's) and Flexible Spending Accounts (FSA's), the transfer \$153,000 from the Non-Departmental budget for the payment of Employee Assistance Program (EAP) services, and a \$40,000 increase for other professional services and general administration.

The \$876,000 increase in General Liability, Insurance Administration and EEO/ADA programs is comprised of a \$982,000 increase in General Liability in combination with a \$105,000 decrease in Insurance Administration. The General liability program cost increase is largely driven by increases in the cost to insure large claims known as excess limits insurance (\$601,000). Other changes to this division budget are the result of Equal Employment Opportunities (EEO) investigation and legal services costs (\$237,000), staffing changes approved in FY 2014-2015 (\$250,000), along with salary and benefit changes (\$64,000), financial system costs and implementation of upgrades to the County's website, using the Content Management System platform, which are partially offset by decreases in liability claims expenses (\$170,000).

The \$105,000 decrease in Insurance Administration, which is primarily focused on property insurance, is the result of the decrease in property insurance premiums based on preliminary estimates from California State Association of Counties (CSAC). One time savings from this decrease in insurance premiums is being recommended to finance Content Management System changes throughout the General Fund portions of Human Resources programs discussed below.

The \$3.8 million increase in Disability and Safety Administration is due to an increase in budgeted claims expense of \$2.8 million, as well as an increase in excess limits insurance premium costs of \$600,000, a projected increase in booked liability of \$187,000, an increase in legal services of \$15,000, and an increase of \$220,000 for professional services is due to the payment of pre-employment exams that were previously paid from the Non-Departmental budget.

Human Resources General Fund Programs

This Division includes those programs that are funded by the General Fund: Recruitment/Classifications/Labor Relations; Training/HRMS/Commissions; and Internal Transfers/Reimbursements. The \$377,000 increase in expenditures is associated with salary and benefits (\$179,500), the one-time use of \$105,000 in property insurance premium savings from Insurance Administration to convert the department internet site to the new County standard Content Management System (CMS) in order to improve user navigation and content for internal customers and the public, and a net increase of \$92,500 in the administration costs. Administrative costs are those

expenses, such as executive management and accounting salaries and benefits, the Enterprise Financial System (EFS), and Information Systems costs which are borne centrally and allocated to General Fund programs.

Revenues/Reimbursements/Uses of Fund Balances

Total sources are \$65.1 million, which is a \$1.3 million increase or 2.1% change. The increase is comprised of \$189,000 increase in the General Fund contribution associated with salary and benefit costs, \$3.4 million decrease in insurance premium revenues, \$486,000 increase in reimbursements and interest and a \$4.1 million increase in the use of insurance fund balance.

The \$4.1 million increase in the use of insurance fund balance is attributable to the Workers' Compensation program (\$2.1 million), County Health Plan (\$1.5 million), and General Liability (\$600,000) to pay for claims incurred in prior years and to hold reserves at recommended levels. The recommended changes in insurance fund balances are to maintain recommended reserve levels to pay actuarial estimates of outstanding claims costs and are achieved with rate adjustments up or down spread across three fiscal years in order to minimize the impact of rate fluctuations.

The \$3.4 million decrease in premiums is comprised of the \$5.5 million reduction in premiums for the County Health Plan, which corresponds to the expected 8% decrease in enrollment and reduced claims expense, a \$1.7 million increase for Workers Compensation and a \$350,000 increase in General Liability premiums associated with an increase in claims expense for FY 2015-2016.

The \$480,000 increase in reimbursements is due to .5 FTE increase in amount budgeted for reimbursement for the Human Resources analyst funded by the Water Agency in addition to salary and benefit increases for positions paid for by Human Services and Health Services of \$94,000. In addition there is a \$545,000 increase in reimbursements from departments for Benefits Administration services, and a \$38,000 increase in reimbursement for medical malpractice premiums from Health Services. These total increases are offset by \$197,000 decreases to workers' compensation premium

FY 2016-2017

The recommended budget includes expenditures totaling \$65.1 million, an increase of \$41,000 or .1% over FY 2015-2016. The increase is caused by increases in property insurance premiums based on preliminary estimates. Total uses are \$65.1 million, an increase of \$41,000 or a .1% change from the prior year as a result of a corresponding increase in reimbursements. The General Fund contribution is \$5.5 million, and is consistent with FY 2015-2016.

ALIGNMENT WITH THE COUNTY STRATEGIC PLAN

The Human Resources Department supports all departments in serving Sonoma County. This role and the Department's \$65 million budget are most closely aligned with the Strategic Plan goal of *Civic Services and Engagement*, and more particularly the outcome of having a professionally managed, responsible County organization.

ACCOMPLISHMENTS AND OBJECTIVES

FY 2013-2015 Accomplishments

- Completed the County-wide Competency Design Project that determined the competencies on which the Training Program would be based, and launched the County-wide Training Program on July 8, 2014, with in-house training.
- As part of the County's Cradle to Career initiative, Human Resources launched the County's first annual Take Your Child to Work day, which included the participation of 282 employees, 406 children, and 21 departments.
- In partnership with United Way, launched the Schools of Hope Program with approximately 140 employees providing one-on-one tutoring to first- and second-grade students; and continued to support the County's internship program.
- Reviewed and revised the County-wide Equal Employment Policy and Complaint Procedure and the Employee Relations Policy, and formed an ADA Web Accessibility Users Group, supporting website accessibility goals.
- Partnered with Highline (HRMS software developer) to complete a full analysis of Benefits module capabilities and identified software modifications to accommodate County's business needs.
- Conducted vendor analysis and selection, and the Board approved the vendor agreement for a Risk Management Information System in the Liability and Insurance Unit. Full system implementation scheduled to go-live in the summer 2015.

FY 2015-2017 Objectives

- Complete a 3-year department strategic plan that guides department priorities, and identifies performance metrics.
- Complete Phase One of workforce development programs (implementation of workforce development program and curriculum) and begin Phase Two (development of succession planning program and tools), to establish and implement programs that develop and retain an outstanding workforce.
- Complete the majority of labor negotiations in the first year of the 2-year budget cycle with the objective of balancing fiscal responsibility to ensure continuity of services with a competitive work environment that will attract and retain a high quality workforce.
- Continue the Human Resources Optimization Project and the Internal Services Management Review by evaluating outcomes and findings, developing appropriate action plans, and initiating implementation to determine how to best optimize resources to enhance services to our internal customers and the public.
- Continue County-wide policy/guideline review and development, including the following: Code of Conduct Policy, Extra-Help Guidelines, and Performance Management Guidelines to provide leadership and guidance to departments and ensure consistent policies and application throughout the County.
- Upgrade, in collaboration with the Auditor-Controller-Treasurer-Tax Collector, the Human Resources Management System (HRMS), and continue development and roll-out of HRMS modules and features.
- Convert department internet site to the new County standard Content Management System (CMS), to improve user navigation and content for internal customers and the public.

- In collaboration with the County Administrator's Office, staff the Countywide Healthcare Taskforce that engages local leaders, private and public employers, labor organizations, and local healthcare providers to explore opportunities that could lead to change and more affordability in our local healthcare options.



GENERAL SERVICES

Tawny Tesconi
Interim Director

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

BUDGET AT A GLANCE:	FY 2015-2016	FY 2016-2017
Total Expenditures	\$39,915,056	\$39,326,634
Total Revenues/Use of Fund	\$22,054,463	\$21,466,490
Total General Fund Contribution	\$17,860,593	\$17,860,144
Total Staff	118.50	118.50
% Funded by General Fund	44.75%	45.41%

DEPARTMENT SERVICES

The General Services Department provides a variety of internal service functions that support departmental activity in County government. The department is made up of the following six program areas: Energy and Sustainability, Fleet Operations, Purchasing, Veterans Memorial Buildings, Facilities Development and Management, and Administration.

Administration provides administrative, fiscal, and human resources support to the other program areas in General Services.

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

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

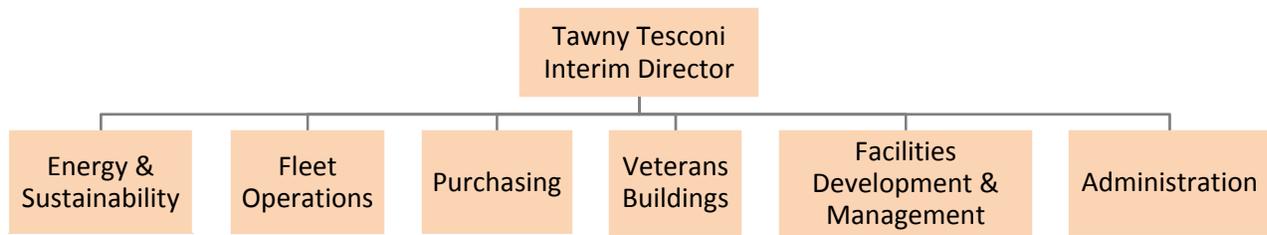
Fleet Operations is responsible for the management and maintenance of the County’s light and heavy duty vehicle fleets.

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.

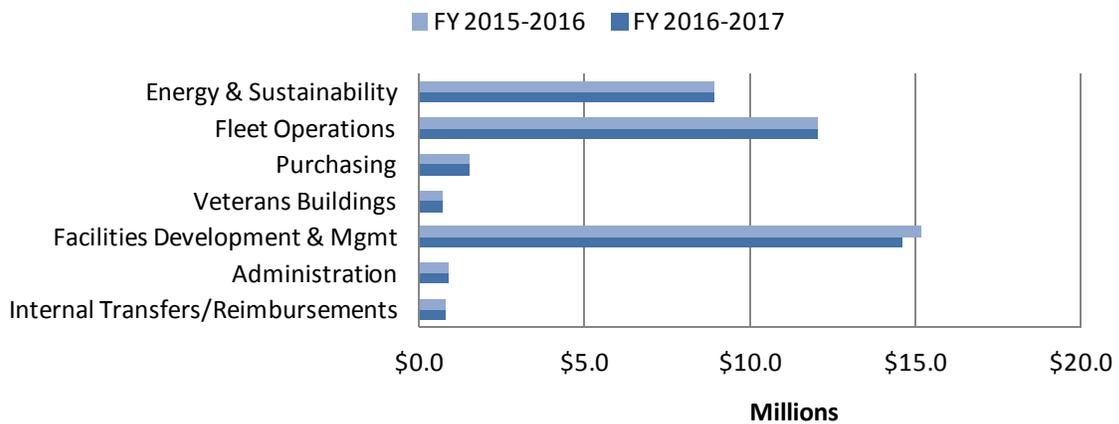
The Veterans Memorial Buildings Program provides meeting space for the county’s Veterans organizations and for public and non-profit groups.

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

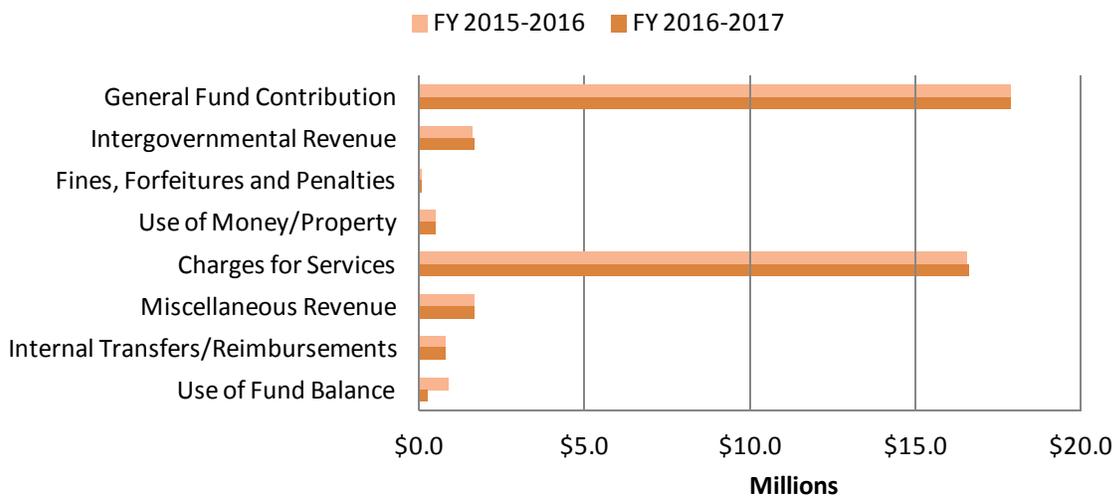
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FUNDING USES



FUNDING SOURCES



FINANCIAL SUMMARY

Expenditures (Uses)	FY 2014-15	FY 2015-16			FY 2016-17		
	Adopted Budget	Recommended Budget	Change from 2014-15	% Change from 2014-15	Recommended Budget	Change from 2015-16	% Change from 2015-16
Energy & Sustainability	9,006,031	8,910,682	(95,349)	(1.1)	8,904,670	(6,012)	(0.1)
Fleet Operations	11,795,208	12,053,500	258,292	2.2	12,060,968	7,468	0.1
Purchasing	1,422,294	1,488,763	66,469	4.7	1,477,013	(11,750)	(0.8)
Veterans Buildings	490,405	656,801	166,396	33.9	653,572	(3,229)	(0.5)
Facilities Development & Mgmt	15,050,555	15,178,047	127,492	0.8	14,602,698	(575,349)	(3.8)
Administration	864,123	862,902	(1,221)	(0.1)	863,352	450	0.1
<i>Internal Transfers/Reimbursements</i>	725,002	764,361	39,359	5.4	764,361	0	0
Total Expenditures	39,353,618	39,915,056	561,438	1.4	39,326,634	(588,422)	(1.5)
Revenues/Reimbursements/Use of Fund Balance (Sources)							
General Fund Contribution	17,203,207	17,860,593	657,386	3.8	17,860,144	(449)	(0.0)
Intergovernmental Revenue	1,324,466	1,623,835	299,369	22.6	1,630,705	6,870	0.4
Fines, Forfeitures and Penalties	140,000	78,761	(61,239)	(43.7)	87,401	8,640	11.0
Use of Money/Property	346,537	487,673	141,136	40.7	475,504	(12,169)	(2.5)
Charges for Services	16,353,020	16,561,170	208,150	1.3	16,611,655	50,485	0.3
Miscellaneous Revenue	2,245,161	1,641,101	(604,060)	(26.9)	1,643,520	2,419	0.1
<i>Internal Transfers/Reimbursements</i>	725,002	764,361	39,359	5.4	764,361	0	0.0
Use of Fund Balance	1,016,225	897,562	(118,663)	(11.7)	253,344	(644,218)	(71.8)
Total Revenues/Use of Fund Balance	39,353,618	39,915,056	561,438	1.4	39,326,634	(588,422)	(1.5)
Total Permanent Positions	117.5	118.5	1.0	0.8	118.5	0.0	0.0

Notes: Transfers and reimbursements of expenses from other divisions of the General Services budget total \$764,000, for a net budget of \$39 million in FY 2015-2016 and \$39.3 million in FY 2016-2017.

BUDGET CHANGES

FY 2015-2016

The FY 2015-2016 recommended budget includes \$39.9 million in expenditures financed with \$22 million in revenues and reimbursements and \$17.9 million in General Fund contribution, an increase of \$657,000 or 3.8% over FY 2014-2015 to cover increased operational costs.

Energy and Sustainability

Expenditures are recommended to decrease by \$95,000 or 1.1% due to a \$121,000 reduction in debt service payments for the Comprehensive Energy Program and decreases in energy costs of \$106,000, offset by an increase in support cost for the Enterprise Financial System (EFS) of \$45,000, and an increase of \$86,000 and an increase of one position to transfer the Green Business Program from the Economic Development Board to General Services.

Fleet Operations

Expenditures are recommended to increase \$258,000 or 2.2%, which includes \$65,000 for negotiated personnel increases, \$58,000 for support costs for EFS, and \$135,000 for fleet vehicle preparation for outside agencies.

Purchasing

Expenditures are recommended to increase \$66,000 or 4.7% to cover changes in operational costs, including salary and benefit costs and technology costs.

Veterans Buildings

Expenditures are recommended to increase by \$166,000 or 33.9%. The increase includes \$47,000 for negotiated personnel increases, \$35,000 for supporting the new financial system, \$56,000 for increased utilities, and \$28,000 associated with the County resuming management of the Guerneville Veterans Building during 2014-2015.

Facilities Development and Management

Expenditures are recommended to increase by \$127,000 or 0.8%. The increase includes \$117,000 increase for facilities' janitorial contract costs, \$61,000 for information technology support cost, and an increase of \$454,000 from Facilities Accumulated Capital Outlay for improvements at the Animal Shelter. The increases are offset by savings of \$632,000 the department has identified in changing workload demands related to the reduction of in-house construction projects.

Revenue changes include an increase of \$657,000 in General Fund contribution financing operational cost changes. Other revenue increases include vehicle preparation fees from outside agencies of \$213,000; Internal Fleet revenue of \$208,000; Veterans Building rental income of \$117,000, associated with resuming management of the Guerneville Veterans Building and increased rental activity at other sites; increased rental income for other properties of \$24,000; use of Fleet Accumulated Capital Outlay funds for vehicle preparation of \$39,000; \$86,000 from the Sonoma County Water Agency to support the Green Business Program and in \$40,000 energy grants for Greentivities, which provides interactive exhibits at the Sonoma County Fair to promote sustainability. The revenue increases are offset by a \$604,000 decrease of internal transfers related to fewer in-house construction projects being scheduled and a decrease of \$61,000 in parking enforcement revenue due to fewer citations being issued in FY 2014-2015. This reduction in citations is a result of transitioning the program from contracted services to County staff, as well as a decrease in parking areas being enforced with the closure of Sutter Hospital on County-owned property.

FY 2016-2017

The FY 2016-2017 recommended budget includes \$39.3 million in expenditures financed with \$21.4 million in revenues and reimbursements and \$17.9 million in General Fund contributions. Expenditures decreased by \$588,000 or 1.2% from FY 2015-2016. The reduction is due to a decrease of internal transfers related to the one-time transfer in FY 2015-2016 from Facilities Accumulated Capital Outlay (ACO) for the improvements at the Animal Shelter of \$454,000 and an additional \$134,000 in reduced costs spread throughout the divisions to align

with available funding. The use of fund balance is projected to decrease by \$644,000, to correspond to one-time costs in FY 2015-2016, including a decrease of \$454,000 for Facilities ACO for Animal Shelter Improvements and \$190,000 for Fleet ACO, as fewer vehicles are scheduled for replacement.

The budget also recommends extending 2 limited term positions using on-going General Fund Support in the Purchasing division for one more year, to allow for full implementation of the Enterprise Financial System, which staff anticipates will provide sufficient transaction data to evaluate ongoing staffing level needs

ALIGNMENT WITH THE COUNTY STRATEGIC PLAN

The recommended FY 2015-2017 budget and objectives for General Services align most closely with the County's Strategic Plan goal of *Invest in the Future*. Investing in the County's building and infrastructure saves money in the long-term, and supports Sonoma County departments and agencies in the accomplishment of their goals, \$16.9 million in FY 2015-2016 and \$16 million in FY 2016-2017. The General Services Department also supports the goal of *Economic and Environmental Stewardship* by implementing best practices for the County's fleet management; procurement of goods; construction methods; and utility consumption, including energy, water, and solid waste in order to achieve greenhouse gas emission reductions for internal County operations \$22.9 million in FY 2015-2016 and \$23.4 million in FY 2016-2017.

ACCOMPLISHMENTS AND OBJECTIVES

FY 2013-2015 Accomplishments

- Continued barrier removal projects identified in the updated American with Disabilities Act Transition Plan for County Facilities to improve public access.
- Continued Communication Tower improvements to support the First Responder communication network and maintain public access for commercial communication providers to improve public safety's communications abilities, and provide better services to the community.
- Design of the new Fleet Operations light equipment facility to be bid in May/June 2015. This accommodates the state's construction of a new courthouse facility.
- Received a California Energy Commission \$500,000 grant award for the installation and renovation of electric vehicle charging stations to upgrade technology and accessibility, and expand the Sonoma County Electric Trail by installing charging stations at the Cloverdale and Guerneville Veterans Buildings locations to support economic and environmental stewardship by reducing carbon emissions.
- Developed and implemented strategies to increase the number of Sonoma County Energy Independence Program projects for commercial properties.
- Successfully completed the Sutter-Chanate Hospital termination agreement, assumed control of the facilities, and conducted a facilities condition assessment to determine the highest and best use of the space and facilities.
- Integrated procurement services throughout County departments and agencies, and leveraged goods and services agreements to achieve cost savings.

FY 2015-2017 Objectives

- Continue barrier removal projects identified in the updated American with Disabilities Act Transition Plan for County Facilities to improve public access.
- Implement recommendations related to the Chanate Complex including develop potential options for use, cost, and funding plans.
- Support and prioritize an increase in facility maintenance work to retain value and preserve assets, and to ensure that the County's older buildings are operated in a safe, compliant, and sustainable manner.
- Continue a lead role in engaging departments to better focus on procurement planning for services and commodities to align the County's strategic procurement position resulting in business practices that are accessible, transparent, fiscally responsible, and accountable to the public.
- Complete California Energy Commission and Metropolitan Transportation Commission grant funded electric vehicle charging stations to upgrade technology and accessibility and expand the Sonoma County Electric Trail to support economic and environmental stewardship by reducing carbon emissions.
- In collaboration with other departments, develop an internal operations Climate Action 2020 plan proposal for consideration by and Board of Supervisors.

INFORMATION SYSTEMS

John Hartwig
Director

The mission of the Information Systems Department is to maximize public service and financial savings through the implementation of technology solutions that support and enhance current and future service delivery systems of Sonoma County.

BUDGET AT A GLANCE:	FY 2015-2016	FY 2016-2017
Total Expenditures	\$38,156,650	\$40,464,474
Total Revenues/Use of Fund Balance	\$37,229,537	\$39,535,088
Total General Fund Contribution	\$927,113	\$929,386
Total Staff	116.50	116.50
% Funded by General Fund	2.43%	2.30%

DEPARTMENT SERVICES

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

Major expenses include the four program areas below, as well as funding for desktop and similar equipment, and County-wide technology infrastructure.

Administration - Maintains financial and 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.

Information Management – Provides technical and system integration services to meet department needs relating to the creation, organization, storage, collection, management, and distribution of County data using a variety of physical and electronic formats. Work teams specialize in web development, electronic document management, geographic information systems, reprographics, and records management.

Systems and Programming - Creates and maintains application software programs for both enterprise and department specific needs. Work teams develop, support and maintain systems for customer lines of business, integrated justice, and enterprise system resources.

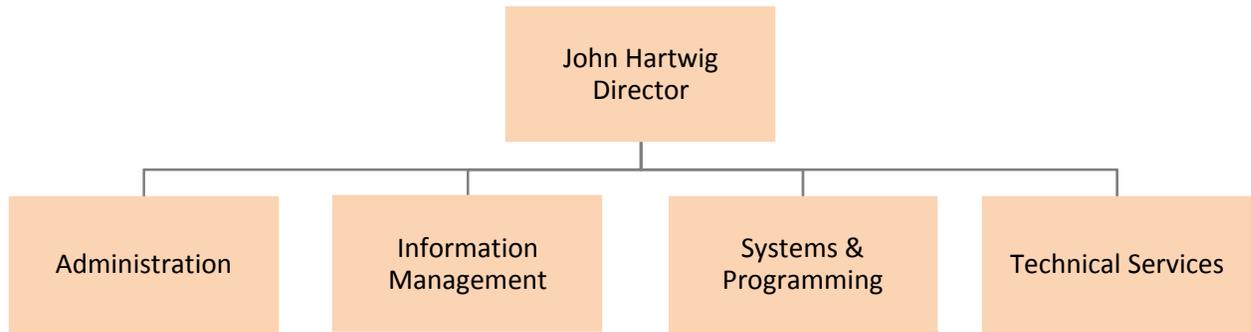
Technical Services - Provides technology infrastructure for the County including data centers, networks, telecommunications, server farms, storage systems,

workstation structures, and personal productivity tools including computers, mobile devices and software licensing. Work teams specialize in maintaining secure access to information critical to departmental operations, customer remote and on-site support, public safety consortium programming and support, and telecommunications.

At the enterprise level, the services combine to effectively bridge department specific needs to produce a consistent, affordable, and sustainable technology foundation.

For more information, call (707) 565-2911, or visit www.sonomacounty.ca.gov/Departments-Agencies/Information-Systems/.

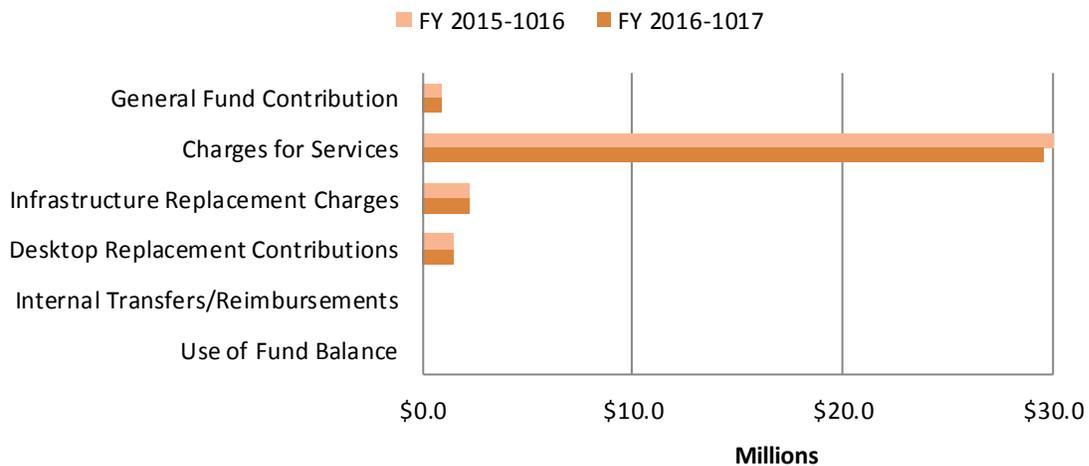
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FUNDING USES



FUNDING SOURCES



FINANCIAL SUMMARY

	FY 2014-15	FY 2015-16			FY 2016-17		
	Adopted Budget	Recommended Budget	Change from 2014-15	% Change from 2014-15	Recommended Budget	Change from 2015-16	% Change from 2015-16
Expenditures (Uses)							
Administration	2,487,838	2,817,978	330,140	13.3	2,858,089	40,111	1.4
Information Management	5,864,587	6,490,528	625,941	10.7	6,541,189	50,661	0.8
Systems & Programming	4,590,487	5,415,520	825,033	18.0	5,336,717	(78,803)	(1.5)
Technical Services	13,646,781	16,182,724	2,535,943	18.6	15,903,518	(279,206)	(1.7)
Desktop Replacement	1,134,775	609,793	(524,982)	(46.3)	2,269,967	1,660,174	272.3
Infrastructure & Replacement	5,173,461	1,593,738	(3,579,723)	(69.2)	1,194,907	(398,831)	(25.0)
<i>Internal Transfers/Reimbursements</i>	10,388,199	5,046,369	(5,341,830)	(51.4)	6,360,087	1,313,718	26.0
Total Expenditures	43,286,128	38,156,650	(5,129,478)	(11.9)	40,464,474	2,307,824	6.0
Revenues/Reimbursements/Use of Fund Balance (Sources)							
General Fund Contribution	904,554	927,113	22,559	2.5	929,386	2273	0
Charges for Services	26,388,977	30,016,772	3,627,795	13.7	29,617,498	(399,274)	(1.3)
Infrastructure Replacement Charges	2,416,989	2,234,064	(182,925)	(7.6)	2,234,064	0	0
Desktop Replacement Contributions	1,411,937	1,481,782	69,845	4.9	1,481,782	0	0
<i>Internal Transfers/Reimbursements</i>	10,388,199	5,046,369	(5,341,830)	(51.4)	6,360,087	1,313,718	26.0
Use of Fund Balance	1,775,472	(1,549,450)	(3,324,922)	(187.3)	(158,343)	1,391,107	(89.8)
Total Revenues/Use of Fund Balance	43,286,128	38,156,650	(5,129,478)	(11.9)	40,464,474	2,307,824	6.0
Total Permanent Positions	115.5	116.5	1.0	0.9	116.5	0.0	0.0

Note: Total expenditures in FY 2015-2016 include \$5 million in internal transfers and reimbursements, resulting in a total net budget of \$33.1 million. In FY 2016-2017, expenditures include \$6.4 million in internal transfers and reimbursements, resulting in a total net budget of \$34.1 million.

The recommended budget incorporates the deletion of one Communications Technician II position deleted as a FY 2014-2015 budget adjustment, and the addition of 2 positions in FY 15-16 discussed as part of the Budget Changes.

BUDGET CHANGES

FY 2015-2016

The recommended FY 2015-2016 total budgeted expenditures of \$38.2 million for the Information Systems Department (ISD) include operational and capital expenditures of \$33.1 million, plus \$5 million in Internal Transfers/Reimbursements. The total net change from FY 2014-2015 is a reduction of \$5.1 million or 11.9% primarily due to a net change in budgeted Internal Transfers/Reimbursements. Excluding Internal Transfers/Reimbursements, expenditures of \$33.1 million increased by \$212,000 or 0.6% over FY 2014-2015 due to increased operational expenses. The recommended General Fund contribution is \$927,000, which is \$23,000 greater than FY 2014-2015.

Administration

Expenditures are recommended to increase by \$330,000 or 13.3% due to salary and benefits increases of \$36,000, costs to support the transfer of a position back to the Administration section from the Voice over Internet Protocol (VoIP) communications project for \$156,000 and changes attributable to the Enterprise Financial System of \$138,000.

Information Management

Information Management expenditures increased by \$626,000 or 10.7%. Changes are due to increased salary and benefits expenses of \$330,000, \$320,000 for position transfers of a Geographic Information Technician and a Programmer Analyst from Technical Services to meet increasing County web site needs including open data and mobile applications, \$95,000 for postage for County department needs, and \$211,000 for increased hardware, software, and professional services.

Systems and Programming

Expenses increased by \$825,000 or 18% due to operational support and maintenance requirements after completion of the legal case management capital project.

Technical Services

Budgeted expenditures are estimated to increase by \$2.5 million or 18.6%. The change reflects increases in salary and benefits of \$192,000, the addition of 2.0 FTE in the Sonoma County Public Safety Consortium (SCPSC) for \$330,000 to meet the new staffing requirements contracted with ISD in the service level agreement approved by the SCPSC Board, and a position change from an Information Technology Analyst II to III of \$18,000 for subject matter lead in technology procurement. Additionally, operating expense increases include direct pass-through costs to County departments for hardware and software costs of \$250,000, increased mobile technology utilization including device and monthly service costs for air cards and mobile phones of \$400,000, anticipated as-needed professional services of \$460,000 to assist with enterprise projects and technical needs, and software licensing of \$450,000 to support new requirements for both enterprise and user level licenses.

Desktop Replacement

ISD manages a computer replacement program which allows departments to annually expense a portion of their future computer replacement needs over the life of the equipment. This helps departments to maintain flat annual operating expenses and to ensure that computers are replaced before obsolescence. Department annual expenses are based on the current cost of equipment and labor per computer, laptop, or other device over a 5-7 year useful life schedule. During FY 2015-2016, ISD's desktop replacement program expense for the County's annual replacement needs will decrease by \$525,000 or 46.3% due to fewer planned computer and equipment replacements than FY 2014-2015. FY 2015-2016 budget includes replacement costs for 165 devices, a decrease of 285 devices from 450 in FY 2014-2015 budget.

Infrastructure and Replacement

Expenditures are reduced by \$3.6 million or 69.2% due to the completion of one time capital project expenses including the implementation of Voice over Internet Protocol (VoIP) communications system and Integrated Justice case management project. Annual replacement of technology infrastructure of \$1.6 million remains flat over FY 2014-2015 budget.

Internal Transfers/Reimbursements

Internal transfers decreased by \$5.3 million or 51.4%. Transfers of \$4.1 million for infrastructure and replacement projects completed in FY 2014-2015 including for the Voice over Internet Protocol (VoIP) communications system are not included in FY 2015-2016. In addition, in FY 2015-2016, \$1.2 million internal transfers between budget units were reduced since infrastructure replacement revenues and offsetting expenses are appropriated within the same budget unit.

Revenues /Reimbursement/Use of Fund Balance

The department's recommended budget is primarily financed from charges to system users of \$30 million. This increased by \$3.6 million or 13.7% including \$1.4 million in pass-through departmental technology expenditures in technical services. Revenues and Reimbursements for baseline and programming services increase by \$2.3 million or 8.8% to reflect increased operational expense needs. Internal Transfers/Reimbursements decreased by \$5.3 million. The reduction includes the completion of capital projects for the implementation of Voice over Internet Protocol (VoIP) communications system and the Integrated Justice case management project for \$3.5 million, the removal of internal transfers between one budget unit to another for current year expenditures for \$1.3 million, and anticipated replacement of fewer computers for \$500,000 caused by the replacement cycle variations between fiscal years and the significant use for major projects in FY 2014-2015 including the Telecommunications Systems Replacement project. During FY 2015-2016, contributions in the amount of \$1.5 million will be made to investment funds for future replacements of computers and equipment. The net change of \$3.3 million reduction in use of fund balance is due to these increased contributions and the prior year's use of fund balance of \$1.8 million for infrastructure including the Voice over Internet Protocol (VoIP) communications system.

FY 2016-2017

The recommended FY 2016-2017 total budgeted expenditures of \$40.5 million for the Information Systems Department include operational and capital expenditures of \$34.1 million, plus \$6.4 million in Internal Transfers/Reimbursements. The total net change from FY 2015-2016 is an increase of \$2.3 million or 6% due to an increase of \$1.6 million for scheduled computer replacements. The recommended General Fund contribution is \$929,000.

Total budgeted Revenues, Reimbursements, and Use of Fund Balance of \$40.5 million reflect the scheduled replacements of computers. Information Systems' anticipated accumulated fund balance for hardware and software replacement for FY 2016-2017 end is \$4.3 million which includes \$1.65 million for computers, \$1.8 million for infrastructure, and \$846,000 for technology investments.

ALIGNMENT WITH THE COUNTY STRATEGIC PLAN

The proposed FY 2015-2016 (\$37.3 million) and FY 2016-2017 (\$39.9 million) budget for the Information Systems Department most closely align with the Strategic Plan goals of both *Civic Services and Engagement* and *Invest in the Future*. The functions performed by the Department are essential to a professionally-managed organization and delivery of public services through the investment in systems and infrastructure to better assist the public. Funding aligned with *Civic Services and Engagement* is \$34 million for FY 2015-2016 and \$35.4 million for FY 2016-2017. Funding aligned with *Invest in the Future* is \$3.3 million for FY 2015-2016 and \$4.5 million for FY 2016-2017.

ACCOMPLISHMENTS AND OBJECTIVES

FY 2013-2015 Accomplishments

- Completed implementation of the County's core Enterprise Financial System including data conversion and interface development for payroll and labor distribution needs department specific interfaces, treasurer reconciliation requirements, electronic document management, server and infrastructure builds, and technical support needs ensuring financial control throughout all County departments.
- Completed transition to a new legal case management system for District Attorney and Public Defender offices with electronic document storage, providing near real time information access and reporting capabilities to better serve the public for justice services.
- Released web portal technology with web site design for consistent look and feel across all County web sites. Improved public access including bilingual translator; quick links for on line payment, mobile applications, and public safety; open data pilot; and high definition geographic imaging.
- Completed installation of core infrastructure for communications systems using Voice over Internet Protocol, expanding features in call centers, messaging, and tele-conferencing functions. Deployed service to participating County departments.
- Replaced wireless infrastructure with additional access points throughout County facilities to support rapid expansion of mobility solutions and strengthened cyber security measures to reduce risk from harmful network traffic.

FY 2015-2017 Objectives

- Redevelop the Integrated Justice System to incorporate bi-directional data and document sharing between new court case system and County justice systems to retain efficiencies ensuring data is available in a timely manner and to mitigate risks.
- Improve management of information to allow County departments and the public to better access and analyze data with expansion of GIS analytics, web content services, and electronic file storage and retrieval to decrease public records response times.
- Implement a mobile technology program that will provide secure access to County data and applications while reducing risks to the organization benefitting access to both employees and the public.
- Enhance the County's new Enterprise Financial System functionality to streamline business processes by leveraging additional benefits of the newly deployed system to gain efficiencies for County departments.
- Implement updated technology features providing more real time data to the Sonoma County Public Safety Consortium including; officer ability to complete crime reports in the field, data gathering and sharing via California's Smart Justice System to access statewide information, and Cal Fire 911 integration.
- Expand tools and resources for increased awareness and engagement in government services through web sites, mobile applications, social media, online data sets, and related technologies to allow more access of public information.
- Expand self-service functionality to County departments of current tools for IT service management to improve service delivery, monitoring, and reporting.

NON-DEPARTMENTAL

Veronica A. Ferguson
County Administrator

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

BUDGET AT A GLANCE:	FY 2015-2016	FY 2016-2017
Total Expenditures	\$99,254,866	\$75,415,173
Total Revenues/Use of Fund Balance	\$319,360,626	\$302,949,805
Total General Fund Net Cost *	(\$220,105,760)	(\$227,534,632)
Total Staff	0.00	0.00
% Funded by General Fund	39.14%	50.55%

* General Fund negative net cost represents General Fund contributions supporting departments.

DEPARTMENT SERVICES

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

Contingency Fund is where appropriations of discretionary funds are available to the Board of Supervisors to address unanticipated needs throughout the fiscal year.

General Government-General Fund is where a variety of revenues and expenditures are budgeted that are not specific to any one department but centrally cover program costs that are allocated out to other departments such as professional development, labor negotiations services, and unclaimable debt service. This category also includes General Fund financial contributions to partner agencies and non-general fund programs such as roads, capital projects, and Community Development Commission General Fund programs.

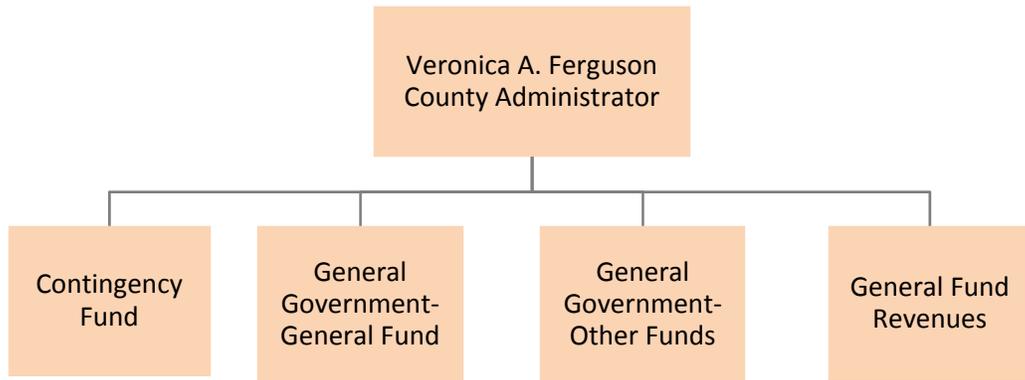
General Government-Other Funds this category includes special programs and projects such as the Open Space Special Tax Account (bond proceeds), administration of Tribal sources, and segregation of tax revenues returned to the county as a result of the dissolved Redevelopment Areas financing the County's Reinvestment & Revitalization program and projects.

General Fund Revenues is the major category in this budget. This category records the revenues received centrally such as property and sales taxes and

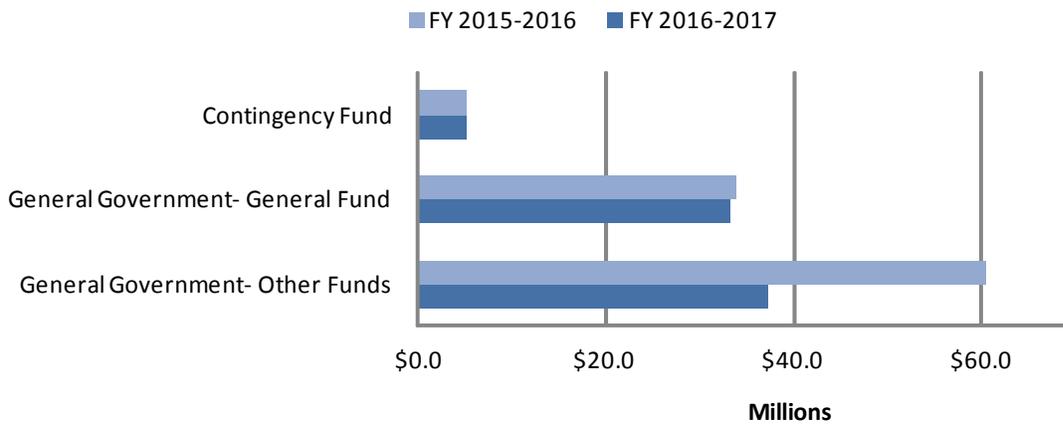
reimbursement from other agencies for central County Services included in the General Fund. These revenues finance all of the General Fund expenditures in individual departments that are not supported by their own direct revenues. This financing is shown in each of the other budgets as General Fund Contribution.

For more information, call (707) 565-2431, or visit www.sonomacounty.ca.gov/.

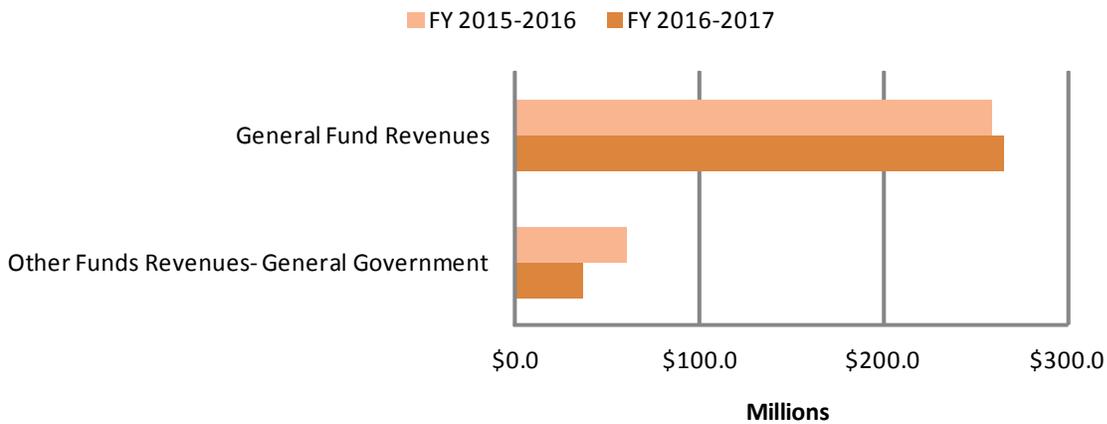
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FUNDING USES



FUNDING SOURCES



FINANCIAL SUMMARY

Expenditures (Uses)	FY 2014-15	FY 2015-16		FY 2016-17			
	Adopted Budget	Recommended Budget	Change from 2014-15	% Change from 2014-15	Recommended Budget	Change from 2015-16	% Change from 2015-16
General Government	20,391,159	11,216,203	(9,174,956)	(45.0)	10,433,432	(782,770)	(7.0)
Capital & Infrastructure	14,362,534	20,708,197	6,345,663	44.2	20,708,197	0	0.0
Contingency Fund	1,721,526	5,000,000	3,278,474	190.4	5,000,000	0	0.0
Internal Transfers	2,100,000	1,920,000	(180,000)	(8.6)	1,980,000	60,000	3.1
GENERAL FUND	38,575,219	38,844,400	269,181	0.7	38,121,629	(722,770)	(1.9)
Capital & Infrastructure	10,990,065	6,870,787	(4,119,278)	(37.5)	2,200,424	(4,670,363)	(68.0)
Special Programs/Projects:							
Open Space-Debt & Purchases	36,247,247	44,362,259	8,115,012	22.4	32,415,581	(11,946,678)	(26.9)
Reinvestment & Revitalization	8,744,781	6,500,359	(2,244,422)	(25.7)	424	(6,499,935)	(100.0)
Tribal Impact	881,084	2,046,516	1,165,432	132.3	2,046,724	208	0.0
Other	1,819,936	630,546	(1,189,390)	(65.4)	630,392	(153)	(0.0)
OTHER FUNDS	58,683,113	60,410,466	1,727,353	2.9	37,293,544	(23,116,922)	(38.3)
Total Expenditures	97,258,332	99,254,866	1,996,534	2.1	75,415,173	(23,839,693)	(24.0)
Revenues/Reimbursements/Use of Fund Balance (Sources)							
Property Tax/Sales Tax	218,202,836	232,414,643	14,211,807	6.5	239,236,667	6,822,024	2.9
Fund Bal/Utilities/Int./Other	15,506,396	14,481,648	(1,024,748)	(6.6)	14,181,648	(300,000)	(2.1)
Charges for Services	3,901,807	3,950,000	48,193	1.2	3,972,000	22,000	0.6
County Cost Reimbursement	10,600,972	8,103,869	(2,497,103)	(23.6)	8,265,946	162,077	2.0
GENERAL FUND	248,212,011	258,950,160	10,738,149	4.3	265,656,261	6,706,102	2.6
Open Space Bonds	19,451,200	21,200,000	1,748,800	9.0	21,740,000	540,000	2.5
Tribal	881,084	2,047,000	1,165,916	132.3	2,047,000	0	0.0
Refuse Franchise Fees	2,835,690	3,186,420	350,730	12.4	3,218,284	31,864	1.0
Use of Other Funds Balance	33,415,139	32,057,046	(1,358,093)	(4.1)	8,308,260	(23,748,786)	(74.1)
Internal Transfers	2,100,000	1,920,000	(180,000)	(8.6)	1,980,000	60,000	3.1
OTHER FUNDS	58,683,113	60,410,466	1,727,353	2.9	37,293,544	(23,116,922)	(38.3)
Total Revenues/Use of Fund Balance	306,895,124	319,360,626	12,465,502	4.1	302,949,805	(16,410,821)	(5.1)
<i>General Fund Net Cost</i>	<i>(209,636,792)</i>	<i>(220,105,760)</i>	<i>(10,468,968)</i>	<i>5.0</i>	<i>(227,534,632)</i>	<i>(7,428,872)</i>	<i>3.4</i>

Note: General Fund negative net cost funds support for departments or programs as described

BUDGET CHANGES

FY 2015-2016

The recommended \$99 million budget is made up of \$38.8 million in the General fund and \$60.4 million in other special purpose funds. The total represents a General Fund expense increase of \$269,200 or 0.7% from the prior adopted budget, and a \$1.7 million or 2.9% increase in other funds.

Contingency Fund – General Fund

The recommended \$5 million in appropriations for contingencies is included to support Board Priority investments as budgets and implementation plans get developed throughout the year, and to address unanticipated service or investment demands. The \$5 million level for these appropriations is a target that has been adjusted downward in the past few years as the County has been recovering from the recession. In addition, the Board has, in the last few years, used some of these appropriations in the Budget Hearings which accounts for the \$1.7 million amount in this portion of the adopted FY 2014-2015 budget.

General Government – General Fund

Appropriations in General Government are decreasing by \$9.2 million or 45%, associated with one-time investments in FY 2014-2015 for Phase 2 of the Enterprise Financial System, the Integrated Justice System, and the District Attorney and Public Defender Case Management System totaling \$4 million; a \$2 million contribution to General Fund reserve; \$1 million appropriation for the Employee Retirement Savings incentive program which was budgeted centrally as the program was developed after departmental budgets had been prepared; and approximately \$2 million included in the FY 2014-2015 adopted budget for Tax Revenues Anticipation Notes (TRANS) financing. Prior to FY 2012-2013 the county had been utilizing TRANS financing at a favorable interest cost to provide working capital liquidity until the December property tax collections were completed. However, TRANS financing costs and interest costs through the program and at the County Treasury in the last few years have not made this transaction financially worthwhile thus the county has avoided financing interest expense and is not budgeting for it in FY 2015-2016.

Total recommended capital and infrastructure investments in the General Fund for FY 2015-2016 are increasing by \$6.4 million or 44.2%, which represents new Roads Pavement Preservation General Fund contribution support increasing by \$5.5 million over the adopted levels last year and the \$1 million annual contribution to finance the Road Worst First program established by the Board during FY 2014-2015 first quarter adjustments. These increased costs are partially offset by miscellaneous adjustments mostly to outside contract services.

General Government – Other Funds

Other Funds recommended expenditure changes include: \$4.1 million associated with the completion of capital projects and general government improvements financed with prior years' designated Securitized Tobacco bond; \$8 million in increased transfer of Measure F bond sales tax proceeds to the Agricultural & Open Space District for the purchase of open space properties; a \$2.2 million decrease for one-time Reinvestment and Revitalization investment for the Roseland Plaza project; a \$1.2 million decrease in transfer of Refuse Franchise Fee funds to closed landfill's environmental budgets consistent with maintenance and monitoring work scheduled for the new year; and a partial of offset as \$1.2 million for the programming of Tribal Mitigation funds mainly for pass-thru payments to cities and fire districts was included after FY 2014-2015 budget adoption and is now recorded going forward.

Budgeted sources for the General Government-Other Funds total \$60.4 million. FY 2015-2016 recommended total is \$1.7 million or 2.9% greater than FY 2014-2015 adopted budget representing increased local voter approved sales tax (Agricultural & Open Space – Measure F), \$1.7 million; and \$1.5 million increased Graton Tribal Mitigation collections used for county services associated with a full year as opposed to the partial year included in the adopted budget. The revenue increases discussed are offset by \$1.4 million in reduced use of accumulated fund balances primarily for one-time transfers such as the Reinvestment & Revitalization designation for the Roseland Plaza community investment project.

General Fund Revenues

Budgeted sources total \$259 million. Recommended budget is \$10.7 million or 4.3% greater than FY 2014-2015 adopted budget. The change is primarily associated with anticipated Property Tax and 1% Local Sales Tax revenue growth assumed at 3.5% and 4% respectively from current year estimates. This translates to 6.5% increase compared to the adopted values in FY 2014-2015 since the adopted budget was based upon projections in the spring of 2014 and the actual property and sales taxes exceeded estimates as the economy improved. The \$14.2 million in tax growth is offset by a \$1 million decrease in use of fund balances associated with one-time investments, and \$2.5 million in reduced County Cost allocation recovery mainly due to the new Financial System cost recovery being moved into a separate internal service fund financed through system user annual estimated charges.

FY 2016-2017

General Fund budgeted appropriations totals \$38.1 million, which is a \$723,000 or 1.9% decrease due to reduced outside contract service for special projects like the Fire Services review, and one-time funding agreements such as the arrangement with Resource Conservation Districts ending in FY 2015-2016.

Total recommended expenses under General Government - Other Funds is \$37.3 million, a \$23.1 million or 38.3% decrease from the prior year. The change reflects an \$11.9 million reduction in Agricultural & Open Space District transfers for property purchases; the completion of the Reinvestment & Revitalization Highway 12 phase II community improvement project in FY 2015-2016 so the \$6.5 million investment is not repeated; and a \$4.7 million estimated reduction in Secured Tobacco bond proceeds for financing capital projects.

Overall revenues and sources are recommended at \$303 million for FY 2016-2017, a \$16.4 million or 5% decrease from the prior year mostly due to reduced use of Open Space Bonds fund balance given property purchases for the second year are not included at this time. Future property purchases depend on FY 2015-2016 progress in identifying land and completing negotiations. The FY 2016-2017 General Fund revenues, which are primarily derived from Property & Sales Tax collections, assume a 3% and 4% forecasted increase respectively.

ALIGNMENT WITH THE COUNTY STRATEGIC PLAN

Funding contributions to county agencies and departments, the annual financial support to the Capital Project Plan, the Non-Departmental \$99 million FY 2015-2016 budget, and the \$75.4 million FY 2016-2017 budget mostly align with the Board's Strategic Goal of *Investing in the Future*.

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 Administrative Support and Fiscal Services section.

AUDITOR-CONTROLLER- TREASURER-TAX COLLECTOR

David Sundstrom
**Auditor-Controller-
Treasurer-Tax Collector**

**The mission of the Auditor-
Controller-Treasurer-Tax
Collector is to promote public
oversight, provide**

accountability, support financial decision-making, and provide quality financial services. Our vision is to account for the past, direct the present, and shape the future by providing financial information and services that exceed client and stakeholder expectations.

BUDGET AT A GLANCE:	FY 2015-2016	FY 2016-2017
Total Expenditures	\$149,311,791	\$154,529,132
Total Revenues/Use of Fund Balance	\$144,642,106	\$149,823,046
Total General Fund Contribution	\$4,669,685	\$4,706,086
Total Staff	92.00	92.00
% Funded by General Fund	3.13%	3.05%

DEPARTMENT SERVICES

The Auditor-Controller-Treasurer-Tax Collector serves as the Chief Financial Officer of the County, and the office operates two major sections: the Auditor-Controller and Treasurer-Tax Collector.

The **Auditor-Controller** section is responsible for:

General Accounting, Client Accounting, Payroll, and Property Tax provide essential accounting services to departments and local government agencies, including payroll processing, check issuances, budget compilation, property tax distribution, debt administration, cost plan development, and financial statement preparation;

The **Enterprise Resource Planning (ERP), Retirement, and Unemployment Internal Service Funds (ISF)**, which are used for the administration of the Enterprise Financial System (EFS) and Human Resources Management System (HRMS); to collect departments' biweekly payroll amounts for employer paid pension-related activities; and manage for the County's self-insured unemployment program; and

Audit is responsible for performing internal audits of County operations and providing financial audit services, reports to the department head.

The **Treasurer-Tax Collector** section is responsible for:

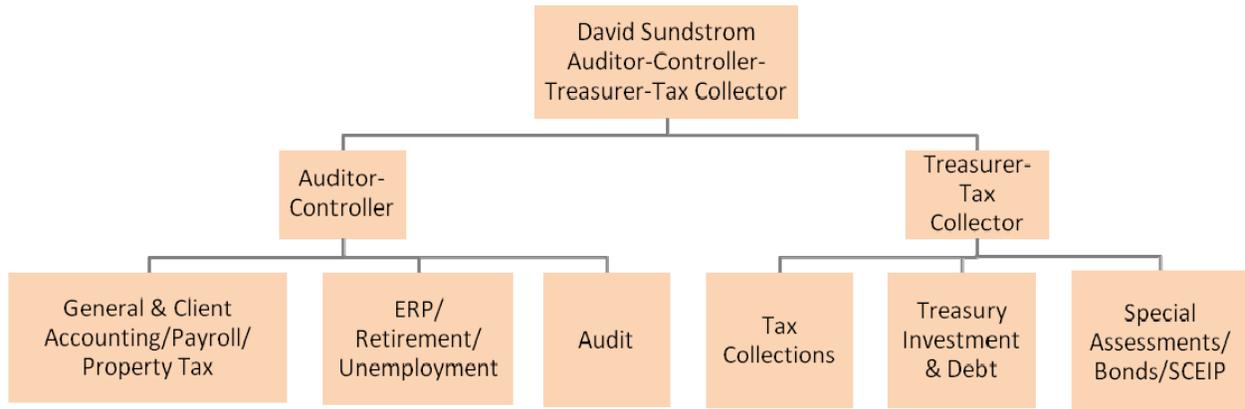
Tax Collection performs the efficient collection of local property taxes and delinquency collections for other County departments;

Treasury and Investment & Debt manage the safe and gainful investment of public funds held within the County's pooled investment fund, collects transient occupancy taxes, and are responsible for the management of Countywide debt policy and the maintenance of the County's debt ratings; and

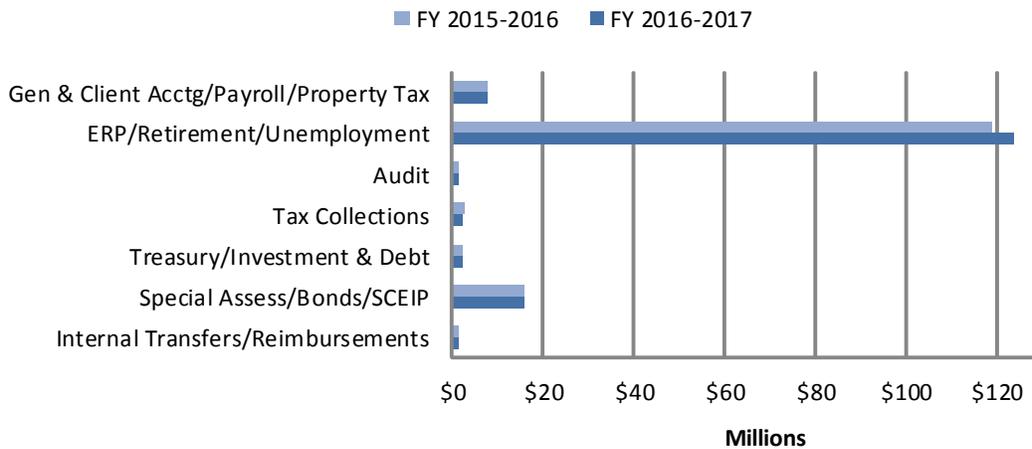
Special Assessments/Bonds/SCEIP facilitate bond issuances and financing for energy and water conservation improvements to qualifying property owners through voluntary assessments on their property tax bills through the Sonoma County Energy Independence Program (SCEIP).

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

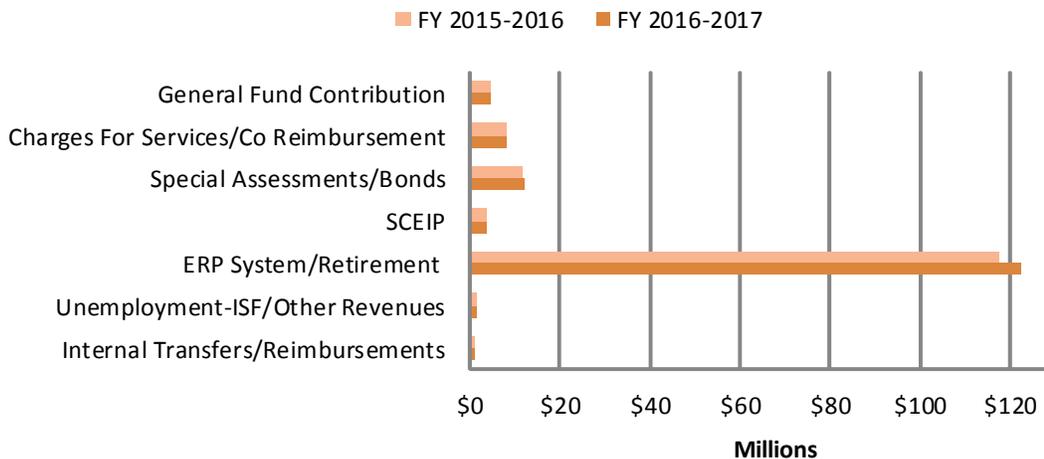
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FUNDING USES



FUNDING USES



FINANCIAL SUMMARY

	FY 2014-15	FY 2015-16			FY 2016-17		
	Adopted Budget	Recommended Budget	Change from 2014-15	% Change from 2014-15	Recommended Budget	Change from 2015-16	% Change from 2015-16
Expenditures (Uses)							
Auditor/Controller							
Accounting/Payroll/Property Tax	8,875,506	7,694,583	(1,180,923)	(13.3)	7,802,547	107,964	1.4
ERP/Retirement/Unemployment	111,974,930	118,857,666	6,882,736	6.1	123,733,158	4,875,492	4.1
Audit	1,188,097	1,208,159	20,062	1.7	1,228,017	19,858	1.6
Treasurer/Tax Collector							
Tax Collections	2,315,552	2,437,384	121,832	5.3	2,364,341	(73,043)	(3.0)
Treasury/Investment & Debt	2,233,618	2,143,932	(89,686)	(4.0)	2,167,896	23,964	1.1
Special Assess/Bonds/SCEIP	16,380,556	15,613,879	(766,677)	(4.7)	15,876,985	263,106	1.7
Internal Transfers/Reimbursements	1,390,464	1,356,188	(34,276)	(2.5)	1,356,188	0	0.0
Total Expenditures	144,358,723	149,311,791	4,953,068	3.4	154,529,132	5,217,341	3.5
Revenues/Reimbursements/Use of Fund Balance (Sources)							
General Fund Contribution	5,646,324	4,669,685	(976,639)	(17.3)	4,706,086	36,401	0.8
Charges For Services/Co Reimbursement	8,545,590	8,247,131	(298,459)	(3.5)	8,352,823	105,692	1.3
Special Assessments/Bonds	12,527,617	11,904,798	(622,819)	(5.0)	12,167,149	262,351	2.2
SCEIP	3,852,939	3,709,081	(143,858)	(3.7)	3,709,836	755	0.0
ERP System/Retirement	110,660,930	117,744,166	7,083,236	6.4	122,519,658	4,775,492	4.1
Unemployment-ISF/Other Revenues	1,734,859	1,680,742	(54,117)	(3.1)	1,717,392	36,650	2.2
Internal Transfers/Reimbursements	1,390,464	1,356,188	(34,276)	(2.5)	1,356,188	0	0.0
Total Revenues/Use of Fund Balance	144,358,723	149,311,791	4,953,068	3.4	154,529,132	5,217,341	3.5
Total Permanent Positions	92.0	92.0	0.0	0.0	92.0	0.0	0.0

Note: Internal transfers/reimbursements for FY 2015-2016 are \$1.4 million for a net budget of \$148 million and for FY 2016-2017 are \$1.4 million for a net budget of \$153.2 million.

Note: Of the total for ERP/Retirement/Unemployment, appropriations in FY 2015-2016 and FY 2016-2017 for amortization and depreciation expenses are \$24.0 and \$28.2 million, respectively. These are non-cash, accrual accounting entries to present assets in accordance with Governmental Account Standards.

BUDGET CHANGES

FY 2015-2016

The FY 2015-2016 recommended budget includes expenditures totaling \$149.3 million, an increase of \$5.0 million, or 3.4% over FY 2014-2015. The changes are primarily occurring in internal service funds. The funds are used for pension related accounting, including Pension Obligation Bond debt service payments; and for Enterprise Systems associated with the administration of the Enterprise Financial System and Human Resources Management System.

The \$5.0 million increase is primarily due to a \$12.6 million increase in revenues and expenses for the Retirement Internal Service Fund, offset by a \$5.6 million reduction for the Enterprise Resource Planning Internal Service Fund, a \$1.2 million decrease in Auditor-Controller general fund appropriations, and an \$800,000 reduction in Special Assessments.

General Fund support decreases by approximately \$1.0 million, mostly due to the accounting shifts related to the Enterprise Financial System, as discussed below. This does not account for a \$400,000 decrease in related revenue which will be monitored throughout FY 2015-2016.

Auditor/Controller

When the County purchased the People Soft Enterprise Financial System, support costs were included in the Auditor/Controller's budget. Now that the new system is implemented, these support costs will be accounted for in the Enterprise Resource Planning Internal Service Fund. The recommended budget includes this accounting change. As a result, \$1.4 million of costs are being moved from General Accounting to the Enterprise Resource Planning. The reduction in costs for General Accounting is offset by an increase in the overall Auditor Controller operating costs of \$120,000 and increased system charges of \$80,000.

Enterprise Resource Planning/Retirement/ Unemployment

The combined recommended budget of internal service funds are increasing by \$6.9 million or 6.1% from FY 2014-2015 adopted budget. There are three different funds:

The Enterprise Resource Planning Internal Service Fund budget recommends a decrease in costs of \$5.5 million associated with prior year one-time implementation costs.

The Retirement Internal Service Funds budget is increasing by \$12.6 million to program County-paid retirement related costs growth of \$9.0 million driven by newly added staff and negotiated salary increases; to reflect \$4.8 million in appropriations necessary to record pension related assets and liabilities, in compliance with GASB 65; and \$1.2 million decrease in interest expense for the Pension Obligation Bonds, as a result of the continuing reduction of the principal balance.

The Unemployment self-insurance fund is projected to decrease by \$200,000 based on declining unemployment claims filed with the state by County employees.

Tax Collections/Treasury/Investment and Debt

Expenses are increasing by a combined total of \$32,000 to reflect increases in operating costs.

Special Assessments/Bonds/Sonoma County Energy Independence Program (SCEIP)

Expenditures are decreasing by \$767,000, due to the retirement of debt for the office remodel of \$1.6 million and a \$200,000 decrease in SCEIP program administration costs. This decrease in expenditures is offset by an increase in funds passed through to the Tourism Business Improvement Area (BIA) assessment district of \$1.0 million, specifically designated to market overnight stays within the Business Improvement Area.

Revenue/Reimbursements/Use of Fund Balance (Sources)

Overall revenues are increasing by \$5.0 million mainly reflecting the anticipated Enterprise Financial System allocated user charges to County departments and agencies to cover the investment amortization and the ongoing system support expenses.

FY 2016-2017

The FY 2016-2017 recommended budget includes expenditures totaling \$154.5 million, an increase of \$5.2 million, or 3.5% over FY 2015-2016. The increase is primarily due to a \$3.3 million appropriation change in the Retirement Internal Service Fund budget representing a \$4.2 million appropriation increase to record non-monetary amortization transactions associated with Pension Obligation Bonds, offset by a \$900,000 decrease in interest expense for the Pension Obligation Bonds, as a result of the continuing reduction of the principal balance, a \$1.4 million increase in the Enterprise Resource Planning Internal Service budget, reflecting projected support and upgrades costs for enterprise-wide systems.

FY 2016-2017 recommended budget changes are financed with \$5.2 million in increased charges for services and growth in retirement cost allocation collected through payroll and transferred to the Retirement Internal Services Fund.

ALIGNMENT WITH THE COUNTY STRATEGIC PLAN

The majority of the Auditor-Controller-Treasurer-Tax Collector's \$149.3 million budget is most closely aligned with two of the County's strategic goals: *Economic and Environmental Stewardship* and *Invest in the Future*.

The department directs 13% of its budget, or \$19.7 million, toward programs that support the County's goal of *Economic and Environmental Stewardship*. These programs support best accounting practices, reduce risk, and ensure strong financial controls. The remainder of the department's budget, \$129.6 million, is spent on programs that help the County *Invest in the Future*. Such expenditures include the Retirement and Enterprise Financial System ISFs and support for countywide bond issuances.

ACCOMPLISHMENTS AND OBJECTIVES

FY 2013-2015 Accomplishments

- Completed an annual audit plan based upon the results of a County-wide risk assessment.
- Earned the Government Finance Officers Association's awards for the Comprehensive Annual Financial Report, Popular Annual Financial Report, and County Adopted Budget.
- Continued to support County-wide fiscal operations by educating and training staff on accounting standards and best practices; developing an Enterprise Financial System user group in partnership with General Services' Purchasing Division; and communicating and identifying departmental requirements for compliance with Governmental Accounting Standards Board standards, budget rules, and financial report preparation processes.
- Safeguarded public funds by maintaining safety and liquidity on pooled Treasury funds while earning a reasonable rate of return.
- Completed Phase 1 of the transition onto the new Enterprise Financial System on time and under budget, allowing for the September 2014 decommissioning of the old mainframe accounting system

FY 2015-2017 Objectives

- Complete phase 2 of the Enterprise Financial System implementation, including Hyperion budgeting, grants accounting, contract management, accounts receivable, billing, and project costing.
- Increase efficiency and stability in the Human Resources Management System (HRMS) environment by upgrading to version 4.5, and moving it onto Microsoft supported servers to maintain warranty and ensure ongoing vendor support.
- Continue to collaborate with the Permit and Resource Management Department to increase revenues from the Transient Occupancy Tax (TOT)/Vacation Rental By Owner programs by pursuing statewide legislation impacting the third-party vacation rental marketplace and by revising the TOT ordinance to require a unique registration certificate for each applicable property in the unincorporated County.
- Identify, control, and reduce risk throughout the County by beginning a three-year audit program based upon the results of a County-wide risk assessment.
- Inclusion of California HERO (Home Energy Renovation Opportunity) and California First PACE (Property Assessed Clean Energy) programs as new clean energy assessment options for Sonoma County property owners for the FY 2015-2016 tax roll.
- Contribute to the County's public accountability and fiscal transparency by obtaining the Government Finance Officers Association's (GFOA) awards for the Comprehensive Annual Financial Report, the Popular Annual Financial Report, and the County's Adopted Budget.
- Support department fiscal operations County-wide by educating and training staff on required accounting standards and best practices.

CLERK-RECORDER-ASSESSOR

William Rousseau
Clerk-Recorder-Assessor

The Clerk-Recorder-Assessor is committed to assuring honest and open elections, maintaining and preserving property and vital records, and setting fair and

equitable values for tax purposes in an accurate, timely, professional, and courteous manner.

BUDGET AT A GLANCE:	FY 2015-2016	FY 2016-2017
Total Expenditures	\$21,448,807	\$19,235,253
Total Revenues/Use of Fund Balance	\$9,488,359	\$7,446,517
Total General Fund Contribution	\$11,960,448	\$11,788,736
Total Staff	108.75	108.75
% Funded by General Fund	55.76%	61.29%

DEPARTMENT SERVICES

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.

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

The Assessor provides accurate and timely property assessments and determines eligibility for various property tax exemptions and exclusions.

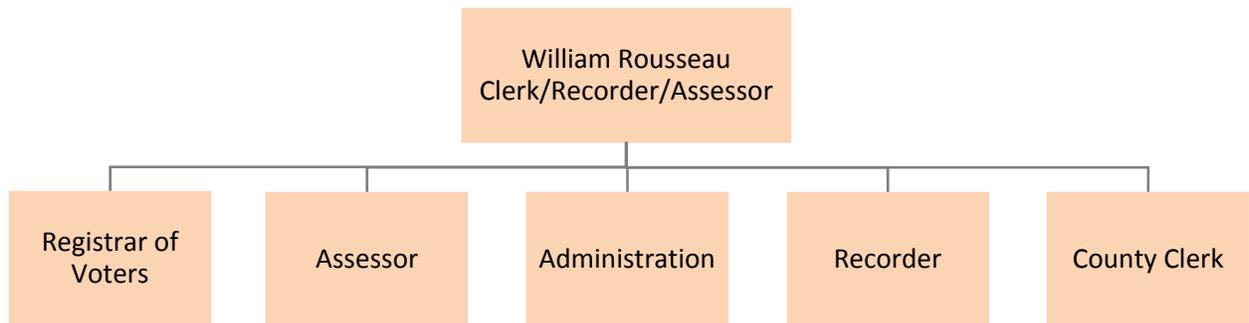
The Recorder records and maintains public documents associated with land transactions, including deeds, liens and maps, and documents associated with vital statistics including births, deaths, and marriages.

The 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.

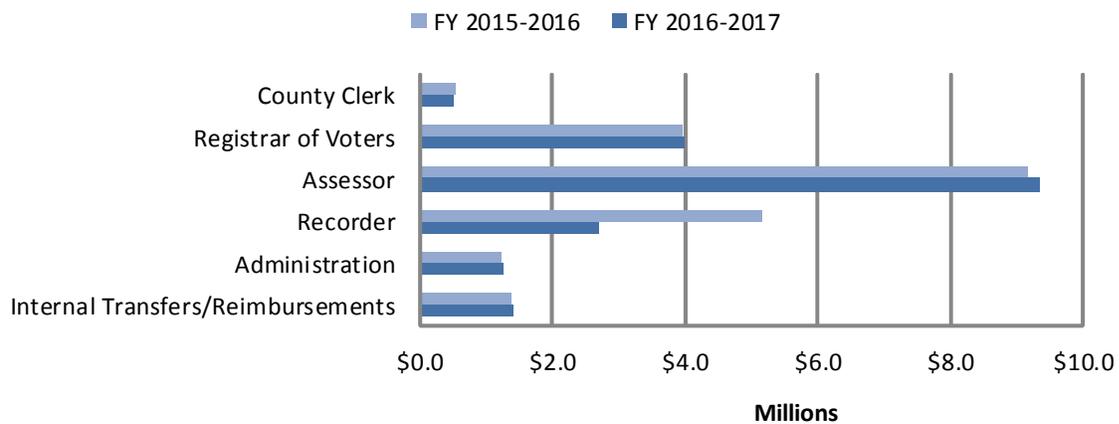
Administration provides administrative, technical and fiscal support, to all divisions of the department.

For more information, call (707) 565-1888, or visit www.sonomacounty.ca.gov/Clerk-Recorder-Assessor-Registrar-of-Voters/.

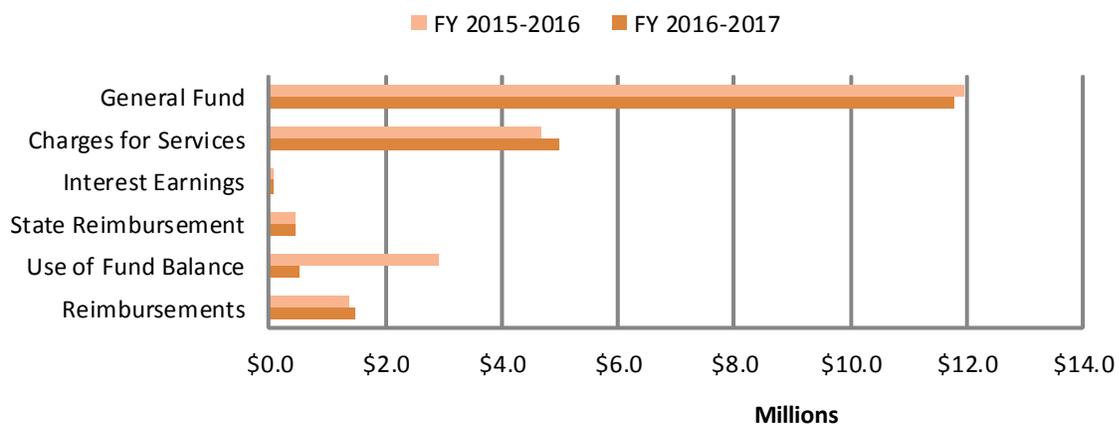
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FUNDING USES



FUNDING SOURCES



FINANCIAL SUMMARY

Expenditures (Uses)	FY 2014-15	FY 2015-16			FY 2016-17		
	Adopted Budget	Recommended Budget	Change from 2014-15	% Change from 2014-15	Recommended Budget	Change from 2015-16	% Change from 2015-16
County Clerk	496,339	522,318	25,979	5.2	518,768	(3,550)	(0.7)
Registrar of Voters	3,870,077	3,975,593	105,516	2.7	4,004,026	28,433	0.7
Assessor	8,993,516	9,158,774	165,258	1.8	9,361,420	202,646	2.2
Recorder	5,934,454	5,158,051	(776,403)	(13.1)	2,695,378	(2,462,673)	(47.7)
Administration	1,222,015	1,243,330	21,315	1.7	1,252,451	9,121	0.7
Internal Transfers/Reimbursements	1,371,961	1,390,741	18,780	1.4	1,403,210	12,469	0.9
Total Expenditures	21,888,362	21,448,807	(439,555)	(2.0)	19,235,253	(2,213,554)	(10.3)
Revenues/Reimbursements/Use of Fund Balance (Sources)							
General Fund Contribution	11,376,322	11,960,448	584,126	5.1	11,788,736	(171,712)	(1.4)
Charges for Services	5,089,796	4,674,859	(414,937)	(8.2)	4,973,828	298,969	6.4
Interest Earnings	78,693	59,006	(19,687)	(25.0)	59,006	0.0	0.0
State Reimbursement	524,024	450,000	(74,024)	(14.1)	450,000	0.0	0.0
Use of Fund Balance	3,447,566	2,913,753	(533,813)	(15.5)	499,845	(2,413,908)	(82.8)
Reimbursements	1,371,961	1,390,741	18,780	1.4	1,463,838	73,097	5.3
Total Revenues/Use of Fund Balance	21,888,362	21,448,807	(439,555)	(2.0)	19,235,253	(2,213,554)	(10.3)
Total Permanent Positions	108.75	108.75	0.00	0.00	108.75	0.00	0.00

Notes: Revenues and expenditures for FY 2015-2016 and FY 2016-2017 include \$1.4 million in internal transfers and reimbursements for a net budget of \$20 million for FY 2015-2016 and \$17.8 million for FY 2016-2017.

BUDGET CHANGES

FY 2015-2016

The FY 2015-2016 recommended budget includes \$21.4 million in expenditures, financed with \$9.5 million in revenues/reimbursements and \$11.9 million in General Fund contributions. Overall expenditures are decreasing by \$440,000 or 2.0% from FY 2014-2015, primarily due to reductions in the Recorder division and completion of the deed index book restoration and preservation project. Labor costs are decreasing slightly (\$23,000 or 0.2%) as a result of employee turnover. The \$584,000 or 5.1% increase in General Fund contribution is due to increased expenditures for Enterprise Financial System (EFS) cost allocations and decreased election reimbursement revenues due to annual variations on the four-year election cycle.

Registrar of Voters

The Registrar of Voters budget of \$3.98 million shows an increase of \$106,000 or 2.7% due to election services costs, information system support costs, and reductions in Help America Vote Grant reimbursements.

Assessor

The Assessor's budget shows an increase of \$165,000 or 1.8%, due to increased support costs for information system's reduction in use of extra-help employees.

County Clerk/Recorder

The recommended budget for the County Clerk shows an increase of \$26,000 or 5.2% primarily due to increases in labor and operating costs.

The Recorder division shows a decrease of \$776,000 or 13.1% in expenditures due to the FY 2014-2015 completion of the deed index book project, which restored and preserved historic public records, and final project costs required for the Tyler Eagle Recording and Cashiering system implementation.

FY 2016-2017

The FY 2016-2017 recommended budget includes \$19.2 million in expenditures financed with \$7.4 million in revenues/reimbursements and \$11.8 million in General Fund contributions. Overall expenditures are decreasing by \$2.2 million or 10.3% from FY 2015-2016. This is due to \$2.5 million in capital expenditure reductions for the Clerk/Recorder co-location project planned for completion in FY 2015-2016, offset by Assessor desk top modernization expenditures of \$240,000. The decrease in General Fund contribution of \$172,000 or 1.4% is due to increased election reimbursement revenues that are expected for the presidential election.

Registrar of Voters

Registrar of Voters recommended expenditures of \$4 million include an increase of \$28,000 or 0.7%, due to an estimated increase in extra-help and overtime costs to support increased participation in the November 2016 presidential election.

Assessor

The recommended expenditures for the Assessor division include an increase of \$203,000 primarily due to the FY 2016-2017 desktop modernization program and reductions in electronic system upgrade project expenses in Property Tax Administration Program funds.

County Clerk/Recorder

County Clerk division FY 2015-2016 expenditures of \$519,000 are decreasing \$3,550 or 0.7% from FY 2014-2015.

Recorder division recommended expenditures show a reduction of \$2,463,000 or 47.7%. This is due to a reduction in capital expenditure appropriations from the Recorder Modernization Fund for the Clerk/Recorder co-location project that is scheduled for completion in FY 2015-2016.

ALIGNMENT WITH THE COUNTY STRATEGIC PLAN

The Clerk-Recorder-Assessor's FY 2015-2016 (\$21.4 million) and FY 2016-2017 (\$19.2 million) recommended budget aligns with the County Strategic Plan in the areas of *Economic and Environmental Stewardship*, *Invest in the Future* and *Civic Services & Engagement*. The Clerk-Recorder-Assessor continues to engage in developing electronic processing for elections, and records and assessment documents, with the goal of saving time, reducing costs, carbon emissions, and waste related to producing printed materials which align with the goal of *Economic and Environmental Stewardship* with estimated expenditures of \$1.4 million.

The Clerk and Recorder divisions are acquiring a facility to co-locate their offices, at an estimated cost of \$2.5 million of the total recommended budget. This aligns with the *Invest in the Future* goal, as it will help reduce salary costs, consolidate processes, and provide a single location for customer service.

The balance of the proposed budget, \$17.5 million, is directed toward the goal of *Civic Services and Engagement*. The Registrar of Voters continues to increase voter turnout through outreach efforts at community-sponsored events, utilizing staff to connect with the Hispanic community, and meeting with the Voting Accessibility Advisory Committee. The Clerk and Recorder continue to provide essential County services related to recording land and business transactions, vital birth and death records, marriages and marriage licenses, and a myriad of other miscellaneous filings. The Assessor continues to value real and business property, establishing the basis for property taxes; and is at the core of the system that generates the majority of General Fund revenue that supports other County services.

ACCOMPLISHMENTS AND OBJECTIVES

FY 2013-2015 Accomplishments

- Successfully conducted two major elections in 2014, each with a 16% to 18% higher voter turnout than the statewide turnout.
- Partnered with Sonoma County Transit Authority in promoting the Registrar of Voters Going Green Initiative on Transit Authority buses, encouraging Vote by Mail and Online Voter Registration.
- Centralized records and Registrar of Voters supply storage with acquisition of a 15,000 square foot warehouse to reduce costs.
- Transitioned the 186,000 Assessor Parcel files to paperless access and storage for better public access to records.
- Reduced backlog and average processing time for Assessment Appeals from 24 months to 12 months.
- Completed installation of Computer Aided Mass Appraisal System (CAMA) to streamline property reappraisals, improve accuracy, and reduce staff time.

FY 2015-2017 Objectives

- Implement all facets of e-recording and document management to expedite processing, improve accuracy and speed up retrieval of official records.
- Implement e-filing solution for fictitious business names and vital statistics applications to increase efficiency and streamline data retrieval.
- Develop a succession plan for positions being vacated, assess current work assignments, and reassign where appropriate to reduce costs to insure consistent customer service and better access to the public.
- Execute a smooth transition to the new statewide voter registration database system, VoteCal, which is scheduled to roll out in 2015-2016 to comply with new State election regulations.
- Develop options and identify funding to replace the current voting and ballot counting systems to conduct more efficient and successful elections.



JUSTICE SERVICES

Court Support & Grand Jury

Probation

District Attorney

Public Defender

Sheriff



COURT SUPPORT AND GRAND JURY

Veronica Ferguson
County Administrator

The Court system in Sonoma County is a multi-disciplinary system that relies on many partners to function efficiently. Sonoma County provides financial resources through the Court Support 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 their role as an oversight body for all governmental entities within the County.

BUDGET AT A GLANCE:	FY 2015-2016	FY 2016-2017
Total Expenditures	\$15,043,157	\$12,783,491
Total Revenues/Use of Fund Balance	\$7,300,058	\$5,032,334
Total General Fund Contribution	\$7,743,099	\$7,751,157
Total Staff	0.00	0.00
% Funded by General Fund	51.47%	60.63%

DEPARTMENT SERVICES

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

Included in **Court Support Operations** are all revenues received by the County for specific court fines and fees. The fines and fees partially offset the cost of the County's Maintenance of Effort (MOE) payment to the state, as determined pursuant to the terms of the Lockyear-Isenberg Trial Court Funding Act of 1997. In addition the budget provides for the Court Facility Payment, which is based on County offices being located within the State-owned 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 budgeted here and 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. Funding for these services

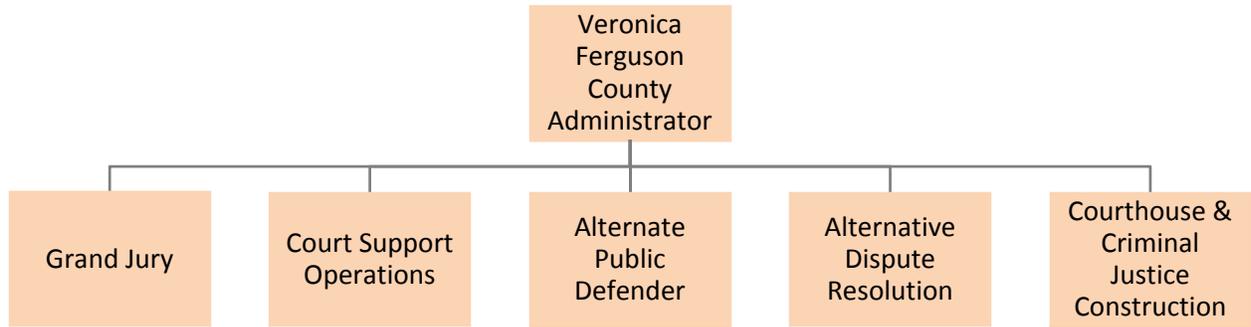
comes from fees that are added to the filing of the first paper or petitions with the Court. These fees are authorized under the Dispute Resolutions Program Act (1986).

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.

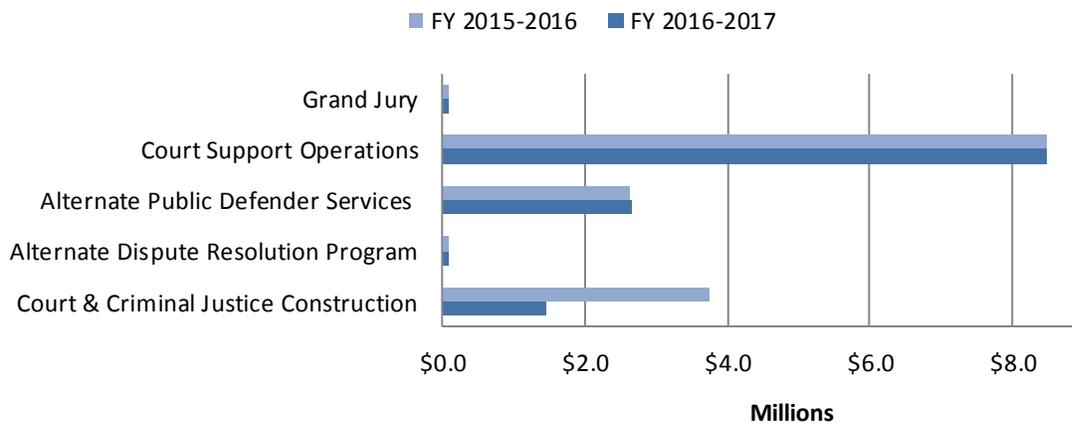
The **Courthouse Construction Fund and the Criminal Justice Construction Fund** are funded by court fees and fines, with revenues dedicated to debt service and facility improvements for the Courthouse and Criminal Justice Facilities respectively. Prior to FY 2015-2016, this budget was included in the Non-Departmental discussion under the Administrative Support and Fiscal Services tab.

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

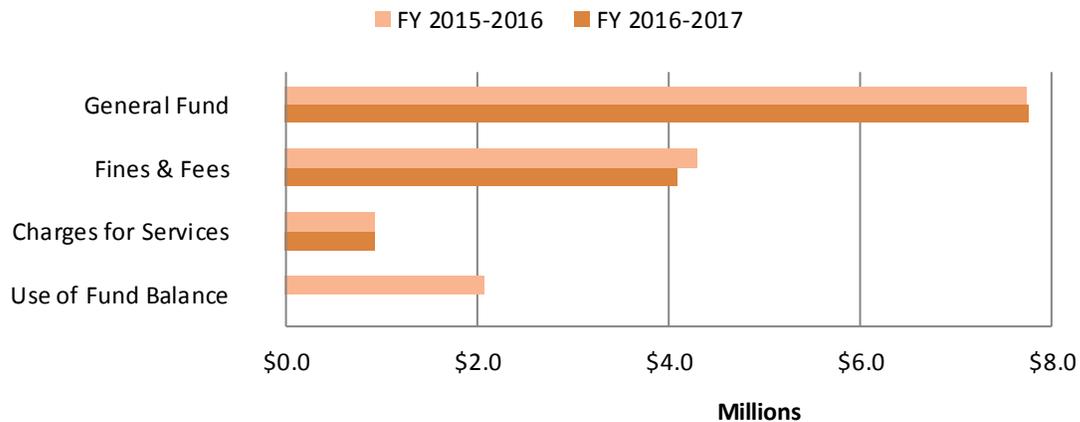
ORGANIZATIONAL PROGRAM CHART



FUNDING USES



FUNDING SOURCES



FINANCIAL SUMMARY

Expenditures (Uses)	FY 2014-15	FY 2015-16		FY 2016-17			
	Adopted Budget	Recommended Budget	Change from 2014-15	% Change from 2014-15	Recommended Budget	Change from 2015-16	% Change from 2015-16
Grand Jury	78,657	90,666	12,009	15.3	92,501	1,835	2.0
Court Support Operations	8,532,508	8,488,403	(44,105)	(0.5)	8,488,403	0	0.0
Alternate Public Defender Services	2,602,084	2,638,130	36,046	1.4	2,644,353	6,223	0.2
Alternate Dispute Resolution Program	131,988	96,493	(35,495)	(26.9)	97,010	517	0.5
Court & Criminal Justice Construction	5,105,642	3,729,465	(1,376,177)	(27.0)	1,461,224	(2,268,241)	(60.8)
Total Expenditures	16,450,879	15,043,157	(1,407,722)	(8.6)	12,783,491	(2,259,666)	(15.0)
Revenues/Reimbursements/Use of Fund Balance (Sources)							
General Fund Contribution	7,887,043	7,743,099	(143,944)	(1.8)	7,751,157	8,058	0.1
Fines & Fees	4,181,571	4,290,000	108,429	2.6	4,098,134	(191,866)	(4.5)
Charges for Services	990,742	934,200	(56,542)	(5.7)	934,200	0	0.0
Use of Fund Balance	3,391,523	2,075,858	(1,315,665)	(38.8)	0	(2,075,858)	(100.0)
Total Revenues/Use of Fund Balance	16,450,879	15,043,157	(1,407,722)	(8.6)	12,783,491	(2,259,666)	(15.0)

Total Staffing: There are no staff within this budget unit.

BUDGET CHANGES

FY 2015-2016

The recommended budget includes expenditures totaling \$15 million, a decrease of \$1.4 million or 8.6% over FY 2014-2015.

Some increase in operational expenses are due to an increase in costs for the Grand Jury of \$12,000 or 15.3%; and \$36,000 or 1.4% for Alternate Public Defender. The increases are offset by a decrease in Court Support Operations of \$44,000 or 0.5% reflecting the end of the County's obligation for county-funded judicial benefits, consistent with SB11 of 2009, which provided a sunset for county-provided judicial benefits at the end of the current term of each judge. The Alternate Dispute Resolution Program is a program to reduce the impact of claims on the civil courts and is administered by the Courts and is funded through civil filing fees. A lower fee revenue collection forecast has resulted in a decrease in contract services in this program. In addition, a decrease in the use of accumulated Courthouse Construction and Criminal Justice Construction funds of \$1.4 million or 27.0% is based on Capital Projects scheduled for construction during 2015-2016.

Combined, the Courthouse Construction fund and the Criminal Justice Construction fund expenses are projected to decrease by \$1.4 million, or 27.0%. The Courthouse Construction fund is funded through a portion of the penalties and fees collected by the Courts, and the funds must be used for capital costs related to court facilities, as approved by the Administrative Office of the Courts. The FY 2015-2016 budget includes \$463,000 for debt service for the Juvenile Justice Center and \$157,000 for previously funded projects in the Hall of Justice. The Criminal Justice Construction fund is funded through a portion of the penalties and fees collected by the courts and the funds must be used for capital costs related to Criminal Justice facilities. The FY 2015-2016 budget includes \$3.1 million for previously funded projects. Expenditures from these funds are decreasing by \$1.4 million or 27% from FY 2014-2015 as accumulated funds have not been allocated to any new projects at this time. The specific projects funded are included in the Capital Projects section of the budget.

The General Fund contribution is \$7.8 million, which is \$144,000 or 1.8% lower than the prior year adopted due to an improvement in revenues from Court fees and fines of \$108,000 or 2.6%, combined with \$36,000 in decreased costs discussed above. While the County's Maintenance of Effort obligation to the courts is based on the actual costs to maintain the court facilities, the fee and fine revenue available to offset this obligation is variable, thereby resulting in changes to the General Fund contribution.

FY 2016-2017

The recommended budget includes expenditures totaling \$12.8 million, a decrease of \$2.3 million or 15% from FY 2015 -2016. The General Fund contribution is \$7.8 million which is \$8,000, or 0.1% greater than the prior year, to account for the increased operational costs. The budget includes \$1.5 million in funding from the Courthouse Construction Fund and the Criminal Justice Construction fund for debt service and new projects, which are included in the Capital Projects 2016-2017 recommended budget. This is a decrease of \$2.3 million, or 60.8% from FY 2015-2016, as the budget does not assume any carryover funding for Capital Projects at this time. This is also why the use of fund balance is projected to decrease \$2.1 million or 100% in FY 2016-2017.

ALIGNMENT WITH THE COUNTY STRATEGIC PLAN

The recommended FY 2015-2016 and FY 2016-2017 budgets and objectives for the Court Support Operations, Alternate Public Defender Services, and Alternate Dispute Resolution programs align most closely with the strategic plan goal creating a *Safe, Healthy and Caring Community* with \$11.2 million each year, by meeting the county's obligation in support of the local court and its role in the criminal justice system. The Grand Jury is one way that members of the public can become involved in the community, which is a fundamental principal behind the strategic plan goal to enhance *Civic Services and Engagement*. The Grand Jury budget of \$91,000 in FY 2015-2016 and \$93,000 in FY 2016-2017 aligns with this goal. The Courthouse Construction and Criminal Justice Construction fund budget of \$3.7 million in FY 2015-2016 and \$1.5 million in FY 2016-2017 aligns with the strategic plan goal of *Investing in the Future* by maintaining essential facilities used by the Criminal Justice System.

ACCOMPLISHMENTS AND OBJECTIVES

FY 2013-2015 Accomplishments

- Reduced the costs of the Alternate Dispute Resolution contract services to more closely align with available revenue.
- Established county-issued e-mail accounts for the Grand Jurors to ensure secure communications for their work.
- Released the annual Grand Jury report in June of each year, to provide the public with additional information regarding a variety of governmental services provided in Sonoma County.

FY 2015-2017 Objectives

- Monitor ongoing death penalty case for potential impacts on the Alternate Public Defender Services budget.
- Work with County Counsel to ensure continuity of Alternate Public Defender Services beyond the expiration of current contract on June 30, 2016.



PROBATION

Robert Ochs
Chief Probation Officer

The Sonoma County Probation Department is committed to providing the criminal justice system with professional services. Staff is dedicated to

protecting this diverse community, serving the court, supporting crime victims and their rights, and providing justice through accountability and rehabilitation of offenders.

BUDGET AT A GLANCE:	FY 2015-2016	FY 2016-2017
Total Expenditures	\$67,032,746	\$67,894,909
Total Revenues/Use of Fund Balance	\$34,044,148	\$34,960,583
Total General Fund Contribution	\$32,988,598	\$32,934,326
Total Staff	290.10	290.10
% Funded by General Fund	49.21%	48.51%

DEPARTMENT SERVICES

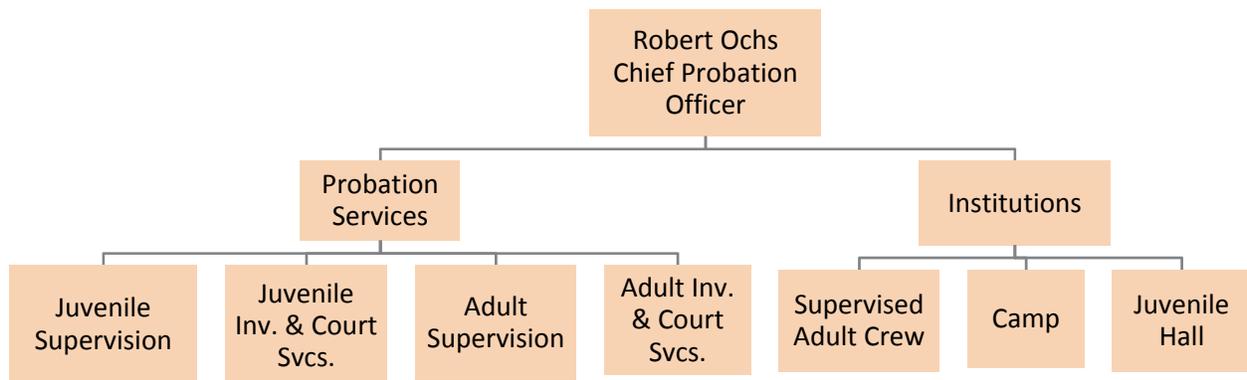
The Probation Department is charged with community protection and offender rehabilitation, accomplished by delivering mandated services to the court, including investigative reports and sentencing recommendations; and by departmental efforts to guide offenders granted probation. Increasingly, the Department is using evidence-based practices (EBP), those methods that have been scientifically demonstrated to reduce recidivism. Services include intensive supervision and referral to appropriate therapeutic programs, with specialty units for specific populations such as gang members, sex offenders and mentally ill offenders.

The Probation Department consists of two major divisions; **Probation Services** includes investigations and supervision of adult and juvenile offenders. The adult unit is responsible for the Mandatory Supervision and Post Release Community Supervision, as mandated by AB 109 Realignment. This division also operates the

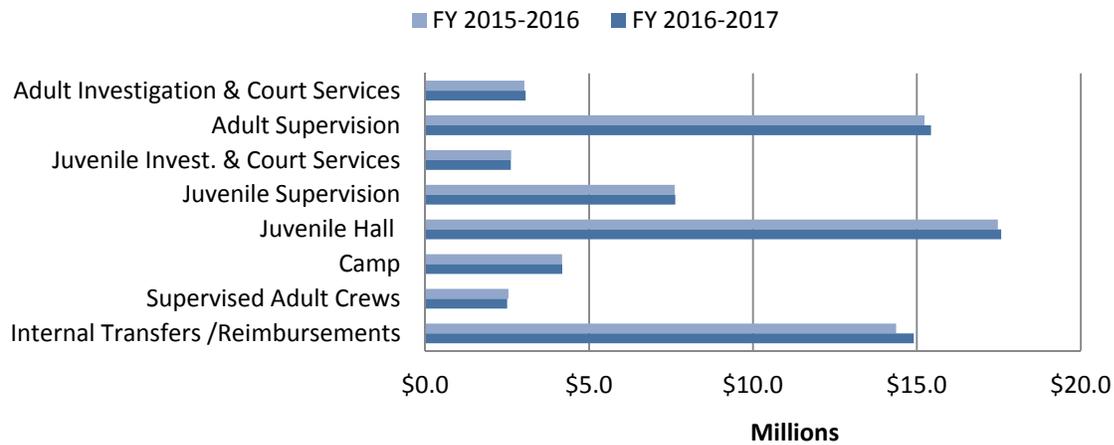
Day Reporting Center for adult offenders. **Institutions** includes the Juvenile Hall, which provides temporary, safe, and secure detention for youths beyond the normal controls of the community; the Probation Camp, which is designed to address anti-social/illegal behavior and thinking patterns in youth while promoting acceptance of personal responsibility; and vocational support for the programs at Crossroads (formerly Sierra Girls Center). This division also includes the Supervised Adult Crews (SAC), which is an alternative work program for adult offenders who are assigned and transported to sites throughout Sonoma and neighboring counties, where they complete meaningful work projects.

For more information, call (707) 565-2149, or visit www.sonomacounty.ca.gov/Departments-Agencies/Probation-Department/.

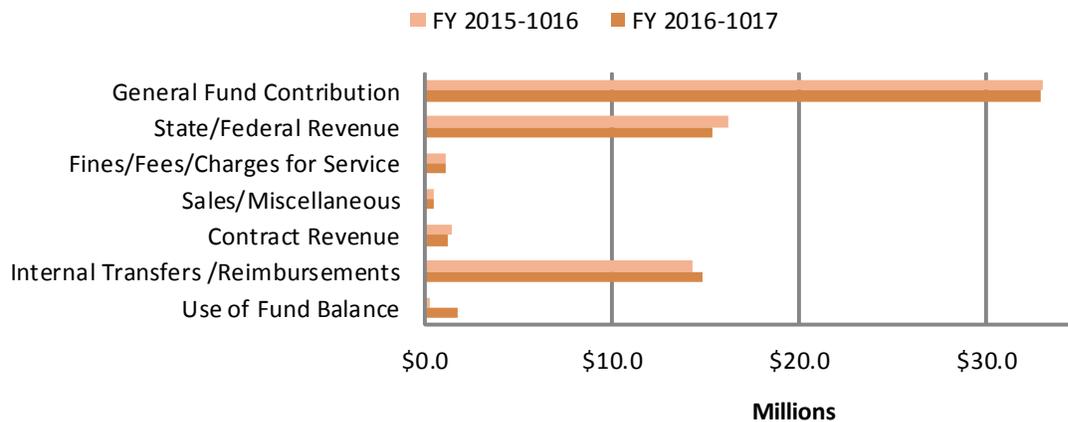
ORGANIZATIONAL PROGRAM CHART



FUNDING USES



FUNDING SOURCES



FINANCIAL SUMMARY

Expenditures (Uses)	FY 2014-15	FY 2015-16			FY 2016-17		
	Adopted Budget	Recommended Budget	Change from 2014-15	% Change from 2014-15	Recommended Budget	Change from 2015-16	% Change from 2015-16
Adult Investigation & Court Services	3,032,732	3,022,071	(10,661)	(0.4)	3,063,470	41,399	1.4
Adult Supervision	14,550,204	15,230,064	679,860	4.7	15,431,463	201,399	1.3
Juvenile Invest. & Court Services	2,613,829	2,623,453	9,624	0.4	2,612,821	(10,632)	(0.4)
Juvenile Supervision	6,927,484	7,609,424	681,940	9.8	7,630,978	21,554	0.3
Juvenile Hall	16,930,988	17,469,428	538,440	3.2	17,572,388	102,960	0.6
Camp	4,087,581	4,174,992	87,411	2.1	4,178,782	3,790	0.1
Supervised Adult Crews	2,789,894	2,536,341	(253,553)	(9.1)	2,500,769	(35,572)	(1.4)
<i>Internal Transfers /Reimbursements</i>	13,660,796	14,366,973	706,177	5.2	14,904,238	537,265	3.7
Total Expenditures	64,593,508	67,032,746	2,439,238	3.8	67,894,909	862,163	1.3
Revenues/Reimbursements/Use of Fund Balance (Sources)							
General Fund Contribution	30,833,192	32,988,598	2,155,406	7.0	32,934,326	(54,272)	(0.2)
State/Federal Revenue	15,651,991	16,287,627	635,636	4.1	15,366,068	(921,559)	(5.7)
Fines/Fees/Charges for Service	993,687	1,109,141	115,454	11.6	1,109,593	452	0.0
Sales/Miscellaneous	510,000	514,300	4,300	0.8	514,300	0	0.0
Contract Revenue	925,596	1,437,316	511,720	55.3	1,257,814	(179,502)	(12.5)
<i>Internal Transfers /Reimbursements</i>	13,660,796	14,366,973	706,177	5.2	14,904,238	537,265	3.7
Use of Fund Balance	2,018,246	328,791	(1,689,455)	(83.7)	1,808,570	1,479,779	450.1
Total Revenues/Use of Fund Balance	64,593,508	67,032,746	2,439,238	3.8	67,894,909	862,163	1.3
Total Permanent Positions	286.1	290.1	4.0	1.4	290.1	0.0	0.0

Note: Transfers and reimbursements of expenses from other divisions of the Probation budget total \$14.4 million in FY 2015-2016 and \$14.9 million in FY 2016-2017, resulting in a net budget of \$52.7 million and \$53 million respectively.

*Budget reflects 4 FTE that were added during FY 2014-2015 to support the Title IV-E Well Being Project

BUDGET CHANGES

FY 2015-2016

The recommended budget includes expenditures totaling \$67 million, an increase of \$2.4 million or 3.8% over FY 2014-2015. The General Fund contribution is \$33 million due to negotiated salary and benefit changes throughout the department and increased support for information technology. The General Fund Support includes prior year encumbered agreements which will be reviewed before budget hearings to assess the General Fund Contribution for both FY 2015-2016 and FY 2016-2017. Total non-General Fund sources are \$34 million, which is a net increase of approximately \$284,000 or 0.8% from the prior year, mostly as a result of increased reimbursements from the Title IV-E Well Being Project, a federal program for foster youth, and the Keeping Kids in School truancy reduction Justice Assistance Grant for \$715,000. The budget also reflects the addition of four Juvenile Supervision staff to provide wraparound support to foster youth under the department's supervision, as discussed further below. Revenue from the sales of products made at Juvenile Camp and services provided by the Supervised Adult Crews is expected to increase by \$512,000, based on actual activity in FY 2014-2015 and active contracts.

Adult Supervision/Investigations and Court Services expenditure increases of \$669,000 or 3.8% primarily reflect negotiated salary and benefit changes.

Juvenile Supervision expenditure increases of \$682,000 or 9.8% and **Juvenile Investigations and Court Services** expenditure increase of \$10,000 or 0.4% growth reflect negotiated salary and benefit changes, and the addition mid-year FY 2014-2015 of a Probation Officer IV, Probation Officer III and administrative support to implement the Title IV-E Well Being Project. This federally funded program is aimed at improving outcomes for foster youth and their families involved in county Probation and Child Welfare systems. Also contributing to the expenditure increase is the costs associated with the Keeping Kids in School truancy reduction program. The costs of the additional staff and contract services are offset with increased federal revenues and will allow the department to expand and enhance services for the target population of at-risk youth throughout the county.

Juvenile Hall expenditure increases of \$538,000 or 3.2% and **Camp** expenditure increases of \$87,000 or 2.1% primarily reflect negotiated salary and benefit changes.

Supervised Adult Crews decrease in appropriations of \$254,000 or 9.1% includes a significant reduction in Worker's Compensation rates due to reduced incidents in recent years.

The recommended budget reflects a decrease in the use of fund balance of \$1.7 million, based on increased revenue available from AB 109 and grants. The budget also recommends converting 11 positions funded by AB 109 Public Safety Realignment from Limited Term to Permanent. The 2012 State Proposition 30 secured the Public Safety Realignment funds in perpetuity and these positions are necessary to conduct the Mandatory Supervision and Post Release Community Supervision duties that are core components of AB 109.

FY 2016-2017

The recommended budget includes expenditures totaling \$67.9 million, an increase of approximately \$862,000 or 1.3% over FY 2015-2016. The increase is due to an anticipated 1% increase in service and supplies costs throughout the department. Total non-General Fund sources are \$35 million, an increase of \$862,000 or 2.7% from the prior year, due to use of special fund balance from the realignment funds and the juvenile grant revenue funds to offset anticipated incremental expenditure increases throughout the department. Other State and Federal grant revenues, as well as contract revenue, are budgeted conservatively, showing a decrease of \$921,000 and \$180,000 respectively in FY 2016-2017. This accounts for projected increased use of fund balance from AB 109 and Juvenile grants. If additional grant funding is received for FY 2016-2017 the projected use of fund balances will reduce accordingly. The General Fund contribution is recommended to decrease to \$32.9 million, or \$54,000.

ALIGNMENT WITH THE COUNTY STRATEGIC PLAN

The majority of services provided by the Probation Department are associated with the goal of *Safe, Healthy, and Caring Communities*. Services provided in this category include supervision and monitoring as ordered by the Courts a total of \$52.9 million in FY 2015-2016 and \$53.5 million in FY 2016-2017. Juvenile Hall and Probation Camp's Programming and Vocational components, as well as some Juvenile Probation services support the Strategic Plan goal of *Investing in the Future*, by providing job training and positive social and behavioral skills for youth, for a total of \$14 million in FY 2015-2016 and \$14.3 million in FY 2016-2017.

ACCOMPLISHMENTS AND OBJECTIVES

FY 2013-2015 Accomplishments

- Enhanced the use of evidence-based practices across the department to ensure quality services, including:
 - Implemented structured supervision model, Effective Practices in Community Supervision;
 - Refined case-planning in Juvenile Hall to promote positive social and behavioral skills;
 - Developed incentive-based programs for those serving long periods in the Juvenile Hall;
 - Trained institution staff in use of Core Correctional Practices in order to operationalize EBP;
 - Enhanced community resources and support for youth leaving Probation Camp and the Juvenile Hall to support effective re-entry into the community;
- Leveraged federal funding from Title IV-E to develop a unit of wraparound caseloads for delinquent youth who would benefit from a collaborative approach to family engagement and service provision.
- Received two juvenile grants – EBP-TIPS (Evidence-Based Practices To Improve Public Safety), and JAG-Byrne, which provides case-management for truant youth and their families, helping keep kids in school. Both applications ranked first in the review processes.
- Leveraged AB 109 Realignment funding to implement several top priorities from the County's Criminal Justice Master Plan to improve outcomes, including the successful transition of the Day Reporting Center from a contractor to a Probation operated program, and implementation of a pre-trial program.
- Enhanced skills and thereby safety of officers supervising increasingly high-risk offenders, through increased training.
- The Supervised Adult Crew program executed new contracts with the Town of Windsor and CalTrans, and continued contracting with several County Departments and State Parks, which diversifies the department's financing sources.

FY 2015-2017 Objectives

- Enhance and refine Department's efforts to reduce recidivism among juvenile and adult offenders by
 - Continuing to develop expertise of sworn staff in delivering evidence based practices;
 - Improving data collection and outcome measurements to evaluate effectiveness of supervision and program services, to ensure the right programs are being offered to the right offenders;
 - Develop sanctions and incentives matrices for adult and juvenile offenders; and
 - Improving re-entry component of the Boys Camp program, including development of pro-social, supportive connections with community members.
- Maintain and enhance comprehensive staff development programs supporting the acquisition and application of officer safety and case management skills.
- Adjust Juvenile Hall staff schedule to provide a more efficient service delivery model and enhance programming for youth in detention.
- Invest in infrastructure, including facility equipment in the Juvenile Hall and Camp, trailers in SAC, and emerging technologies to improve officer and community safety, and enhance supervision effectiveness.
- Revise the County's Comprehensive Multi-Agency Juvenile Justice Plan and fully implement the Title IV-E Waiver (California Well-Being Project) to improve outcomes for delinquent youth and their families.



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.

BUDGET AT A GLANCE:	FY 2015-2016	FY 2016-2017
Total Expenditures	\$24,692,195	\$24,693,729
Total Revenues/Use of Fund Balance	\$10,121,827	\$10,165,778
Total General Fund Contribution	\$14,570,368	\$14,527,951
Total Staff	120.75	120.75
% Funded by General Fund	59.01%	58.83%

DEPARTMENT SERVICES

The District Attorney's Office is organized into five program areas. The District Attorney's **Prosecution Division** represents the peoples' interests in prosecuting criminal cases and seeking justice for victims, represents the State's interests in juvenile delinquency hearings, and partners with local and federal law enforcement agencies to help reduce and prevent crime in our community. This division has many specialized teams that include a Domestic Violence/Sexual Assault Unit; Elder Protection Unit; Gangs and Hate Crimes Unit; Writs and Appeals Unit; Narcotics Unit; Driving Under the Influence Unit; Juvenile Justice Unit; Felony Trial Unit; Misdemeanor Trial Unit; and an Environmental and Consumer Law and Fraud Unit.

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 **Victim Services Unit** provides services for victims that include crisis intervention; emergency assistance; referral assistance; orientation to the Criminal Justice System; court escort/court support; case status and

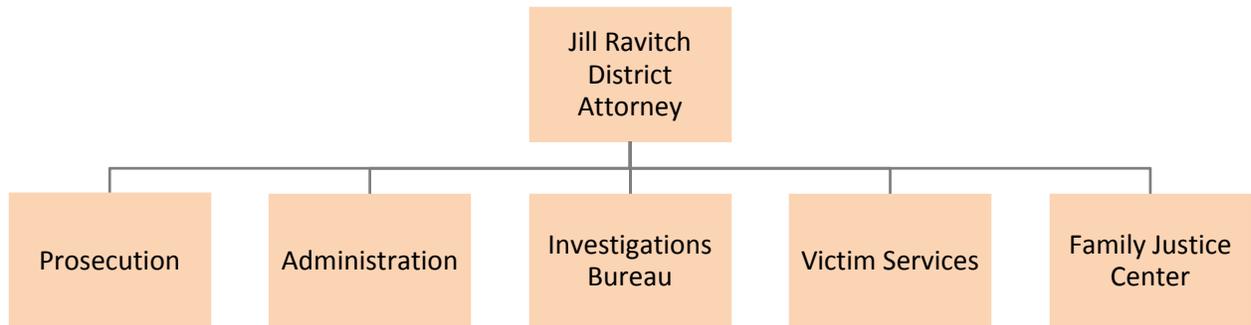
disposition information; and victim-of-crime claims assistance.

The **Family Justice Center** focuses on family violence victims and their children by providing wrap-around services to victims through a single access point. Located on the Family Justice Center 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 offering an array of bilingual services to victims of domestic violence, sexual abuse, child abuse, and elder abuse, as well as legal assistance services, including restraining orders and temporary legal status documentation.

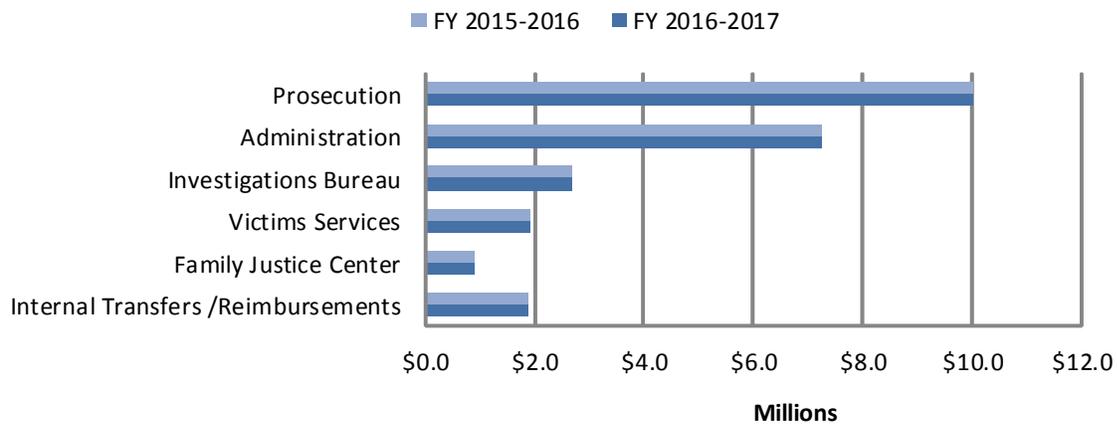
The **Administration** unit provides clerical and legal research support to the Prosecution Division and Investigations Bureau, as well as administrative and fiscal oversight for the department.

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

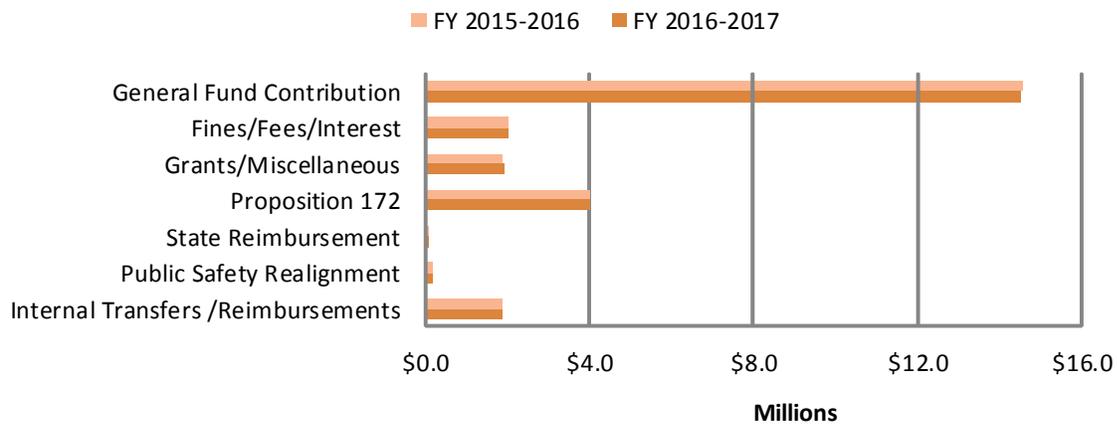
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FUNDING USES



FUNDING SOURCES



FINANCIAL SUMMARY

	FY 2014-15	FY 2015-16			FY 2016-17		
	Adopted Budget	Recommended Budget	Change from 2014-15	Change from 2014-15	Recommended Budget	Change from 2015-16	Change from 2015-16
Expenditures (Uses)							
Prosecution	9,747,012	10,008,203	261,191	2.7	10,010,474	2,270	0.0
Administration	7,170,532	7,239,901	69,369	1.0	7,239,901	0	0.0
Investigations Bureau	2,731,631	2,684,996	(46,635)	(1.7)	2,684,996	0	0.0
Victims Services	1,880,020	1,935,131	55,111	2.9	1,936,664	1,533	0.1
Family Justice Center	812,395	919,319	106,924	13.2	917,049	(2,270)	(0.2)
<i>Internal Transfers /Reimbursements</i>	1,427,194	1,904,645	477,451	33.5	1,904,645	0	0.0
Total Expenditures	23,768,784	24,692,195	923,411	3.9	24,693,729	1,534	0.0
Revenues/Reimbursements/Use of Fund Balance (Sources)							
General Fund Contribution	14,161,518	14,570,368	408,850	2.9	14,527,951	(42,417)	(0.3)
Fines/Fees/Interest	1,478,648	2,013,447	534,799	36.2	2,013,447	0	0.0
Grants/Miscellaneous	1,984,356	1,899,004	(85,352)	(4.3)	1,942,954	43,950	2.3
Proposition 172	3,924,856	4,007,278	82,422	2.1	4,007,278	0	0.0
State Reimbursement	199,000	109,000	(90,000)	(45.2)	109,000	0	0.0
Public Safety Realignment	593,212	188,453	(404,759)	(68.2)	188,453	0	0.0
<i>Internal Transfers /Reimbursements</i>	1,427,194	1,904,645	477,451	33.5	1,904,645	0	0.0
Total Revenues/Use of Fund Balance	23,768,784	24,692,195	923,411	3.9	24,693,729	1,534	0.0
Total Permanent Positions	120.75	120.75	0.00	0.00	120.75	0.00	0.00

Notes: Transfers and reimbursements of expenses from other divisions of the District Attorney budget total \$1.9 million, for a net budget of \$22.8 million for FY 2015-2016 and FY 2016-2017.

BUDGET CHANGES

FY 2015-2016

The FY 2015-2016 recommended budget includes expenditures totaling \$24.7 million financed with \$10.1 million in revenues and reimbursements, and \$14.6 million in General Fund Contributions. The General Fund contribution is increasing by \$409,000 from FY 2014-2015 to support operational cost changes.

Overall, expenditures are increasing by \$923,000 or 3.9% over FY 2014-2015. The increase of \$261,000 in Prosecution includes an expected increase in personnel costs of \$72,000, and additional technological cost increases of \$189,000 for the support and maintenance of the new Legal Case Management System, Karpel, and for the Enterprise Financial System. The increase of \$107,000 in the Family Justice Center Sonoma County (FJCSC) includes an expected increase in salary and benefits as well as an increase of costs for technology.

These increases in expenditures are supported by increased revenue from fines and fees received from civil penalties assessed in consumer protection cases, which are expected to increase by \$535,000. The District Attorney's share of Proposition 172 funds is projected to increase \$82,000. State reimbursement is decreasing by \$90,000 due to the lack of funding for Mandate Reimbursement and \$85,000 from Auto Insurance Fraud and Workmen's Compensation Insurance Fraud to match actual utilization of these funds. Internal transfers and reimbursements are expected to increase by \$477,000, due to an increase in civil penalties, which is available to cover the costs in the Prosecution Division's Consumer Law and Fraud Unit.

FY 2016-2017

The FY 2016-2017 recommended budget includes expenditures totaling \$24.7 million financed with \$10.2 million in revenues and reimbursements, and \$14.5 million in General Fund Contributions. Overall, expenditures are projected to increase slightly over FY 2015-2016 due to increased support costs for information systems. Revenues are projected to increase to cover these costs. No increase in Proposition 172 is budgeted at this time.

ALIGNMENT WITH THE COUNTY STRATEGIC PLAN

The services provided by the District Attorney's Office most closely align with the goal of *Safe, Healthy & Caring Communities* through the District Attorney's role in ensuring justice, holding offenders accountable, and upholding victims' rights. \$23.7 million in each year's budget supports this goal. The District Attorney's Office also supports the goal of *Economic and Environmental Stewardship* with our focused prosecutions in environmental, fraud and consumer crimes. \$909,000 in each year's budget supports this goal.

ACCOMPLISHMENTS AND OBJECTIVES

FY 2013-2015 Accomplishments

- Worked with the Justice Partners to develop and implement procedures for conducting Parole Revocation hearings pursuant to legislation on Criminal Justice.
- Applied for and received grants from the Office of Traffic Safety for the vertical prosecution of Driving Under the Influence (DUI) cases; Office of Violence Against Women Abuse Later in Life Grant for enhanced training and services to end violence and abuse; Department of Insurance Worker's Compensation and Auto Insurance Fraud Grant; Office of Violence Against Women Grants to Encourage Arrests and a Blue Shield Grant for the Family Justice Center Sonoma County.
- Investigated and prosecuted environmental violations, and violations of California's unfair competition and false advertising laws, in order to protect consumer, and maintain a level playing field for businesses. Illegal disposal and handling of hazardous waste, water and air pollution, destruction of natural resources, false advertising, adulterated or misbranded products, and public nuisance abatements are examples of these prosecutions. Settlements were received for several cases, the largest of which was \$1.5 million from Sysco.
- Implemented a Legal Case Management System (LCMS) which will support the goals of the office and better align our criminal justice and community partners.
- Worked collaboratively with Sonoma County Animal Control Officers to identify, investigate and prosecute cases of felony animal cruelty. Our investigators have also provided training to the Animal Control Officers to assist them in the preparation of investigative report writing for submission to our office.
- The Family Justice Center Sonoma County (FJCSC), through the Office of Violence Against Women Abuse Later in Life grant, implemented a "mobile team" to assist elders. The team consists of an attorney and a "Care Coordinator." This grant has also funded the training of 167 local law enforcement officers on the proper investigation of elder abuse.

FY 2015-2017 Objectives

- Continue to investigate and prosecute those who prey on elders, handling cases of sexual and physical abuse, the infliction of mental abuse, and neglect, as well as all financial crimes, including fraud, identity theft, and forgery. Outreach efforts will continue to educate seniors about scams and how to avoid them, and to raise awareness on services.
- Expand collaboration with criminal justice and community partners to serve victims of family violence, sexual assault, elder abuse and child abuse as the lead administrative agent of the Family Justice Center.
- Develop a strategic plan to focus prosecution in the areas of greatest need, including elder protection, domestic violence, major fraud, and the development of a real estate fraud unit.
- The District Attorney will continue to collaborate with justice partners on proven intervention and prevention programs, such as the Mayor's Gang Task force; the Gang Resistance, Education and Training Program; Gun Information for Teens; and truancy programs for juveniles and their parents.



PUBLIC DEFENDER

Kathleen Pozzi
Public Defender

The Sonoma County Public Defender’s office protects the life, liberty, property, and constitutional rights of each of our clients as we serve the interests of society to ensure a fair, efficient and unbiased system of justice.

BUDGET AT A GLANCE:	FY 2015-2016	FY 2016-2017
Total Expenditures	\$9,848,318	\$9,926,150
Total Revenues/Use of Fund Balance	\$374,372	\$452,204
Total General Fund Contribution	\$9,473,946	\$9,473,946
Total Staff	49.00	49.00
% Funded by General Fund	96.20%	95.44%

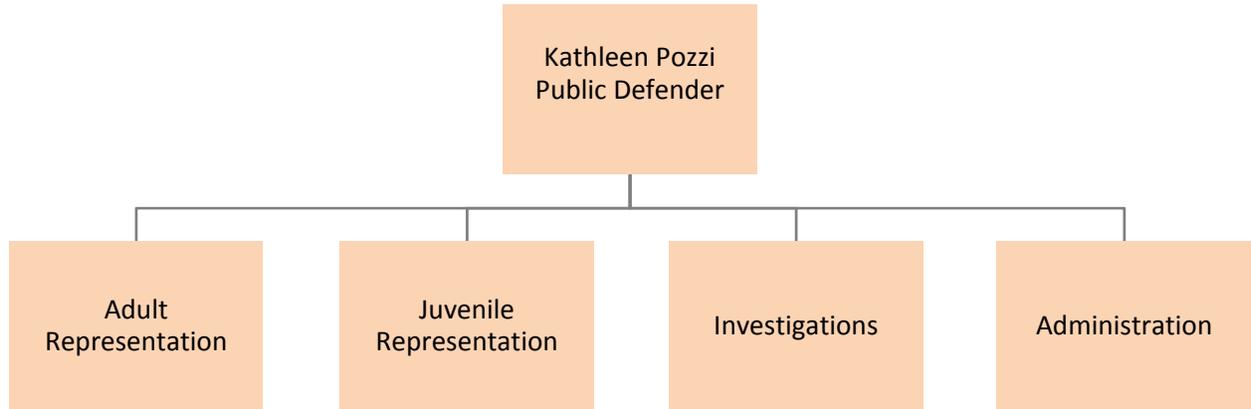
DEPARTMENT SERVICES

The Public Defender provides legal representation to indigent defendants and juveniles in all court proceedings where no conflict or caseload impairment exists. The office functions in collaboration with other participants in the criminal justice system to ensure its efficient operation, while protecting the constitutionally guaranteed rights of accused persons. The Public Defender also represents persons who are not charged with a crime, but are alleged to be mentally ill, developmentally disabled or in need of conservatorship, and cannot afford an attorney.

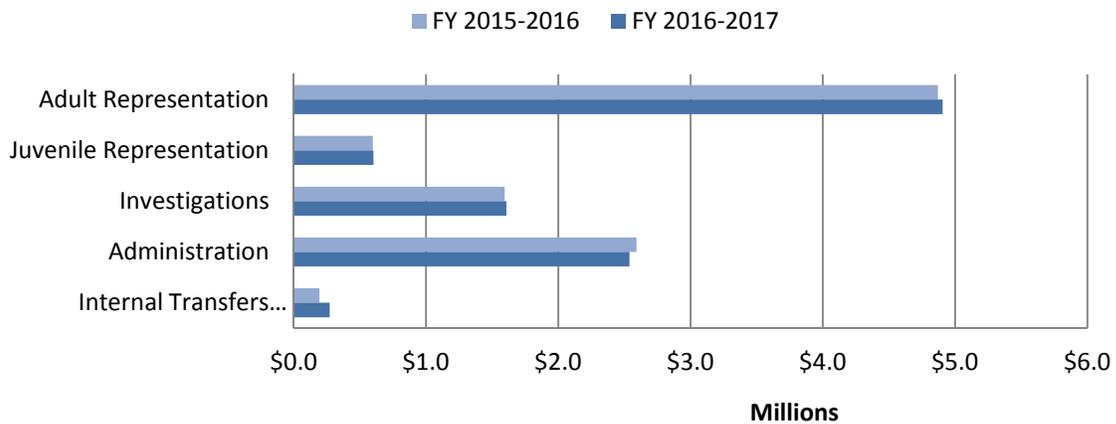
The Public Defender’s office is made up of four program areas: **Adult Representation** focuses on the defense and representation of indigent adults, **Juvenile Representation** provides legal services to juveniles, **Investigations** supports the attorneys by providing investigative services, and **Administration** provides administrative and legal processing support to the legal and investigations staff.

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

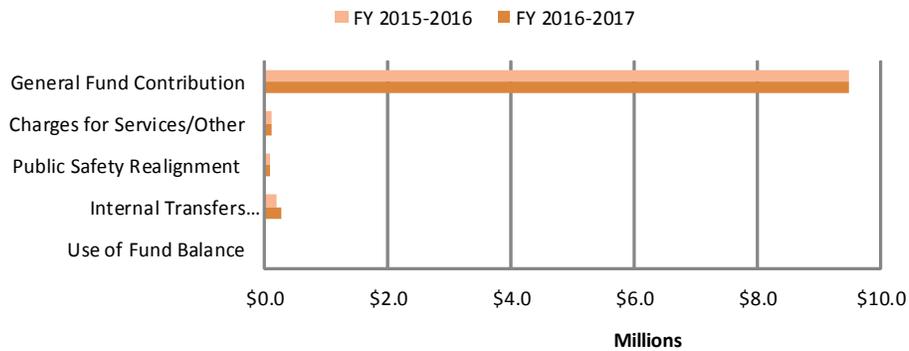
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FUNDING USES



FUNDING SOURCES



FINANCIAL SUMMARY

Expenditures (Uses)	FY 2014-15	FY 2015-16			FY 2016-17		
	Adopted Budget	Recommended Budget	Change from 2014-15	% Change from 2014-15	Recommended Budget	Change from 2015-16	Change from 2015-16
Adult Representation	4,739,286	4,869,836	130,550	2.8	4,905,664	35,828	0.7
Juvenile Representation	663,500	598,044	(65,456)	(9.9)	602,810	4,766	0.8
Investigations	1,611,357	1,594,786	(16,571)	(1.0)	1,607,494	12,708	0.8
Administration	2,464,429	2,591,530	127,101	5.2	2,538,228	(53,302)	(2.1)
Internal Transfers /Reimbursements	78,295	194,122	115,827	147.9	271,954	77,832	40.1
Total Expenditures	9,556,867	9,848,318	291,451	3.0	9,926,150	77,832	0.8
Revenues/Reimbursements/Use of Fund Balance (Sources)							
General Fund Contribution	9,206,129	9,473,946	267,817	2.9	9,473,946	0	0.0
Charges for Services/Other	63,160	100,000	36,840	58	100,000	0	0.0
Public Safety Realignment	86,820	80,250	(6,570)	(7.6)	80,250	0	0.0
Internal Transfers /Reimbursements	78,295	194,122	115,827	147.9	271,954	77,832	40.1
Use of Fund Balance	122,463	0	(122,463)	(100.0)	0	0	0.0
Total Revenues/Use of Fund Balance	9,556,867	9,848,318	291,451	3.0	9,926,150	77,832	0.8
Total Permanent Positions	49.0	49.0	0.0	0.0	49.0	0.0	0.0

Notes: Transfers and reimbursements of expenses from AB109 funds total \$194,122, for a FY 2015-2016 net budget of \$9.7 million, and \$271,954, for a FY 2016-2017 net budget of \$9.7 million.

BUDGET CHANGES

FY 2015-2016

The FY 2015-2016 recommended budget includes gross expenditures totaling \$9.8 million, an increase of \$291,500 or 3% over FY 2014-2015. The General Fund contribution is \$9.47 million. The budget increase is due primarily to an increase in salaries and benefits in the amount of \$136,000, and services and supplies increases of approximately \$155,000 due to an increase in annual technology maintenance costs associated with the new Karpel Legal Case Management System, the Enterprise Financial System and other operational costs. Total revenue sources are \$9.8 million, which is an increase of \$291,500 over the prior year. The General Fund contribution increased by \$267,800 to offset the increased wage, benefit and operational expenses mentioned above. Revenue from client fees is expected to increase by \$37,000 over the prior year as a result of improved financial eligibility processes.

FY 2016-2017

The FY 2016-2017 recommended budget includes expenditures totaling \$9.9 million, an increase of \$78,000 or 0.8% over FY 2015-2016. The budget increase is due to a projected increase in services and supplies due to the annual replacement cycle for technology equipment. Total sources are \$9.9 million, which is an increase of \$78,000. The General Fund contribution will remain at \$9.47 million. Revenue of \$78,000 is expected from the Information Systems equipment replacement fund.

ALIGNMENT WITH THE COUNTY STRATEGIC PLAN

The recommended FY 2015-2016 budget of \$9.8 million and FY 2016-2017 budget of \$9.9 million and objectives for the Public Defender aligns most closely with the County's strategic plan goal of a *Safe, Healthy and Caring Community*. The Public Defender's Office contributes to this goal by ensuring that indigent adults and juveniles are adequately represented in all court proceedings, as well as persons subject to a conservatorship. This goal is promoted by supporting pretrial services and guiding clients to positive outcomes, including encouraging them to participate in educational and rehabilitative services such as drug and alcohol treatment, mental health treatment, anger awareness and therapy, all in an effort to reduce recidivism.

ACCOMPLISHMENTS AND OBJECTIVES

FY 2013-2015 Accomplishments

- Implemented a Legal Case Management System, which includes a document management system, to reduce paper and improve office efficiency, thereby allowing staff to have more time to serve their clients.
- The Public Defender collaborated with the Justice Partners to implement programs such as the Pretrial Services Program.
- Promoted holistic client-based representation goals of the Public Defender through the training provided regarding the implementation of the new Pretrial Services Program as well as in the impacts of the Affordable Care Act on the potential mental health and substance abuse treatments available. Holistic public defense addresses both the circumstances driving people into the criminal justice system as well as the consequences of involvement in the system.
- Processed more than 850 Proposition 47 petitions for reduction of charges and penalties for non-violent crimes as approved by voters in the November 4, 2014, election. The Public Defender's proactive planning and implementation of Proposition 47 processes is a model for other small to mid-size county Public Defender Offices around the state.

FY 2015-2017 Objectives

- Continue to improve client and inter-departmental communications using holistic client-based theories and technology including implementation of an updated website that provides links to community services, public information and department contacts.
- Improve representation of non-citizen clients by providing immigration law training and resources.
- Encourage and train staff in the use of the new Legal Case Management system to increase the efficient use of data in court, reduce paper and improve department procedures.
- Build statistical data reports based upon established benchmarks using the new Legal Case Management system implemented in March, 2015. These reports will be used to ensure that workloads are distributed in a manner that provides consistent representation for all clients.
- Identify and implement systematic approaches to lessen the increased workload created by the implementation of Proposition 47.



SHERIFF

Steve Freitas
Sheriff-Coroner

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

BUDGET AT A GLANCE:	FY 2015-2016	FY 2016-2017
Total Expenditures	\$158,873,053	\$159,484,854
Total Revenues/Use of Fund Balance	\$79,445,758	\$79,826,260
Total General Fund Contribution	\$79,427,295	\$79,658,594
Total Staff	636.00	637.00
% Funded by General Fund	49.99%	49.95%

DEPARTMENT SERVICES

The Sheriff’s Office is organized into two major Divisions for service delivery, **Law Enforcement** and **Detention** with **Administrative Services** supporting both Divisions and the **Telecommunications Bureau** providing County-wide radio services.

The Sheriff, under state law, is responsible for the delivery of law enforcement and related emergency services to the unincorporated areas of the County of Sonoma.

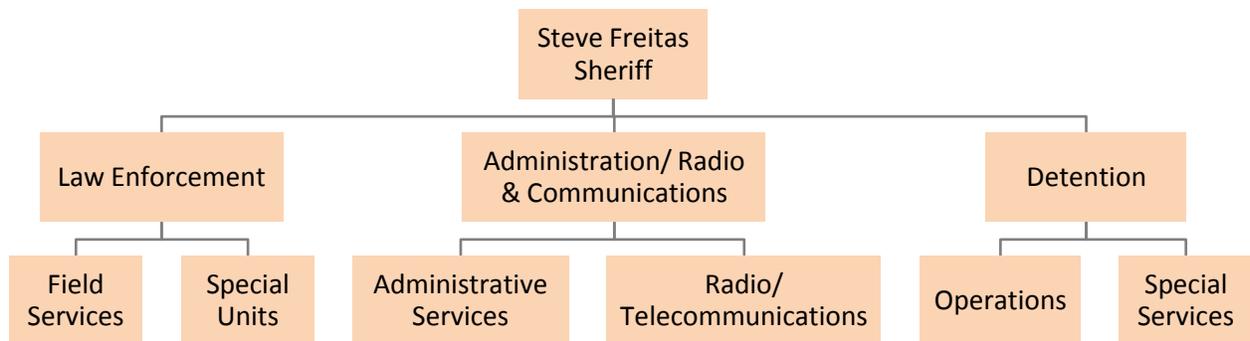
Within the **Law Enforcement** Division, the **Field Services** section includes patrol services, contracts to provide law enforcement services to the Town of Windsor and the City of Sonoma, the Helicopter and Search & Rescue Units, the Marine Unit, and Dispatch services. The **Special Units** section includes Investigations, Coroner, court security services provided to the Sonoma County Superior Court, prisoner transportation functions, Civil Bureau services, and the central repository of all criminal warrants within the Central Information Bureau.

The **Detention Division** is comprised of the **Operations** section and **Special Services** section. The **Operations** section is responsible for the operation of two adult

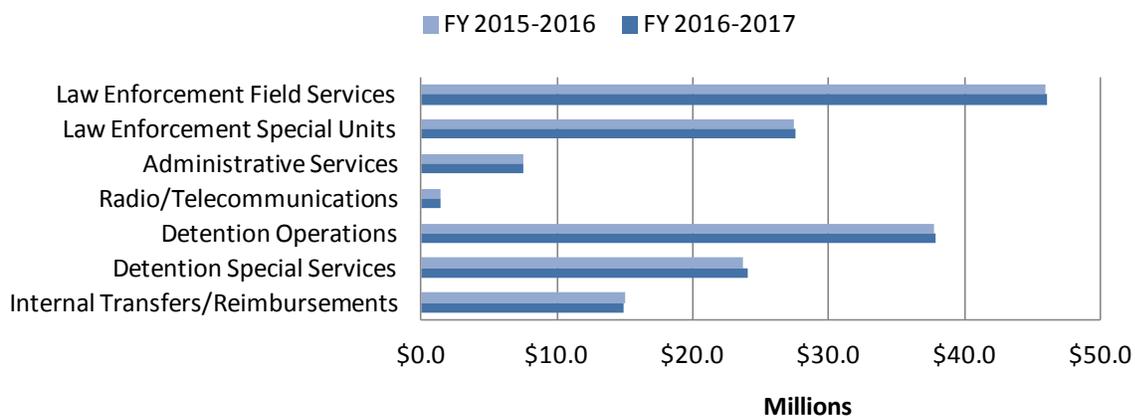
detention facilities designed for the incarceration of criminal offenders and persons charged with criminal offenses. While incarcerated, the County must provide all the basic living needs of an inmate, including food, clothing, and medical and mental health care. The Sheriff’s Office maximum security Main Adult Detention Facility (MADF) serves as the intake location where all arrestees are brought for booking and processing. The facility houses both pre-trial and sentenced men and women, most of whom are medium to high risk offenders, plus any 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** include specific programs operated at the MADF such as alcohol and drug treatment services, cognitive therapy for the mentally ill offenders, and General Equivalency Diploma (GED) classes.

For more information, call (707) 565-2511, or visit www.sonomacounty.ca.gov/Sheriff-s-Office/.

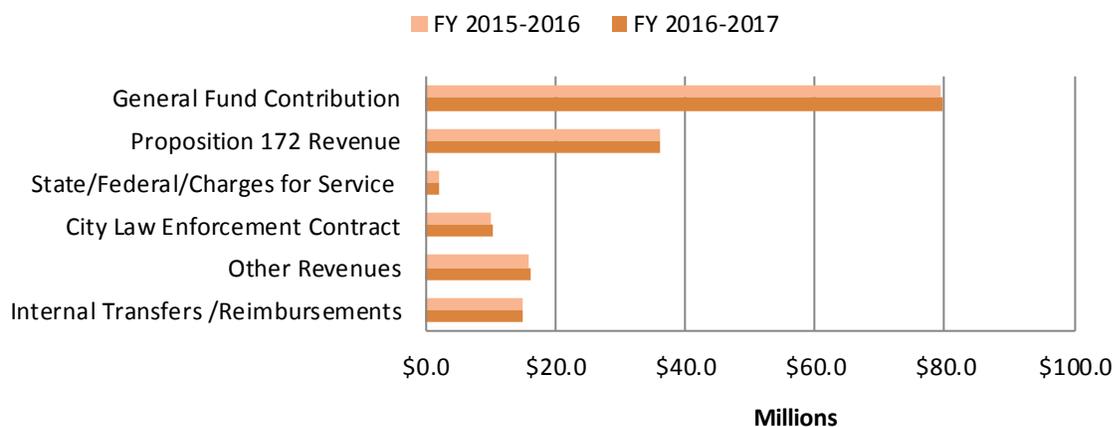
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FUNDING USES



FUNDING SOURCES



FINANCIAL SUMMARY

Expenditures (Uses)	FY 2014-15	FY 2015-16			FY 2016-17		
	Adopted Budget	Recommended Budget	Change from 2014-15	% Change from 2014-15	Recommended Budget	Change from 2015-16	% Change from 2015-16
Law Enforcement Division							
Law Enforcement Field Services	45,429,925	45,981,640	551,715	1.2	46,065,842	84,202	0.2
Law Enforcement Special Units	26,392,793	27,479,174	1,086,381	4.1	27,608,858	129,684	0.5
<i>Internal Transfers/Reimbursements</i>	11,188,406	9,769,316	(1,419,090)	(12.7)	9,743,316	(26,000)	(0.3)
Administration/Radio & Communications							
Administrative Services	7,286,562	7,488,497	201,935	2.8	7,521,292	32,795	0.4
Radio/Telecommunications	2,363,357	1,450,782	(912,575)	(38.6)	1,422,657	(28,125)	(1.9)
Detention Division							
Detention Operations	37,736,767	37,817,080	80,313	0.2	37,894,342	77,262	0.2
Detention Special Services	22,928,477	23,655,873	727,396	3.2	24,002,856	346,983	1.5
<i>Internal Transfers/Reimbursements</i>	4,835,289	5,230,691	395,402	8.2	5,225,691	(5,000)	(0.1)
Total Expenditures	158,161,576	158,873,053	711,477	0.4	159,484,854	611,801	0.4
Revenues/Reimbursements/Use of Fund Balance (Sources)							
General Fund Contribution	77,142,845	79,427,295	2,284,450	3.0	79,658,594	231,299	0.3
Proposition 172 Revenue	35,323,705	36,065,503	741,798	2.1	36,065,503	0.0	0.0
State/Federal/Charges for Service	1,817,516	2,189,600	372,084	20.5	2,197,600	8,000	0.4
City Law Enforcement Contract	9,972,248	10,175,097	202,849	2.0	10,518,302	343,205	3.4
Other Revenues	17,881,567	16,015,551	(1,866,016)	(10.4)	16,075,848	60,297	0.4
<i>Internal Transfers/Reimbursements</i>	16,023,695	15,000,007	(1,023,688)	(6.4)	14,969,007	(31,000)	(0.2)
Total Revenues/Use of Fund Balance	158,161,576	158,873,053	711,477	0.4	159,484,854	611,801	0.4
Total Permanent Positions	634.0	636.0	2.0	0.3	637.0	1.0	0.2

Note: Transfers and Reimbursements total \$15 million for a net FY 2015-2016 budget of \$143.9 and \$15 million for a net FY 2016-2017 budget of \$144.5 million.

BUDGET CHANGES

FY 2015-2016

The recommended budget includes expenditures totaling \$158,873,000, an increase of \$711,000 or 0.4% over FY 2014-2015. The increase in operating costs, as discussed below, is offset by changes associated with capital funding for telecommunications costs and reductions in internal transfers, resulting in a very modest overall increase.

The General Fund contribution is \$79,427,000, which is \$2.3 million or 3% greater than the prior year adopted. The increase is primarily due to \$571,000 in contractual service increases for inmate medical services and inmate food services, \$550,000 for training costs, \$187,000 for the cost of software licensing for the newly implemented deputy body worn cameras, as well as other operating cost increases. The Sheriff's Office share of Proposition 172 sales tax revenue is expected to be \$742,000 higher than the previous year, an increase of 2.1%, which supports the growth in salaries and benefits.

Other revenue and reimbursements are expected to decrease as one time projects, such as the initial implementation costs for Body Worn Cameras, are completed. There were two permanent position increases, from 634 to 636, over the adopted FY 2014-2015 budget which were approved during 1st quarter budget adjustments. The increase is a result of a transfer of one Communications Technician II from the Information Services Department to the Sheriff's Office and the addition of one deputy sheriff funded with residual redevelopment or Reinvestment and Revitalization funds.

No new positions are included in the recommended FY 2015-2016 budget; however, a 0.5 Department Information System Specialist, originally established as a limited term allocation ending on 6/30/15, is being recommended for conversion to a permanent position due to DMV funds financing the cost on a long-term basis. The budget also recommends converting 11 positions funded by AB109 Public Safety Realignment from Limited Term to Permanent. Proposition 30 of 2012 secured the Public Safety Realignment funds in perpetuity and these positions are necessary to address AB109 custody related costs.

FY 2016-2017

The recommended budget includes expenditures totaling \$159,485,000, an increase of \$612,000 or 0.4% over FY 2015-2016. The majority of the increase in expenditures is due to \$401,000 in contractual service increases for inmate medical care and food. The remaining \$211,000 is a result of increased expenditures for a new Civil Case Management System and an additional deputy sheriff for the Windsor Police Department. The Civil Case Management System will be funded with Civil Fees in a Special Revenue Fund and the deputy for the Windsor Police Department has been requested by Windsor, which will fund the position. The General Fund contribution for FY 2016-2017 is \$79,659,000 million, which is \$231,000 or .0.3% greater than the recommended FY 2015-2016 budget. Proposition 172 sales tax revenue has not been projected to increase at this time.

The budget recommends the addition of 1.0 Deputy Sheriff to support the request of Windsor to increase staffing in FY 2016-2017.

ALIGNMENT WITH THE COUNTY STRATEGIC PLAN

The Sheriff's Office mission of providing professional, firm, fair, and compassionate public safety services with integrity and respect directly supports the County's strategic plan to provide a *Safe, Healthy, and Caring Community*. The \$159 million budgets for both 2015-2016 and 2016-2017 provides the resources necessary to allow the Sheriff to continue to provide these direct services to the community.

ACCOMPLISHMENTS AND OBJECTIVES

FY 2013-2015 Accomplishments

- The Sheriff's Coroner Bureau resolved a 400 case backlog and is current with all open cases within the industry standard of 90 days or less.
- Established a Rehabilitation, Education, and Community Transition (REACT) Unit for female inmates. The program is designed to reduce the recidivism rate in non-violent felony drug offenders through programs focusing on parenting, life skills, non-violent communication, and GED requirements.
- Completed a successful body worn camera pilot project, which led to the selection and purchase of a preferred camera system, necessary infrastructure improvements, and the full implementation of the body worn camera program for all Sheriff's patrol units.
- Designed and implemented the Community Corrections Partnership funded Pre-Trial Services Unit in collaboration with Probation, Courts, District Attorney, and Public Defender, which has resulted in maximizing court appearances, increasing community safety, and helping to manage the pretrial inmate population. Since beginning in January 2015, 1150 inmates have been screened through the program.
- Implemented the Sheriff's Social Media and Public Information Officer (PIO) Program. The Program has yielded a dramatic increase in Sheriff's social media "followers", a positive response from the media and the public, and added to the success of Sheriff's Office employment recruitments, based on feedback received from HR surveys.
- Reestablished the Sheriff's Community Oriented Policing and Problem Solving (COPPS) Unit. The Unit is staffed with one sergeant and four deputies working out of the Sheriff's Main Office. The Unit works directly with neighborhoods and communities on policing problems and community engagement. The Sheriff's Crime Prevention Unit will now work in conjunction with COPPS to better leverage their capabilities.

FY 2015-2017 Objectives

- Analyze options to replace the Sheriff's aging helicopter to ensure the Sheriff's continued ability to provide the community with air support for law enforcement, search and rescue (SAR), fire suppression, and long line emergency rescue missions.
- Improve efficiencies in the County's adult detention facilities through the implementation of a Jail Management System (JMS). A new JMS system will allow for the retirement of the current obsolete UNIX system, support inmate scheduling and visiting, improve information sharing and record keeping, provide inventory control, and a multitude of other detention facility operational functions that can result in potential cost savings in the future.
- Explore the provision of regional pathology services to prevent future case backlogs, increase accountability, and improve response times on coroner cases. Regionalization may also produce financial savings for the agencies involved.
- Be responsive to the Community and Local Law Enforcement Task Force by evaluating and responding appropriately to Task Force recommendations.
- The Sheriff has requested additional staffing in order to address on-going hiring and retention needs, to analyze current patterns of retention, turnover, injury, illness and hiring rates, and to develop a strategy to implement the findings of the analysis.



HEALTH & HUMAN SERVICES

Health Services

Human Services

In-Home Supportive Services (IHSS)

Child Support Services



DEPARTMENT OF HEALTH SERVICES

Rita Scardaci
Director

The mission of the Sonoma County Department of Health Services is to promote and protect the health and well-being of every member of the community.

BUDGET AT A GLANCE:	FY 2015-2016	FY 2016-2017
Total Expenditures	\$247,319,977	\$242,252,436
Total Revenues	\$238,953,611	\$233,886,070
Total General Fund Contribution	\$8,366,366	\$8,366,366
Total Staff	597.02	587.12
% Funded by General Fund	3.38%	3.45%

DEPARTMENT SERVICES

In partnership with the local health system, the Department of Health Services provides a wide range of services which are reflected in the budget across five program areas. These programs provide services to adults and children and families, as well as services that support community health and safety, emergency medical preparedness, disease control, and clinical services. Services are provided by the Department's three divisions: Public Health, Behavioral Health, and Health Policy, Planning and Evaluation, which serve the community through a combination of direct services and through a network of community-based contracts with treatment provider agencies.

Adult Services includes therapeutic services, crisis intervention, alcohol and drug treatment case management, and disease prevention and early intervention services for adults.

Children & Family Services includes children and family therapeutic services, psychiatric crisis prevention and intervention, First 5 Sonoma County, Maternal Child and Adolescent Health, and other aspects of Family Health Services.

Community Health & Safety Services includes Animal Care and Control Services, Environmental Health Services, Health Action and place-based approaches to health, crisis intervention training, behavioral health education and prevention strategies, and other prevention strategies that support the community to eliminate health disparities and empower the community to be the healthiest county in California by 2020.

Emergency Medical Preparedness Services includes services such as Coastal Valley emergency medical services, Behavioral Health's Mobile Support Team, and Public Health Emergency Preparedness.

Disease Control & Clinical Services includes Public Health disease control, surveillance and laboratory services, and direct clinical services such as sexual assault response and medical and behavioral health services provided in Juvenile Hall and the County jail.

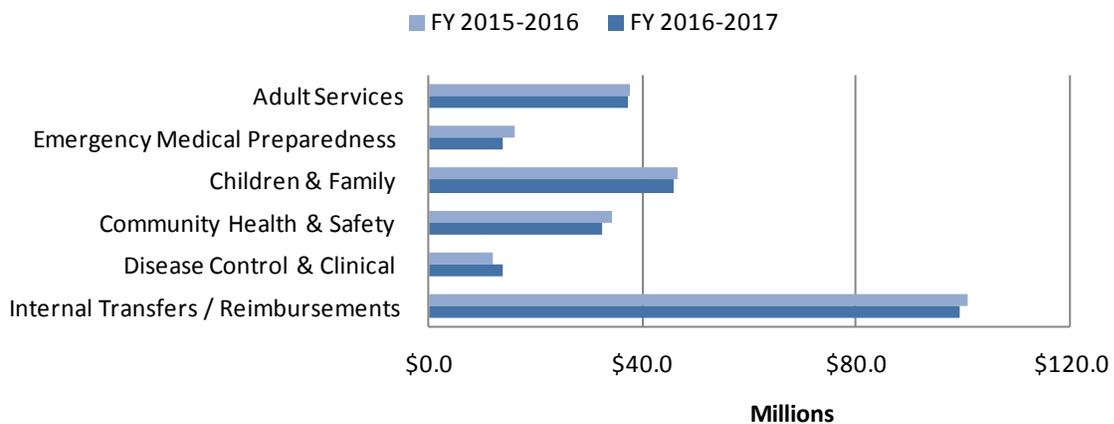
The department also has a strong focus on health planning, policy development, and evaluation activities that support Health Action and other place-based health initiatives.

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

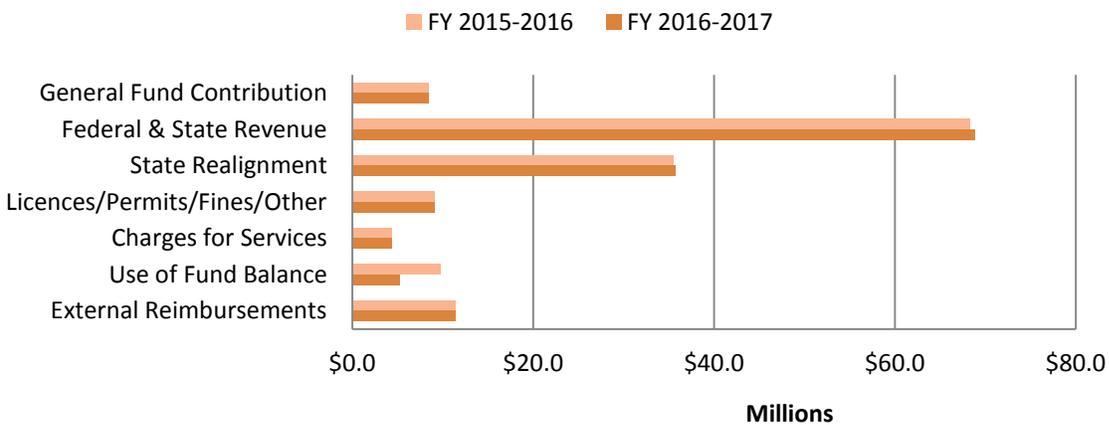
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FUNDING USES



FUNDING SOURCES



FINANCIAL SUMMARY

Expenditures (Uses)	FY 2014-15	FY 2015-16		FY 2016-17			
	Adopted Budget	Recommended Budget	Change from 2014-15	% Change from 2014-15	Recommended Budget	Change from 2015-16	% Change from 2015-16
Adult Services	31,464,288	37,737,975	6,273,687	19.9	37,106,620	(631,355)	(1.7)
Children & Family	48,077,844	46,433,559	(1,644,285)	(3.4)	45,772,391	(661,168)	(1.4)
Community Health & Safety	36,975,345	34,486,673	(2,488,672)	(6.7)	34,123,600	(363,073)	(1.1)
Emergency Medical Preparedness	11,771,949	16,005,574	4,233,625	36.0	13,904,053	(2,101,521)	(13.1)
Disease Control & Clinical	10,970,874	12,024,210	1,053,336	9.6	12,118,098	93,888	0.8
Internal Transfers / Reimbursements	100,591,899	100,631,986	40,087	0.0	99,227,674	(1,404,312)	(1.4)
Total Expenditures	239,852,199	247,319,977	7,467,778	3.1	242,252,436	(5,067,541)	(2.0)
Revenues/Reimbursements/Use of Fund Balance (Sources)							
General Fund Contribution	8,152,744	8,366,366	213,622	2.6	8,366,366	0	0.0
Federal & State Revenue	65,272,683	68,303,348	3,030,665	4.6	68,842,555	539,207	0.8
State Realignment	33,054,607	35,461,901	2,407,294	7.3	35,746,601	284,700	0.8
Licences/Permits/Fines/Other	7,781,617	9,107,075	1,325,458	17.0	9,099,775	(7,300)	(0.1)
Charges for Services	5,004,906	4,305,750	(699,156)	(14.0)	4,305,750	0	0.0
External Reimbursements	9,996,154	11,449,030	1,452,876	14.5	11,449,030	0	0.0
Internal Transfers / Reimbursements	100,591,899	100,631,986	40,087	0.0	99,227,674	(1,404,312)	(1.4)
Use of Fund Balance	9,997,589	9,694,521	(303,068)	(3.0)	5,214,685	(4,479,836)	(46.2)
Total Revenues/Use of Fund Balance	239,852,199	247,319,977	7,467,778	3.1	242,252,436	(5,067,541)	(2.0)
Total Permanent Positions	591.26	597.02	5.76*	0.01	587.12	**(9.90)	(1.7)

* A net of 5.76 FTE were authorized by the Board during mid-year adjustments to support Behavioral Health and Animal Services.

** Reduction in 9.90 FTE is the result of limited-term positions that expire in FY 2015-2016.

Note: Transfer and reimbursement of expenses from one section of the Department of Health Services' budget to another total \$100.6 million for FY 2015-2016 and \$99.2 million for FY 2016-2017, resulting in a net budget of \$139.2 million FY 2015-2016 and \$143 million in FY 2016-2017.

BUDGET DETAILS

FY 2015-2016

The recommended budget includes expenditures totaling \$247.3 million, an increase of \$7.5 million or 3.1% over FY 2014-2015. This overall increase in expenditures is primarily from the expansion of Medi-Cal services through the Affordable Care Act. The General Fund contribution is \$8.37 million, and is \$213,600 or 2.6% greater than the prior year adopted budget because of the expansion of the Crisis, Assessment, Prevention, and Education (CAPE) program as directed by the Board during FY 2014-2015 budget hearings. State and federal revenues that support Medi-Cal expansion are increasing by \$3 million or 4.6%, and the County will contribute an additional \$2.4 million or 7.3% in Realignment to cover these services. Revenues collected for mental health services related to Medi-Cal reimbursements are also increasing by \$1.3 million or 17.0% from fees associated with providing specialty mental health services to the Medi-Cal population.

Adult Services

Expenses for Adult Services total \$37.7 million, an increase of \$6.3 million or 19.9% over FY 2014-2015. This increase is due to an additional \$2.7 million in contractual costs for residential crisis and hospitalization services for individuals with serious and persistent mental illness; \$2.2 million for behavioral health services for adults with mild to moderate mental health issues obtaining services with primary care facilities; \$600,000 in support from the Human Services Department to broaden support for public health nursing services as a result of their Unmet Needs Report presented to the Board in October 2014; and \$900,000 in increased costs associated with expanded access to Medi-Cal services through the Affordable Care Act. These expanded service costs are supported by increases in Mental Health Services Act (MHSA) funding, Realignment funding, and Federal Financial Participation through the Medi-Cal program; as well as new grant funding through the federal Substance Abuse and Mental Health Services Administration (SAMHSA).

Children and Family Services

Expenses for Children and Family Services total \$46.4 million, a decrease of \$1.6 million or 3.4% from FY 2014-2015. This decrease is primarily due to a reduction of \$2.4 million for one-time contracted services through First 5 Sonoma County, which is offset by \$850,000 in increased funding through MHSA and Realignment for prenatal and adolescent substance use disorders, and increased General Fund support for the Crisis, Assessment, Prevention, and Education (CAPE) program.

Community Health and Safety Services

Expenses in Community Health and Safety Services total \$34.5 million, a decrease of \$2.5 million or 6.7% from FY 2014-2015. This decrease is primarily due to the discontinuation of the Conditional Release Program (CONREP) in Behavioral Health, which is now being administered by the state and represents a decrease of \$1.1 million. In addition, one-time contracted services funded with the two-year Community Transformation Grant (CTG) to disseminate evidenced-based community health activities are decreasing \$1.1 million.

Emergency Medical Preparedness Services

Expenses in Emergency Medical Preparedness Services total \$16.0 million, an increase of \$4.2 million or 36.0% from FY 2014-2015. This increase is primarily due to the costs associated with the relocation of psychiatric emergency services and the expansion of the Crisis Stabilization Unit. Costs include approximately \$2 million in capital expenditures and \$1.4 million in related one-time service costs that are primarily covered through a capital grant and MHSA funding. Increases also include \$800,000 for expansion of the Mobile Support Team's services area through state grant funds and increased MHSA funding.

Disease Control and Clinical Services

Expenses in Disease Control & Clinical Services total \$12 million, an increase of \$1.1 million or 9.6% over FY 2014-2015. This increase is primarily due to an additional \$700,000 for operating costs associated with providing clinical services to the Jail and Juvenile Detention Facilities, which are reimbursed by the Sheriff and Probation Departments, as well as \$400,000 of Health Realignment support in Public Health Disease Control to support research related to homelessness, Lyme's Disease, and other important emerging health issues.

FY 2016-2017

Based on available data, the projected budget includes expenditures totaling \$242.3 million, a decrease of \$5.1 million or 2.0% compared to FY 2015-2016. This decrease is primarily due to the reduction of \$2.1 million in one-time capital costs associated with the relocation of psychiatric emergency services and the expansion of the Crisis Stabilization Unit. The FY 2016-2017 budget also reflects a decrease of \$1.4 million resulting from corresponding internal transfers for the expansion of the Crisis Stabilization Unit. It is estimated that the completion of the capital related work for the Crisis Stabilization Unit and increased MHSA Revenue in FY 2016-2017 will contribute to a \$4.5 million or 46.2% decrease in use of fund balance.

ALIGNMENT WITH THE COUNTY STRATEGIC PLAN

The Department of Health Services works across the four goals of the County Strategic Plan to invest in beautiful, thriving and sustainable communities for all. Overall, the services provided by the Department of Health Services most closely align with the goal *Safe, Healthy & Caring Community*. In partnership with the local health system, the Department of Health Services will contribute \$139 million in FY 2015-2016 and \$143 million FY 2016-2017 to support this goal by providing a wide range of services that improve community both directly and through a network of community-based contracts with provider agencies.

ACCOMPLISHMENTS AND OBJECTIVES

FY 2013-2015 Accomplishments

- Completed the Portrait of Sonoma County human development disparities assessment and began implementation of several of the recommendations put forth in the Portrait as strategies to reduce disparities in health, education, and income across the county.
- Implemented the AVATAR electronic health record and claiming system, which has improved claiming, billings, and reporting processes.
- Established the Food Facility Placard System in 2015 that delivers a clear, objective grading system about a facility's food safety practices and adherence to the California Health and Safety Code.
- Adopted a department wide quality improvement plan, which is the final prerequisite to apply for National Public Health Department Accreditation. This mechanism will provide a measurement of the health department's performance against a set of nationally recognized, practice-focused and evidence-based standards to improve and protect the health of Sonoma County.
- Coordinated the communitywide implementation of the Affordable Care Act in Sonoma County through collaboration with the Human Services Department, Economic Development Board, other County departments, health care providers, and community-based organizations, increasing the number of Sonoma County residents with health care coverage.
- Maximized opportunities to implement parity and expand behavioral health services through expanded access to care under the Affordable Care Act, increasing Behavioral Health capacity through increased staffing to serve more clients seeking behavioral health services and increased outreach to inform the community of available services.

FY 2015-2017 Objectives

- Implement the Portrait of Sonoma County's Agenda for Action, which highlights the goals of providing universal preschool and preventing tobacco use.
- Implement the expansion of a County operated Medi-Cal Managed Care Plan for substance use disorder services, which will provide services to clients who previously did not qualify or previously experienced barriers to service access, poor treatment outcomes, or high cost of services.
- Expand targeted investments in low-income families during pregnancy and the first two years of life to build resiliency and reduce disparities in the healthy development of children through the Nurse Family Partnership and Strengthening Families Field Nursing Program, both part of the upstream portfolio.
- Complete the implementation of a new and expanded Behavioral Health Crisis Stabilization Unit, and identify long-term facilities solutions for out-patient behavioral health services, children's medical therapy services, public health laboratory services, and animal shelter services.
- Explore funding sources for prevention and health equity, including new financing strategies such as Wellness Trusts and Social Impact Bonds.

HUMAN SERVICES

Jerry Dunn
Director

The Human Services Department (HSD) protects vulnerable children and adults and promotes maximum independence and well-being for individuals and families.

BUDGET AT A GLANCE:	FY 2015-2016	FY 2016-2017
Total Expenditures	\$339,473,077	\$341,208,985
Total Revenues	\$319,974,327	\$321,710,235
Total General Fund Contribution	\$19,498,750	\$19,498,750
Total Staff	969.55	969.55
% Funded by General Fund	5.74%	5.71%

DEPARTMENT SERVICES

The Human Services Department (HSD) includes four program divisions that provide eligibility and human services in accordance with state and federal regulations.

Adult and Aging Division works with individuals and the community to ensure the safety and well-being of vulnerable adults. Staff provides protective and supportive social services as well as community training and coordination. Staff advocates for and strives to achieve the goals of safety, health, dignity, and independence for older adults, veterans and persons with disabilities. The division includes: Adult Protective Services (APS), In-Home Support Services (IHSS), Multipurpose Senior Services Program (MSSP), Veterans’ Services, Public Administrator/Public Guardian/Public Conservator, and Area Agency on Aging.

Economic Assistance Division determines initial and ongoing eligibility for public assistance programs of low-income families with children, those disabled or unemployed, and children in foster homes to obtain food, shelter, medical and dental care, and other supportive services. The division includes: Medi-Cal, County Medical Services Program (CMSP), CalFresh, and General Assistance.

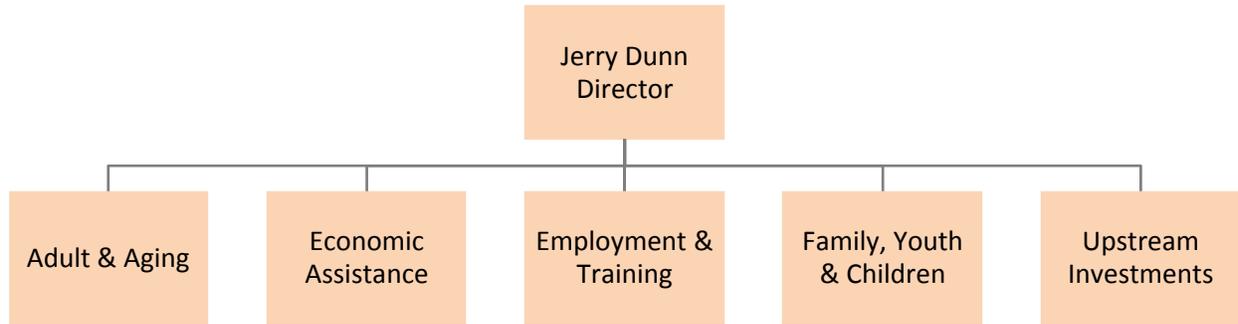
Employment and Training Division provides employment, education and training services, as well as cash assistance, for residents of Sonoma County, including youth and adults, to find employment and become self-sufficient. The division includes: CalWORKs, Workforce Investment Act (Job Link), and the Workforce Investment Board (WIB).

Family, Youth and Children Division works with individuals and the community to ensure the safety and well-being of children. Staff provide protective and supportive social services in the belief that children and their families deserve stable nurturing homes, a supportive environment, and a sense of personal empowerment and hope. The division includes: child abuse prevention, placement of youth at Valley of the Moon Children’s Home or in foster care, and adoptions.

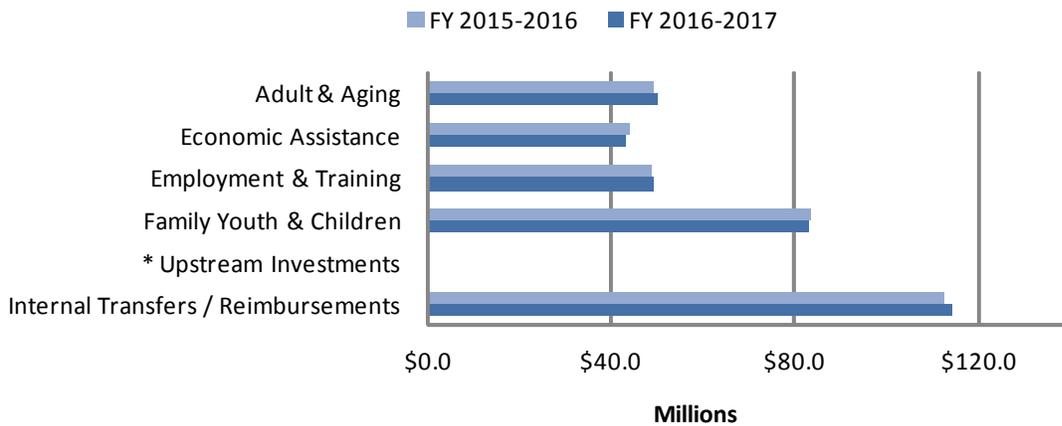
Sonoma County Upstream Investments is an initiative which seeks to benefit all Sonoma County residents through prevention focused policies and interventions that increase equality and reduce monetary and social costs within Sonoma County. (www.sonomaupstream.org).

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

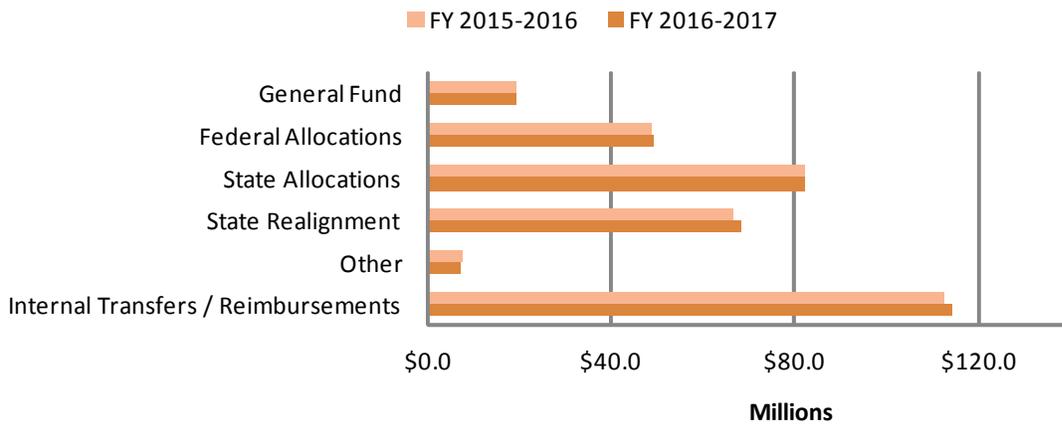
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FUNDING USES



FUNDING SOURCES



* Upstream Investments \$477,000

FINANCIAL SUMMARY

Expenditures (Uses)	FY 2014-15	FY 2015-16		FY 2016-17			
	Adopted Budget	Recommended Budget	Change from 2014-15	% Change from 2014-15	Recommended Budget	Change from 2015-16	% Change from 2015-16
Adult & Aging	42,416,210	49,430,381	7,014,171	16.5	50,124,939	694,558	1.4
Economic Assistance	37,764,976	44,120,936	6,355,960	16.8	43,422,178	(698,758)	(1.6)
Employment & Training	49,036,336	49,094,041	57,705	0.1	49,366,404	272,363	0.6
Family Youth & Children	74,260,093	83,544,690	9,284,597	12.5	83,297,117	(247,573)	(0.3)
* Upstream Investments	467,730	477,085	9,355	2.0	477,085	0	0.0
<i>Internal Transfers / Reimbursements</i>	82,819,978	112,805,945	29,985,967	36.2	114,521,262	1,715,317	1.5
Total Expenditures	286,765,323	339,473,077	52,707,754	18.4	341,208,985	1,735,908	0.5
Revenues/Reimbursements							
General Fund Contribution	19,451,822	19,498,750	46,928	0.2	19,498,750	0	0.0
Federal Allocations	41,032,231	49,115,037	8,082,806	19.7	49,516,470	401,433	0.8
State Allocations	74,223,891	82,425,307	8,201,416	11.0	82,446,755	21,448	0.0
State Realignment	62,898,931	66,596,861	3,697,930	5.9	68,311,452	1,714,591	2.6
Other	6,338,470	7,774,959	1,436,489	22.7	7,183,173	(591,786)	(7.6)
<i>Internal Transfers / Reimbursements</i>	82,819,978	112,805,945	29,985,967	36.2	114,521,262	1,715,317	1.5
Use of Fund Balance	0	1,256,219	1,256,219	0.0	(268,877)	(1,525,096)	(121.4)
Total Revenues	286,765,323	339,473,077	52,707,754	18.4	341,208,985	1,735,908	0.5
Total Permanent Positions	834.1	969.6	135.5**	16.2	969.6	0.0	0.0

* Upstream Investments - 477,000 see prior page

** 85.5 FTE were authorized by the Board in October 2014 as a result of the Unmet Needs report; 50 additional positions are recommended in FY 2015-2016 in an effort to further meet the Unmet Need.

Note: Transfer and reimbursement of expenses from one section of the Human Services Department's budget to another total \$112.8 million for FY 2015-2016 and \$114.5 million for FY 2016-2017, resulting in a net budget of \$226.8 million for both FY 2015-2016 and FY 2016-2017.

BUDGET CHANGES

FY 2015-2016

The recommended budget includes overall expenditures totaling \$339.5 million, an increase of \$52.7 million or 18% over FY 2014-2015. Overall expenditures increases are directly related to increased revenues, including a 20% growth in Federal allocations and an 11% growth in State allocations. The General Fund contribution is \$19.5 million. Generally, the department provides services as an agent of the State. The cost of services provided is shared between the federal and state government and the County. Eighty-nine percent (89%) of the department's revenue is from federal and state sources. In some programs, the Board of Supervisors has opted to provide a higher level of County contribution than required, to better serve the needs of the local community. In October 2014, the Board received an Unmet Needs Report, which detailed the gaps in meeting the community's need following the recession. To begin meeting the need, the Board authorized the filling of 85.5 positions out of the 289 positions estimated to meet the entire need. The FY 2015-2016 recommended budget continues the efforts begun following the Unmet Needs report and recommends using an estimated \$6 million or 30% increase in state and federal revenues to fund an additional 50 positions to better meet the community's needs. The new positions recommended for the FY 2015-2016 budget are detailed in a table at the end of this section.

Adult & Aging

The Adult and Aging program area expenditures total \$49.4 million, an increase of \$7 million or 17% over FY 2014-2015. This is primarily due to expected growth in federal funding, 1991 Realignment resulting from increased sales tax and vehicle license fees, and In-Home Supportive Services (IHSS) funding. Expenditures include the addition of both direct staff services and contract services with community partner agencies to address unmet needs. Increases include \$4 million for the annual cost of 35 new positions and \$320,000 for senior nutrition authorized by the Board of Supervisors in response to the October 2014 Unmet Needs Report. The recommended budget for 2015-2016 includes \$764,000 in salary and benefit costs associated with the addition of seven new positions, including the Home Care Support Specialist position that will be contracted to the IHSS Public Authority. The recommended budget also includes \$500,000 for contracts for nursing, geropsychology and training services, \$1.1 million for the County's share of a recent increase to IHSS provider wages, and \$470,000 in administrative overhead associated with the increase in expenditures.

Economic Assistance

The Economic Assistance program area expenditures total \$44.1 million, an increase of \$6.4 million or 17% over FY 2014-2015. Increases in this program area are primarily a result of the additional Medi-Cal funding made available through the Affordable Care Act. Increases include \$2.2 million for the annual cost of 26 new positions, and \$75,000 for food bank outreach to CalFresh-eligible residents authorized by the Board of Supervisors in response to the October 2014 Unmet Needs Report. The recommended budget for FY 2015-2016 includes \$1.9 million for the addition of 23 new positions to continue addressing the backlog of client applications for services made available under the Affordable Care Act, including 17 positions to support eligibility determination activities, and six positions to support clerical functions with three state computer systems used to determine eligibility for services. The recommended budget also includes \$864,000 in facilities-related costs, including continuing the Paulin Drive client intake lobby remodel project, \$215,000 for client transportation, a 5% or \$75,000 increase to General Assistance benefits, and \$1.2 million in administrative overhead associated with the increase in expenditures.

Employment & Training

The Employment and Training program area expenditures total \$49.1 million, an increase of \$57,000 or 0.1% over FY 2014-2015. Due to the improving economy, many CalWORKs clients have become employed, reducing CalWORKs caseloads by 38% from December 2008 through December 2014 and therefore reducing direct CalWORKs payments by approximately \$2.9 million. Those clients that remain have deeper barriers to employment that require a broader level of assistance. HSD has increased employment services to these clients including subsidized employment and housing services. Increases include \$794,000 for the annual cost of three employees and \$620,000 in funding added as a part of the October 2014 Unmet Needs report to expand services for various

programs, including the Job Link program and the new Housing Support program. Included in the FY 2015-2016 recommended budget is \$926,000 for one new unit with a total of seven employment and training positions that will focus exclusively on working with clients who are exempt from welfare to work requirements to encourage earlier achievement of self-sufficiency and improve the division's ability to meet state-established work participation goals. These new positions will be funded through increases in 1991 Realignment revenues. The recommended budget also includes \$155,000 for Job Link services to individuals who have been recently laid off, \$52,000 in youth employment program supplies, and \$422,000 in administrative overhead associated with the increase in expenditures.

Family, Youth & Children

The Family, Youth and Children (FY&C) program area expenditures total \$83.5 million, an increase of \$9.3 million or 12.5% over FY 2014-2015. This increase is due to growth in 2011 Realignment funding and the new federal Title IV-E Waiver program. Increases include \$2.5 million for the annual cost of 16.5 new positions authorized by the Board of Supervisors in response to the October 2014 Unmet Needs Report. The recommended budget for FY 2015-2016 includes \$1.1 million for the addition of six new positions, including four employees providing social services activities and two employees providing quality control and clerical functions. The recommended budget also includes \$870,000 in contract services associated with the Road to Early Achievement and Development of Youth (READY) program, the Quality Parenting Initiative and the Continuity of Care Initiative. Other increased costs associated with the Title IV-E Waiver program include \$1.1 million for juvenile probation services and \$215,000 for increased training resources to implement the Safety Oriented Practice (SOP) service model. The recommended budget adds approximately \$5.9 million in additional program expenditures, including \$1.5 million to increase wraparound services, \$2.5 million for adoption aid, \$900,000 to augment case management and prevention services, \$300,000 towards Emergency Housing Support, \$200,000 for the Parent Mentor Program, \$215,000 for Dependency Drug Court, and \$235,000 for services for dependents of the court. The budget also recommends \$551,000 in administrative overhead associated with the increase in expenditures. These increases were offset by a \$3 million reduction in foster care direct assistance due to the Division's participation in the more flexible Title IV-E waiver program, which supports County-specific, data-informed initiatives.

Department Support

Expenditures to provide support for the entire department are split amongst the major program areas and total \$30.8 million. Support costs have increased \$2.6 million or 9% over FY 2014-2015 due to increased staffing in all program areas, as well as costs associated with contracts, services and supplies, and capital expenditures. \$1.5 million for five new positions was authorized by the Board of Supervisors in response to the October 2014 Unmet Needs Report. The recommended budget for FY 2015-2016 includes \$1.4 million in salary and benefits for seven new positions to provide additional training, payroll, technology, and fiscal support to the growing department. The recommended budget also includes \$45,000 in standby costs for Information Technology staff to respond 24/7 to network outages and \$95,000 for community outreach activities. These costs are offset by \$450,000 in non-recurring adjustments, including capital expenditures.

FY 2016-2017

The recommended budget includes expenditures totaling \$341.2 million, which is a \$1.7 million or 0.5% increase from FY 2015-2016. Revenues and related expenditures are expected to stabilize compared to previous years.

The 2016-2017 recommended budget projects modest growth of \$400,000 or 0.8% in Federal and State funding due to caseload growth, as well as \$1.7 million or 2.6% increase in 1991 and 2011 State Realignment funding, which is projected to increase as a result of the State's improving economy. The recommended budget also projects a \$1.5 million reduction in the use of accumulated fund balance, primarily resulting from \$1.2 million reduction of one-time costs and a \$550,000 reduction in revenues and expenditures for the discontinuance of the Road to Early Achievement and Development of Youth (READY) program which was funded with a one-time grant of \$1.5 million from the First 5 Commission in 2013.

SUMMARY OF RECOMMENDED POSITIONS FOR FY 2015-2016

Job Class	Job Class Number	Adult & Aging	Economic Assistance	Employ. & Training	Family, Youth & Child	Admin
Eligibility Worker I/II	0470		10.0			
Eligibility Worker III	0474		4.0			
Eligibility Supervisor	0476		3.0			
Employment & Training Counselor	3036			5.0		
Supervising Emp. & Training Counselor	3039			1.0		
Human Services Section Manager	3087			1.0		
Social Services Worker IV	3004				3.0	
Home Care Support Specialist	3350	1.0				
Office Assistant II	0002		2.0			
Senior Office Assistant	0003	3.0	2.0			1.0
Office Support Supervisor	0007	1.0	1.0			
Administrative Aide	0810				1.0	1.0
Program Planning & Evaluation Analyst	0880	1.0	1.0		2.0	1.0
Account Clerk II	0402					1.0
Senior Account Clerk	0403	1.0				
Dept. Information Systems Technician II	0157					1.0
Human Services Systems & Prog. Analyst	0173					2.0
Total FTE	50.0	7.0	23.0	7.0	6.0	7.0

ALIGNMENT WITH THE COUNTY STRATEGIC PLAN

The Human Services Department is most closely aligned with the County's Strategic Plan goal of *Safe, Healthy and Caring Community* through protective services for adults and children. In FY 2015-2016 and FY 2016-2017, approximately \$132.9 million of the department's budget is devoted to older adult and children's services. In addition, the department pays out approximately \$21.5 million in contracts to preserve the health and safety of County residents.

ACCOMPLISHMENTS AND OBJECTIVES

FY 2013-2015 Accomplishments

- Increased Medi-Cal participation by 37%. Between January 2014 and December 2014, HSD received 33,605 Medi-Cal applications. The number of individuals receiving Medi-Cal grew from 72,679 in January 2014 to 97,634 in November 2014, a 37% increase. Completed objective of enrolling 13,500 newly Medi-Cal eligible individuals by surpassing target and enrolling approximately 25,000 individuals in the first year of the ACA.
- Increased CalFresh participation in vulnerable populations. Between February 2014 and January 2015, the number of seniors receiving CalFresh benefits increased by 701 individuals; children (in families) increased by 49; and non-English speakers increased by 134 individuals.
- Increased Veterans Service claims by 32.3%. Veteran Services staff has increased from 4.0 claims workers in FY 2013-2014 to 5.0 in FY 2014-2015. As a result, HSD has seen a 14.6% increase in the number of Veterans interviewed and a 32.3% increase in claims filed. Also, the department has begun to do outreach presentations to Veterans, service providers and the community.
- Implemented the System Improvement Plan (SIP) in child welfare services. Team decision making has expanded to all placement changes for children in foster care. Using a variety of strategies the number of children placed in group home care has been reduced from 70 to 57. A new wraparound contract with Seneca is in place and serving up to 72 children with their families. A new Kinship Center opened in July 2014.
- Hired 433 youth in the Sonoma County Youth Ecology Corps (SCYEC) in 2013 -2014, including 187 youth in the 2014 season. As a result of their work, 96% of the youth reported that the SCYEC helped them learn or improve how to work as a member of a team; 91% of the youth reported that the SCYEC helped them to learn how to be on time; and 84% of the youth with skill deficits at the beginning of the program showed improvement in at least one area at the end of the program. In addition, over 73,000 linear feet of trails were built, cleared or maintained; over 46,000 linear feet of waterways were maintained; and over 23,000 square feet of brush and fallen vegetation was cleared in Sonoma County.
- Upstream Investment's capacity building activities reached 120 distinct organizations. Using Upstream Investments principles, HSD continued to improve quality programs throughout the County through the application of evaluation and program development activities (research of literature, data collection and analysis, and qualitative methods) and by building the capacity of providers to implement data-driven programming through technical assistance and training.

FY 2015-2017 Objectives

- Expand human services transportation services to all regions in Sonoma County. The Sonoma Access Coordinated Transportation Services (SACTS) Consortium, in partnership with over 40 organizations countywide, is coordinating expansion and development of up to 9 volunteer coordinator sites. This effort is funded through a combination of Federal Transportation Authority and local funds.
- Launch Aging Together Sonoma County, a new initiative, to connect Sonoma County residents across the lifespan with resources and support focused on healthy aging.

- Complete Paulin Lobby remodel and intake business process redesign. Expand CalFresh Community Connections outreach to include place based services in collaboration with other divisions, departments and community based partners.
- As part of the Northern California Career Pathways Alliance, develop career pathways for youth that provide a pipeline to high-skill, high-wage and high-growth employment.
- Develop additional strategies and services for CalWORKs clients to assist in improving their economic situation, including housing, asset building, training, education and work opportunities.
- Increase the number of placements with relatives and extended family members in order to not only improve children's experience in foster care but also increase the number of children that leave foster care to a permanent home.
- Complete Strategic Planning framework and begin implementation.
- Expand the provision of HSD services into all regions of Sonoma County through place-based services in alignment with the Portrait of Sonoma County.
- Reduce wait times for eligibility determinations and responses to requests for services.
- Connect residents to basic services such as housing and food.

IN-HOME SUPPORTIVE SERVICES (IHSS) PUBLIC AUTHORITY

Jerry Dunn
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.

BUDGET AT A GLANCE:	FY 2015-2016	FY 2016-2017
Total Expenditures	\$1,373,912	\$1,380,926
Total Revenues/Use of Fund	\$1,020,642	\$1,027,656
Total General Fund Contribution	\$353,270	\$353,270
Total Staff	1.00	1.00
% Funded by General Fund	25.71%	25.58%

DEPARTMENT SERVICES

The In-Home Supportive Services (IHSS) program provides assistance that helps low-income elderly and disabled clients to maintain maximum independence by continuing to live in their own homes. Assistance includes shopping, cooking, housekeeping, and bathing, and is provided by IHSS caregivers.

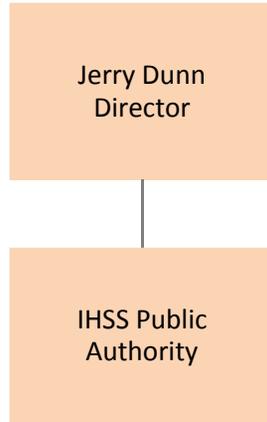
The Board of Supervisors established the **Sonoma County IHSS Public Authority** in 2001 as an independent public entity, with the members of the Board of Supervisors serving as the Board of Directors. The Public Authority is the employer of record for IHSS caregivers for the purpose of collective bargaining over wages, benefits, and other conditions of employment. The Public Authority Manager is responsible for ensuring that clients have access to caregivers for state-mandated IHSS services through the following activities: recruitment, background checks, maintaining a registry of available caregivers, and oversight of the caregiver payroll. IHSS caregivers are paid through the Human Services Department and as such, the costs for the caregiver wages and benefits are budgeted separately in the Human Services Department’s budget, as well as the costs associated with 70.5 full-time equivalent employees within the Human Services Department’s Adult and Aging Division that determine eligibility for clients seeking In-Home Supportive Services.

The Board of Directors designated the Human Services Department as the administrative liaison to the **IHSS Public Authority**, and directed the Public Authority to utilize county services through an interagency

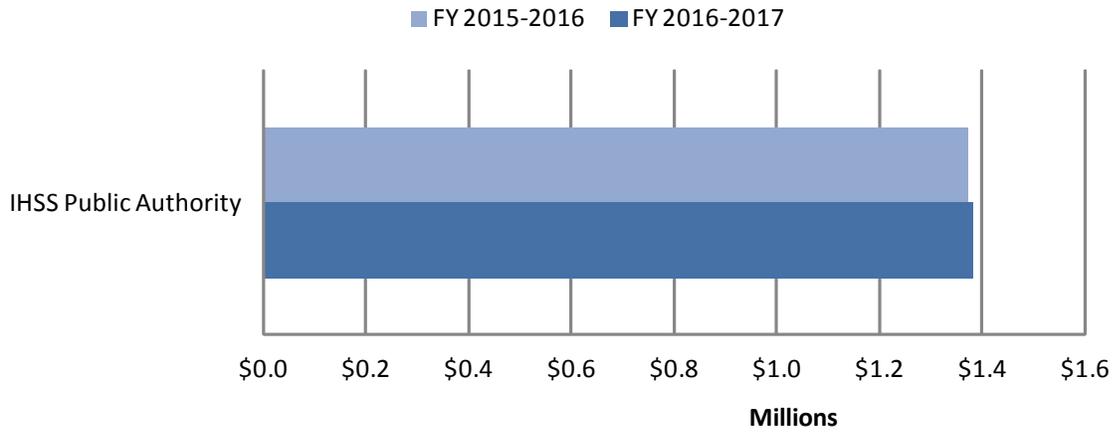
agreement. The Director of Human Services oversees the Public Authority Manager through this agreement. The Human Services Department also contracts to provide staff support to the Public Authority Manager. Funding for the IHSS Public Authority’s administrative budget is governed by a Maintenance of Effort (MOE) requirement established by State law, which was most recently changed in FY 2011-2012.

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

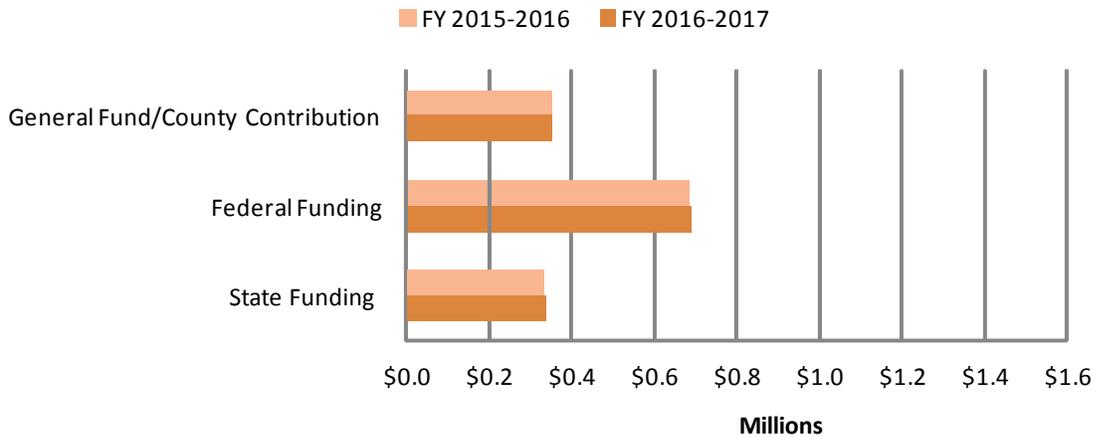
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FUNDING USES



FUNDING SOURCES



FINANCIAL SUMMARY

	FY 2014-15	FY 2015-16		FY 2016-17			
	Adopted Budget	Recommended Budget	Change from 2014-15	% Change from 2014-15	Recommended Budget	Change from 2015-16	% Change from 2015-16
Expenditures (Uses)							
IHSS Public Authority	1,233,377	1,373,912	140,535	11.4	1,380,926	7,014	0.5
Total Expenditures	1,233,377	1,373,912	140,535	11.4	1,380,926	7,014	0.5
Revenues/Reimbursements/Use of Fund Balance (Sources)							
General Fund/County Contribution	353,270	353,270	0	0.0	353,270	0	0.0
Federal Funding	646,879	686,956	40,077	6.2	690,463	3,507	0.5
State Funding	233,228	333,686	100,458	43.1	337,193	3,507	1.1
Total Revenues/Use of Fund Balance	1,233,377	1,373,912	140,535	11.4	1,380,926	7,014	0.5
Total Permanent Positions	1.0	1.0	0.0	0.0	1.0	0.0	0.0

BUDGET CHANGES

FY 2015-2016

The recommended budget includes expenditures totaling \$1,373,000, which is a \$140,000 or 11.4% increase from FY 2014-2015. The Authority proposes contracting for the services of one new full-time equivalent Home Care Support Specialist position to provide additional support to the Public Authority Manager for outreach, recruitment, application screening, and orientation of new providers to be listed on the IHSS registry. This will bring the total positions contracted from the Human Services Department to nine. The Authority will reimburse the Human Services Department \$104,000 in FY 2015-2016 for this new position. Recommended expenditures are supported by increases in state and federal funding. County General Fund support remains the same at \$353,000, compared to previous years due to the Maintenance of Effort (MOE) standards established by state law.

FY 2016-2017

The recommended budget includes expenditures totaling \$1,380,900 which is a nominal increase of \$7,000 from FY 2015-2016. The increase is due to anticipated growth in Federal and State funding due to caseload growth. County General Fund support is expected to remain at \$353,000.

ALIGNMENT WITH THE COUNTY STRATEGIC PLAN

The IHSS Public Authority supports several areas of the County Strategic Plan, including *Safe, Healthy and Caring Communities* through protective services for adults. Almost 100% or \$1.4 million annually for 2015-2017 of the Authority's budget is devoted to adult services. In addition, the Authority pays out over \$73 million annually in IHSS provider payroll payments to preserve the health and safety of county residents.

ACCOMPLISHMENTS AND OBJECTIVES

FY 2013-2015 Accomplishments

- Facilitated enrollment of new caregivers. 1,648 new provider packets mailed, 1,184 new caregivers attended orientation, and 1,188 met all eligibility requirements.
- Matched 820 IHSS client requests with an eligible caregiver.
- Increased the number of caregivers to the Registry by adding 115 new caregivers.

FY 2015-2017 Objectives

- Complete state eligibility requirements for 2,500 IHSS caregivers, including investigating criminal histories and providing orientation.
- Match 1,600 client requests for caregiver assistance with Registry caregivers.
- Add 300 new caregivers to the Registry.



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 and financial support to which they are legally entitled.

BUDGET AT A GLANCE:	FY 2015-2016	FY 2016-2017
Total Expenditures	\$14,693,867	\$14,693,867
Total Revenues/Use of Fund Balance	\$14,693,867	\$14,693,867
Total General Fund Contribution	\$0	\$0
Total Staff	97.50	97.50
% Funded by General Fund	0.00%	0.00%

DEPARTMENT SERVICES

The Department of Child Support Services (DCSS) provides paternity and child support services to children and families in Sonoma County by seeking and enforcing court orders of paternity and financial support against non-custodial parents. 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, thus decreasing the reliance on state and county welfare programs.

The department's current caseload includes approximately 12,000 open child support cases serving over 16,000 children. Federal and State laws govern the

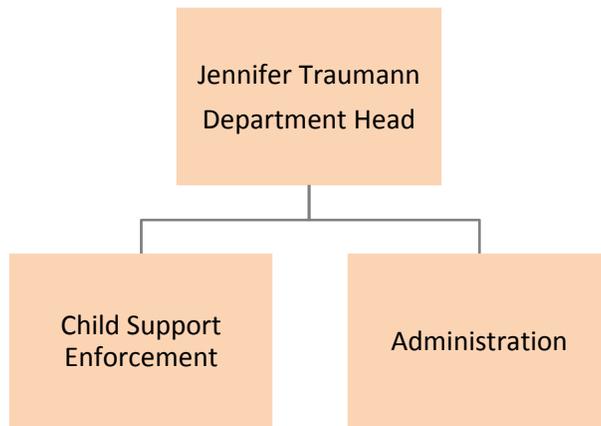
Department, with oversight by the California Department of Child Support Services.

The Department is organized into two functions:

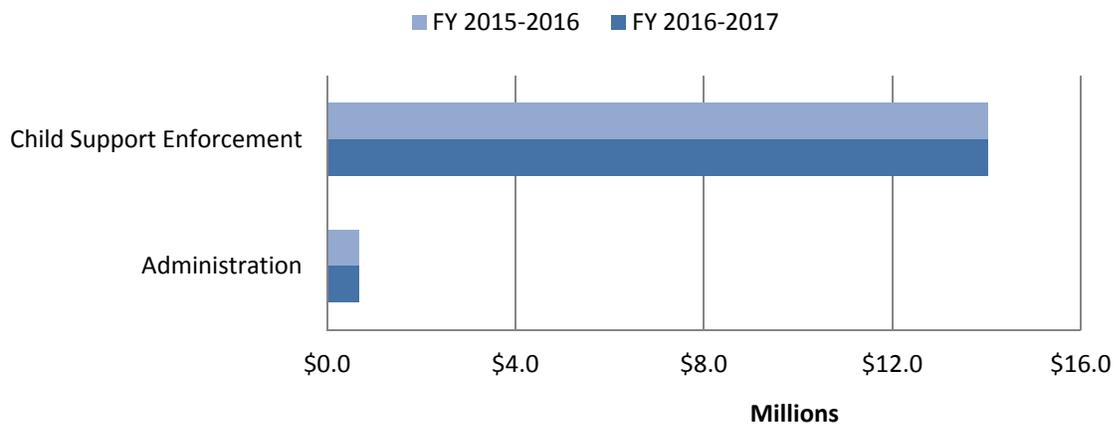
Child Support Enforcement, which is the core function of the department; and **Administration**, which is responsible for the oversight and fiscal management of the department.

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

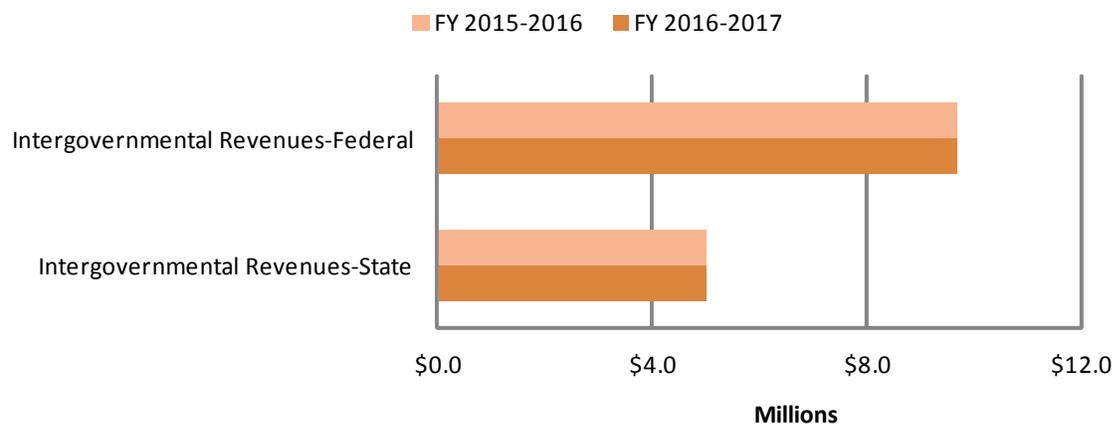
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FUNDING USES



FUNDING SOURCES



FINANCIAL SUMMARY

	FY 2014-15	FY 2015-16			FY 2016-17		
	Adopted Budget	Recommended Budget	Change from 2014-15	% Change from 2014-15	Recommended Budget	Change from 2015-16	% Change from 2015-16
Expenditures (Uses)							
Child Support Enforcement Administration	13,724,311	14,015,689	291,378	2.1	14,015,689	0	0.0
	661,806	678,178	16,372	2.5	678,178	0	0.0
Total Expenditures	14,386,117	14,693,867	307,750	2.1	14,693,867	0	0.0
Revenues/Reimbursements/Use of Fund Balance (Sources)							
Intergovernmental Revenues-Federal	9,560,894	9,697,952	137,058	1.4	9,697,952	0	0.0
Intergovernmental Revenues-State	4,925,309	4,995,915	70,606	1.4	4,995,915	0	0.0
Total Revenues/Use of Fund Balance	14,486,203	14,693,867	207,664	1.4	14,693,867	0	0.0
Total Permanent Positions	97.5	97.5	0.0	0.0	97.5	0	0.0

BUDGET CHANGES

FY 2015-2016

The recommended budget includes total expenditures and revenues of \$14.7 million and is consistent with previous years since state and federal funding remains primarily static from year to year. Total expenses are anticipated to increase \$307,750 or 2.1%, primarily due to increased costs in salary and benefits compared to the previous fiscal year, which are partially offset by an overall decrease in service and supplies cost. The Department budget includes 34% of revenue from the state and 66% from federal funding, with no contribution from the County General Fund. The Child Support Enforcement section includes 93 employees dedicated to provide no-cost services to children and families. The remaining 4.5 employees support the department's administrative functions including fiscal management, grant reporting, human resources, facilities management, and contract management services.

FY 2016-2017

The recommended budget projects total expenditures and revenues are to remain static at \$14.7 million for FY 2016-2017, since state and federal funding is projected to be consistent with FY 2015-2016 levels. Total operational expenses are also projected to be consistent with FY 2015-2016 levels as the department will be able to adjust service and supply expenditures to offset the modest increases projected for salary and benefit costs. The department anticipates being able to balance the budget without affecting performance through a continuous improvement process.

ALIGNMENT WITH THE COUNTY STRATEGIC PLAN

Of the four goals in the County's Strategic Plan, services provided by the Child Support Services Department most closely align with *Safe, Healthy, and Caring Communities*. Of the \$14.7 million budget, \$14 million is enforcement-related, directly involved with establishing paternity and the enforcement of orders, which result in providing financial support to children who are entitled to it. One of the outcomes of this effort is to help end poverty among children.

ACCOMPLISHMENTS AND OBJECTIVES

FY 2013-2015 Accomplishments

- Received Statewide Award: Top 10 County in California – ranking #4. Improving from #6 in FY 2012-2013.
- Met and/or exceeded performance on performance measures, including the following federally established target rates: (1) paternity establishment – 100%, (2) support order establishment, which sets the amount of child support which should be paid – 95.5%, (3) percent of child support collected compared to the amount due – 72.6%, and (4) number of cases in which a payment is made on past due amounts – 74%.
- Exceeded the states cost effectiveness standard by distributing \$2.59 of child support collections per dollar of expenditure for department expenses.
- Distributed \$28.7 million in child support collections, which is up from \$28.3 million in FY 2014-2015.
- Met all state and federal compliance and data reliability audit standards.
- Increased new case initiation with outreach expansion to community agencies, courts, private family law attorneys, and schools.

FY 2015-2017 Objectives

- Ensure Sonoma County families in need of child support receive services by improving accessibility, expanding public information, and increasing outreach.
- Strengthen collaborative partnerships by working with County initiatives such as Sonoma County Upstream and Health Action Economic Wellness, Human Services (Economic Assistance and Job Links), Sonoma County Courts, Probation Department, District Attorney's Office, Sheriff's Office, Public Defender, and Family Justice Center to provide comprehensive services to children and families.
- Maximize the use the state-managed web-based case management system to improve outcomes, including a reduction in the timeframes for opening and enforcing child support orders, as well as increasing the amount of child support payments collected and distributed to families.
- Monitor and implement strategies to meet or exceed the department's previous accomplishments with the following state and federal performance measures: paternity establishment; support order establishment; percent of child support collected compared to the amount due; number of cases which a payment is made on past due amounts; and cost effectiveness standard of distributed child support collections per dollar of expenditure for department expenses.
- Provide excellent customer service by implementing diversified methods for payments and a customer satisfaction tool to allow for feedback; and continue to work collaboratively with parents to increase stipulated child support orders.
- Establish an organizational framework to address succession planning, professional development, and streamlined internal services.



DEVELOPMENT SERVICES

Permit & Resource Management Department

Community Development Commission

Fire & Emergency Services

Transportation & Public Works

Water Agency

Economic Development Department

Regional Parks



PERMIT AND RESOURCE MANAGEMENT DEPARTMENT

Tennis Wick
Director

Our mission is to serve the people of Sonoma County by providing a customer-focused process for the orderly development of real property balanced with resource

stewardship under the general policy direction of the Board of Supervisors, and to develop and maintain standards that protect the health and safety of the public.

BUDGET AT A GLANCE:	FY 2015-2016	FY 2016-2017
Total Expenditures	\$23,512,621	\$23,387,306
Total Revenues/Use of Fund Balance	\$18,576,172	\$18,768,766
Total General Fund Contribution	\$4,936,449	\$4,618,540
Total Staff	109.00	106.00
% Funded by General Fund	20.99%	19.75%

DEPARTMENT SERVICES

The Permit and Resource Management Department (PRMD) provides a “one-stop shop” for all county land use planning and development activities. The PRMD is organized into three divisions: Engineering and Construction, Planning, and Customer Service Ombudsman. PRMD administrative costs are distributed to each division.

The Department budget is organized into the seven sections within the three divisions.

Engineering and Construction:
Building and Safety provides code enforcement, building inspections, and plan check services.

Engineering provides grading, drainage, sanitation, flood plain management review services, issues encroachment permits, transportation permits, and County Surveyor functions.

Well and Septic provides inspection, evaluating, permitting and monitoring of wells and septic systems.

Customer Service Ombudsman:

Ombudsman provides value-added customer service on individual projects and facilitates process improvements within the department.

Planning:

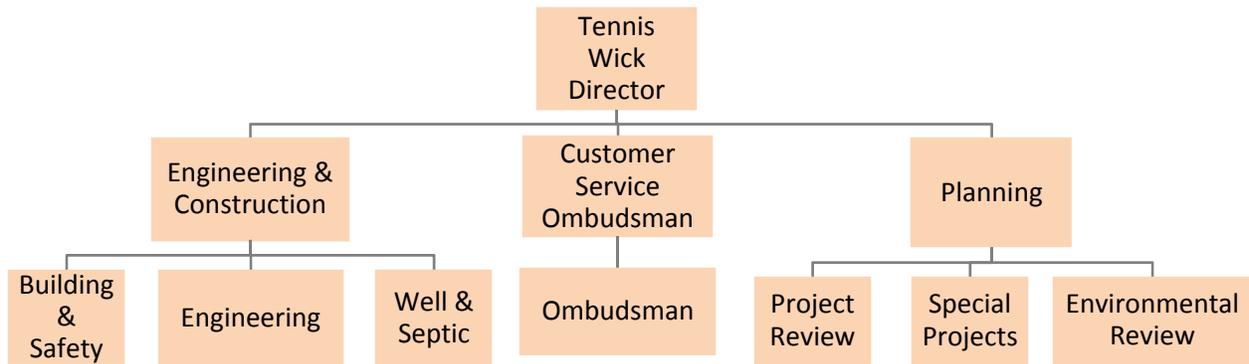
The **Project Review** evaluates and processes new development proposals to ensure conformance with the County’s General Plan and Zoning Code regulations in addition to evaluating environmental impact.

The **Special Projects** includes staff developing and implementing the County’s General Plan, updating the Local Coastal Plan, and to completing special projects as directed by the Board of Supervisors.

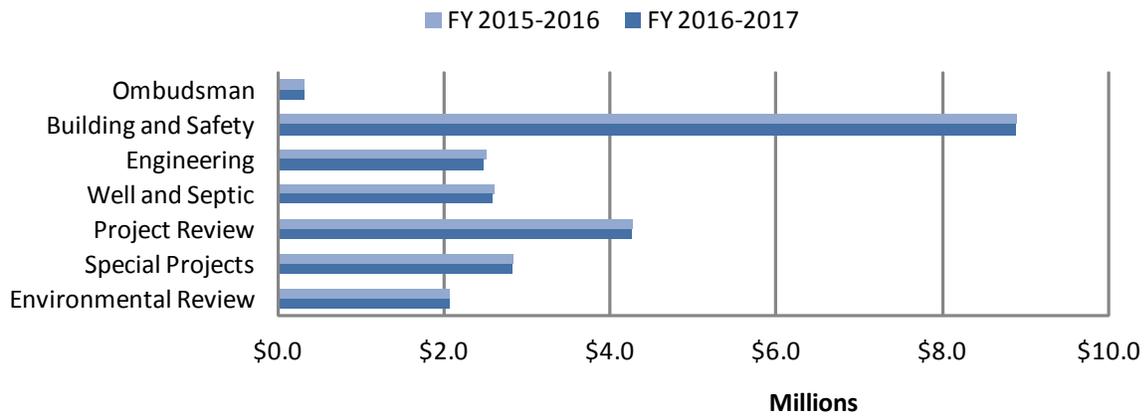
Environmental Review evaluates potential environmental impacts of public projects in accordance with the California Environmental Quality Act as well as oversees Environmental Impact Reports for major private projects.

For more information, call (707) 565-1900, or visit www.sonomacounty.ca.gov/Permit-and-Resource-Management/.

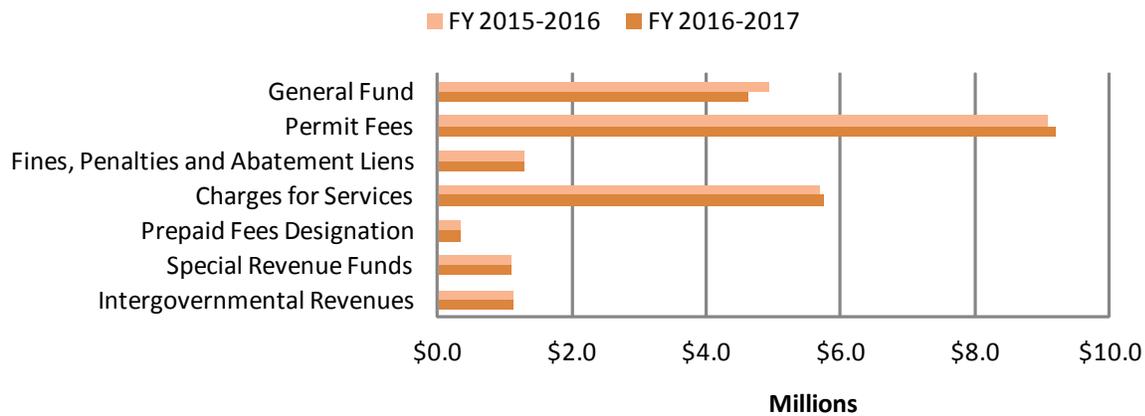
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FUNDING USES



FUNDING SOURCES



FINANCIAL SUMMARY

	FY 2014-15	FY 2015-16			FY 2016-17		
	Adopted Budget	Recommended Budget	Change from 2014-15	% Change from 2014-15	Recommended Budget	Change from 2015-16	% Change from 2015-16
Expenditures (Uses)							
Ombudsman	320,167	322,398	2,231	0.7	317,831	(4,567)	(1.4)
Building and Safety	8,696,057	8,900,599	204,542	2.4	8,887,077	(13,522)	(0.2)
Engineering	2,475,173	2,508,178	33,005	1.3	2,477,600	(30,578)	(1.2)
Well and Septic	2,575,685	2,602,320	26,635	1.0	2,582,609	(19,711)	(0.8)
Project Review	4,265,998	4,282,374	16,376	0.4	4,253,147	(29,227)	(0.7)
Special Projects	2,791,945	2,837,512	45,567	1.6	2,808,267	(29,245)	(1.0)
Environmental Review	2,020,422	2,059,240	38,818	1.9	2,060,775	1,535	0.1
Total Expenditures	23,145,447	23,512,621	367,174	1.6	23,387,306	(125,315)	(0.5)
Revenues/Reimbursements/Use of Fund Balance (Sources)							
General Fund Contribution	4,776,167	4,936,449	160,282	3.4	4,618,540	(317,909)	(6.4)
Permit Fees	8,743,504	9,069,060	325,556	3.7	9,201,945	132,885	1.5
Fines, Penalties and Abatement Liens	1,276,443	1,276,443	0	0.0	1,276,443	0	0.0
Charges for Services	5,493,851	5,680,915	187,064	3.4	5,739,626	58,711	1.0
Prepaid Fees Designation	345,000	345,000	0	0.0	345,000	0	0.0
Special Revenue Funds	1,018,294	1,093,294	75,000	7.4	1,088,852	(4,442)	(0.4)
Intergovernmental Revenues	1,492,188	1,111,460	(380,728)	(25.5)	1,116,900	5,440	0.5
Total Revenues/Use of Fund Balance	23,145,447	23,512,621	367,174	1.6	23,387,306	(125,315)	(0.5)
Total Permanent Positions*	108.0	109.0	1.0	0.9	106.0	(3.0)	(2.8)

*Note: 1 FTE, Limited Term Supervising Planner added Mid-Year FY 2014-2015.

BUDGET CHANGES

FY 2015-2016

Recommended expenditures total \$23.5 million, with an increase of \$367,000 or 1.6% over FY 2014-2015, mainly due to a \$205,000 or 2.4% increase in the Building and Safety Section resulting from increased labor and internal services costs.

General Fund support is proposed to increase \$160,000 or 3.4% to partially account for increases in labor and internal service rate costs. The revenue increase is driven mainly by continued regional economic expansion with workload increases across all divisions in the department, including increases in permit fees of \$326,000 or 3.7% and charges for services of \$187,000 or 3.4%. The increase in Special Revenue Funds of \$75,000 or 7.4% is due to revenue from the Aggregate Roads Mitigation Fund, which will be transferred to Transportation and Public Works for pavement preservation as part of efforts related to the Long Term Roads Plan. Intergovernmental Revenues are decreasing \$381,000, or 25.5%, which reflects a reduction in one-time support of \$460,000 from Advertising Program funds received by the department in FY 2014-2015 to support the Accela project (a new PRMD permitting system that will be fully implemented in FY 2015-2016). An offsetting increase of \$80,000 is also projected in Intergovernmental Revenue for increased activity in Environmental Review projects.

FY 2016-2017

The recommended budget includes expenditures totaling \$23.4 million, a decrease of \$125,000, or 0.5% from FY 2015-2016. The General Fund contribution is \$4.6 million, a decrease of \$318,000 or 6.4% from FY 2015-2016. The decreases are mainly due to the elimination of 3 limited term positions associated with the completion of the Accela permitting system project, which were prorated to each PRMD section. Increases in Permit Fees of \$133,000 or 1.5%, Charges for Services of \$59,000 or 1%, and Intergovernmental Revenues of \$5,000 or 0.5% partially offset the Accela reductions.

ALIGNMENT WITH THE COUNTY STRATEGIC PLAN

The Permit and Resource Management Department budget aligns with the County's Strategic Plan goals of *Safe, Healthy, and Caring Community* and the *Economic and Environmental Stewardship*. Recommended expenditures total \$14 million for FY 2015-2016 and FY 2016-2017 for the Department's Ombudsman, Building and Safety, Engineering, and Well and Septic programs. These programs support the *Safe Healthy and Caring Community* goal by implementing regulations to ensure that buildings are safe and septic systems do not impact human health or cause environmental damage. The goal of *Economic and Environmental Stewardship* is supported by expenditures of \$9 million in FY 2015-2016 and FY 2016-2017 budgeted for Environmental Review, Special Projects, and Project Review sections for high quality community planning that facilitates economic development and protects Sonoma County's unique environment.

ACCOMPLISHMENTS AND OBJECTIVES

FY 2013-2015 Accomplishments

- Advance implementation of the Accela online permitting system providing enhanced customer service to the public.
- Completed adoption of Riparian Corridor Ordinance increasing protection of significant biological resources areas.
- Gained certification of General Plan Housing Element from State supporting affordable local affordable housing development.
- Amended General Plan Land Use Element to identify Community Opportunity Areas and Disadvantaged Unincorporated Communities to determine infrastructure needs and financing opportunities.
- Adopted regulations to streamline permitting for agricultural processing and retail sales to encourage the marketing of local products.
- Updated General Plan Safety Element providing for improved opportunities for disaster relief funding.
- Won grant award to fund Specific Plans for Airport Boulevard and Sonoma Springs areas.
- Partnered with Regional Parks to win \$471,000 grant funding for Moorland Park land acquisition and design costs.
- Conducted Healthy Communities seminar series with regulatory, design and development communities.

FY 2015-2017 Objectives

- Develop a seismic safety retrofit ordinance to ensure existing structures to be retrofitted to meet seismic standards to reduce damage from seismic and geological hazards.
- Partner with the Sonoma County Water Agency and local water providers to determine governance options for groundwater management to sustain and protect important groundwater sources.
- Develop policies for wineries and agricultural promotion events in order to balance benefits to tourism and economic development with neighborhood compatibility.
- Complete updates to vacation rental ordinance in order to support for County tourism while ensuring neighborhood compatibility and protecting the general welfare of residents.
- Develop regulations and policies for medical marijuana cultivation that is consistent with State regulations by balancing the needs of patients and communities to be protected from public safety, environmental and nuisance impacts.
- Complete Code Enforcement program improvements to enhance regulation compliance processes and identify funding to clean up for properties chronically in code violation.
- Implement the Records Project including electronic document management and digitizing historical records to provide greater access for the public.



COMMUNITY DEVELOPMENT COMMISSION

Kathleen H. Kane
Executive Director

The mission of the Sonoma County Community Development Commission is to promote decent and affordable housing, revitalize communities,

and support public services that increase economic stability for County residents. We are committed to providing services in an effective, efficient, and respectful manner.

BUDGET AT A GLANCE:	FY 2015-2016	FY 2016-2017
Total Expenditures	\$69,347,022	\$62,694,900
Total Revenues/Use of Fund Balance	\$68,254,551	\$61,602,429
Total General Fund Contribution	\$1,092,471	\$1,092,471
Total Staff	42.00	42.00
% Funded by General Fund	1.58%	1.74%

DEPARTMENT SERVICES

The Community Development Commission is organized into two divisions.

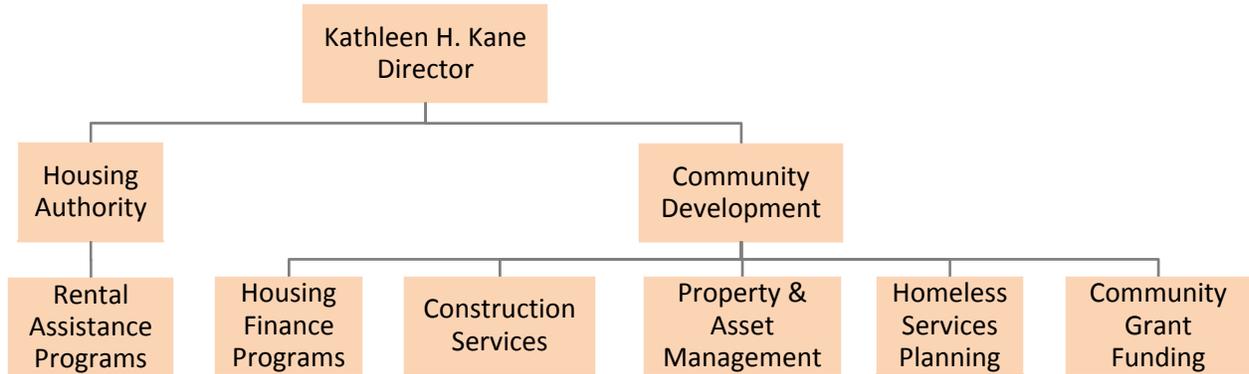
The **Housing Authority** provides sliding-scale rental housing assistance payments to property owners on behalf of approximately 3,000 low-income households and manages 37 affordable units in 3 residential rental properties.

The **Community Development Division** hosts a homeless services planning consortium (Sonoma County Continuum of Care), provides grant funding for public service programs operated by local non-profit community services agencies, manages affordable

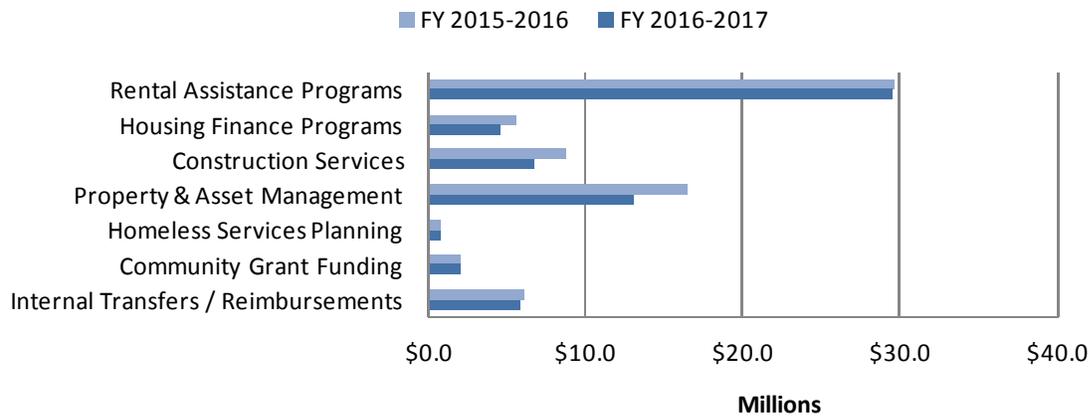
housing financing programs, provides construction management services for projects benefitting low-income households, and manages the assets and obligations of the Successor Agency and Housing Successor Entity, which were established as a result of the dissolution of the former redevelopment agencies in the County.

For more information, call (707) 565-7500, or visit www.sonomacounty.ca.gov/Community-Development-Commission/.

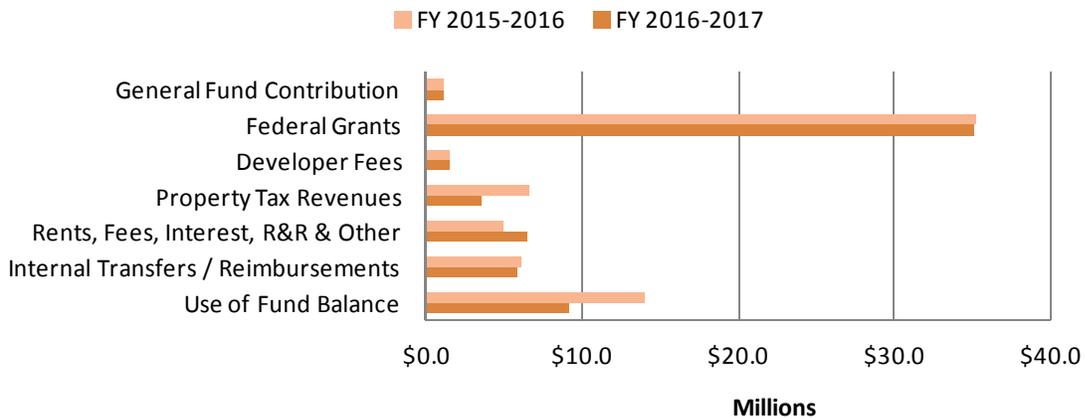
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FUNDING USES



FUNDING SOURCES



FINANCIAL SUMMARY

Expenditures (Uses)	FY 2014-15	FY 2015-16			FY 2016-17		
	Adopted Budget	Recommended Budget	Change from 2014-15	% Change from 2014-15	Recommended Budget	Change from 2015-16	% Change from 2015-16
Housing Authority							
Rental Assistance Programs	27,569,439	29,597,022	2,027,583	7.4	29,509,322	(87,700)	(0.3)
Community Development							
Housing Finance Programs	3,489,550	5,645,678	2,156,128	61.8	4,556,624	(1,089,054)	(19.3)
Construction Services	7,671,298	8,708,425	1,037,127	13.5	6,781,040	(1,927,385)	(22.1)
Property & Asset Management	16,849,792	16,432,161	(417,631)	(2.5)	13,055,083	(3,377,078)	(20.6)
Homeless Services Planning	539,321	833,483	294,162	54.5	847,153	13,670	1.6
Community Grant Funding	2,340,586	2,071,342	(269,244)	(11.5)	2,077,979	6,637	0.3
<i>Internal Transfers / Reimbursements</i>	4,940,622	6,058,911	1,118,289	22.6	5,867,699	(191,212)	(3.2)
Total Expenditures	63,400,608	69,347,022	5,946,414	9.4	62,694,900	(6,652,122)	(9.6)
Revenues/Reimbursements/Use of Fund Balance (Sources)							
General Fund Contribution	1,092,471	1,092,471	0	0.0	1,092,471	0	0.0
Federal Grants	32,754,032	35,164,737	2,410,705	7.4	35,064,617	(100,120)	(0.3)
Developer Fees	864,000	1,500,000	636,000	73.6	1,500,000	0	0.0
Property Tax Revenues	8,088,672	6,561,347	(1,527,325)	(18.9)	3,547,062	(3,014,285)	(45.9)
Rents, Fees, Interest, R&R & Other	2,186,510	4,951,311	2,764,801	126.4	6,479,292	1,527,981	30.9
<i>Internal Transfers / Reimbursements</i>	4,940,622	6,058,911	1,118,289	22.6	5,867,699	(191,212)	(3.2)
Use of Fund Balance	13,474,301	14,018,245	543,944	4.0	9,143,759	(4,874,486)	(34.8)
Total Revenues/Use of Fund Balance	63,400,608	69,347,022	5,946,414	9.4	62,694,900	(6,652,122)	(9.6)
Total Permanent Positions	36.0	42.0	6.0*	16.7	42.0	0.0	0.0

* New positions were authorized by the Board during mid-year budget adjustments to support CDC programs and Homeless Services Outreach Team, Continuum of Care, SonomaWORKS Rapid Rehousing Program, Redevelopment and Revitalization projects, and the Mobilehome Rehabilitation Program.

Note: Expenses and revenues include \$6 million for FY 2015-2016 and \$5.9 million for FY 2016-2017 in internal transfers and reimbursements, for a net budget of \$63 million in FY 2015-2016 and \$57 million in FY 2016-2017.

BUDGET CHANGES

FY 2015-2016

The recommended budget includes revenue and expenditures totaling \$69.4 million, including \$6 million in internal transfers. Recommended expenditures represent an increase of \$5.9 million or 9.4% over FY 2014-2015. Increases are associated with the Rental Assistance Programs, Housing Finance Programs, and related internal transfers and reimbursements that support the programmatic expenditures discussed below. The FY 2015-2016 budget recommends using \$14 million in fund balance, comprised of fund balances from different programs for rental assistance, various capital projects, and loans for which the Community Development Commission has received funding in prior years.

The General Fund contribution is \$1.1 million, the same as in FY 2014-2015, and supports several programs, including \$520,000 to augment the Community Services Fund, which supports homeless shelters and other services for lower-income County residents; \$120,000 for staffing to implement County homelessness initiatives for which the agency's restricted funds cannot be used (such as the Homeless Outreach Services Team); and \$452,000 that augments administrative and general government costs for several U.S. Department of Housing and Urban Development (HUD)-funded programs that provide needed service dollars but lack significant administrative funding (e.g. Emergency Shelter HUD Grants and Continuum of Care Rental Assistance Programs).

Rental Assistance

The \$29.6 million recommended budget assumes that Congress provides stable funding for the Housing Choice Voucher program, also known as Section 8, which provides subsidies for rental housing for low-income residents. Expenditures for rental assistance are increasing by \$2 million or 7.4%, which is funded by HUD-held Program Reserve funds. These reserve funds will enable increases in housing assistance payments to align with anticipated increases in housing costs. The Commission will also assist 119 formerly homeless, disabled individuals through the HUD-funded Continuum of Care Rental Assistance Program, which is expected to be funded at the same level as FY 2014-2015 through FY 2016-2017.

Housing Finance Programs

Appropriations budgeted for the seven Housing Finance Programs are increasing by \$2.2 million or 62%. These programs are funded by various sources, including federal grants and the County Fund for Housing. Additionally, based on the County's Permit & Resource Department construction forecast, revenue generated through the Inclusionary and Workforce Housing in-lieu developer fees is increasing by \$636,000 or 73.6%. Recommendations also include the use of \$1.6 million of fund balance from the Low/Moderate-Income Housing Asset Fund and County Fund for Housing as well as other revenues from the Rents, Fees, Interest, & Other Revenues discussed below.

Construction Services

The recommended budget reflects an overall increase of \$1 million or 13.5% to support construction activities which are funded by federal and state grants, and local funding including Reinvestment and Revitalization (R&R), which are further detailed in the Rents, Fees, Interest, & Other Revenues discussed below. Revenues include CalHOME funding of \$110,000, Flood Elevation funding of \$276,000, and transfers from the County's R&R funds estimated at \$1.8 million for the completion of the demolition and environmental remediation and other public improvements at the Roseland Redevelopment Property. Other budgeted activities include the completion of the Monte Rio Wastewater Feasibility study, and funding for the commercial and housing rehabilitation programs.

Property & Asset Management

The recommended budget reflects an overall decrease in expenditures of \$417,000 or 2.5% in this group of funds. The decrease is primarily due to decreases in Housing Successor Entity's Low and Moderate Income Housing Asset Fund (LMIHAF) expected to be available for homelessness assistance and affordable housing projects. The LMIHAF funds are comprised of the housing assets that were retained after redevelopment was eliminated, including affordable housing properties and notes receivable, and any income earned on those assets. The expenditure

variance is also due to higher than normal LMIHAF funds in the prior year due to the one-time income received from the sale of two real properties.

Homeless Services Planning

Homeless Services Planning program expenditures funded by federal funds, agency funds, and County General Funds are increasing by \$294,000. The County and the Community Development Commission are committed to mitigating homelessness and increasing affordable housing through services such as the Homeless Services Outreach Team and through partnership with the Human Services Department for the CalWORKS Housing Support Program.

Community Grant Funding

The recommended budget reflects a decrease of \$269,000 in expenditures for this group of funds. The County provided a one-time \$250,000 allocation for gap funding in FY 2014-2015 and these funds are not being requested as a part of the FY 2015-2016 budget.

Property Tax Revenues

The recommended budget anticipates a \$1.5 million reduction in property tax revenue funds. The County Successor Agency's request to the State for Redevelopment Property Tax Trust Fund (RPTTF) revenue is decreased by \$1.9 million in FY 2015-2016 due to revisions to the schedule for completing the planned parking mitigation phase of the Highway 12 Improvements project. These funds continue to flow to the Successor Agency to pay for the non-housing enforceable obligations that remain following the dissolution of redevelopment and are approved on the Recognized Obligation Payment Schedule (ROPS). This decrease in revenue will be partially offset by \$450,000 in new RPTTF revenue, which is transferred to the CDC as the Housing Successor Entity for the cities of Sonoma, Sebastopol, and County Successor Agencies to administer the LMIHAF assets and to comply with the ongoing affordable housing obligations that continue to be required by State Community Redevelopment Law.

Rents, Fees, Interest, Reinvestment and Revitalization, & Other Revenues

Revenues in this fund are projected to increase \$2.8 million or 126% due to re-budgets from FY 2014-2015 projects and an estimated \$3.3 million in transfers from the County's Reinvestment & Revitalization (R&R) fund for previously approved R&R projects. Increases as noted above for CalHOME funding for rehabilitation projects and new program funds to provide support for the SonomaWORKS Rapid Rehousing Program are also reflected here. The revenues from this category are distributed to all of the CDC's expenditure categories.

FY 2016-2017

The recommended budget includes revenues and expenditures totaling \$62.7 million or a 9.6% decrease from FY 2015-2016. The decrease in expenditures is primarily due to an anticipated reduction in Redevelopment and Revitalization projects costs and sources, principally due to the anticipated completion of the predevelopment activities for mixed-use Roseland Village Neighborhood Property, as well as completion of the Monte Rio Wastewater Feasibility Study, and the Guerneville Homeless Shelter & Day Services Center Project. A \$6.6 million reduction in total expenditures is projected primarily as a result of completion of remaining redevelopment and R&R funded projects.

The General Fund contribution will remain at \$1.1 million, and will support the same programs as those supported in the FY 2015-2016 budget.

ALIGNMENT WITH THE COUNTY STRATEGIC PLAN

The Community Development Commission, which focuses on promoting affordable housing and mitigating the impacts of homelessness, revitalizing community infrastructure, and supporting services that increase economic stability for County residents, is most closely aligned with the Strategic Plan goal of providing a *Safe, Healthy, and Caring Community*, and is supported by \$69 million in budgeted investments and services.

ACCOMPLISHMENTS AND OBJECTIVES

FY 2013-2015 Accomplishments

- Expanded efforts to reduce homelessness by establishing a new inter-departmental Homeless Outreach Services Team pilot program that engages and connects the unsheltered homeless living near the County's creeks and trails with services and housing; and established a vulnerability assessment and coordinated intake system in concert with community partners to assist homeless persons in identifying and accessing appropriate shelter and other homeless services county-wide.
- Performed demolition and environmental remediation of the Roseland Village Neighborhood Center property to prepare it for future mixed-use development, and re-engaged with Roseland residents and key stakeholders to continue visioning and planning for interim and permanent uses on the property.
- Provided rental assistance to 3,310 households, and implemented an electronic document management and inspection system that streamlined and enhanced cost-effective administration of the rental assistance programs.
- Awarded \$3.98 million to non-profit developers to fund the construction of three multi-family rental developments which will result in 130 additional affordable housing units in Sonoma County.
- Worked with Catholic Charities and the General Services Department to expand the Safe Parking Program to scattered sites throughout the County, including a site on the County campus. The program provided approximately 295 participants with safe overnight parking, restrooms, showers, and warming stations. The program also handed out blankets, sleeping bags and similar supplies, provided one meal daily and on-site case management with access to services in order to help people move out of homelessness.
- Provided construction assistance and completed 13 flood elevation and 22 housing rehabilitation projects, mitigating future damage for flood prone properties and benefitting low-income owner-occupied households in the removal of health and safety hazards, as well as completed improvements to 24 non-residential properties as part of the Commercial Rehabilitation Loan Program.

FY 2015-2017 Objectives

- Implement the Housing Plan to Mitigate Homelessness, and the 10-Year Homeless Action Plan.
- Promote new and existing housing and shelter options, day labor centers, and services supporting the continuum of care system, including the Homeless Outreach Services Team (HOST) Pilot Project.
- Increase the number of housing units that are affordable, accessible, and available to lower-income residents including special needs subpopulations identified in the Sonoma County Housing Element.
- Utilize property acquired through redevelopment dissolution to provide affordable housing.
- Assist in prevention of homelessness and promote stable housing for nearly 3,000 low-income households by providing rental subsidies through the Housing Choice Voucher and similar programs.
- Secure additional federal funding for rental housing assistance programs to assist chronically homeless individuals with disabilities.
- Place and manage all affordable housing funds available from County Fund for Housing and federally-funded housing programs via a competitive processes for affordable housing developers.

FIRE AND EMERGENCY SERVICES

Alfred Terrell
Director

The Fire and Emergency Services Department mission is to provide exceptional service dedicated to protecting life, property, and the environment.

BUDGET AT A GLANCE:	FY 2015-2016	FY 2016-2017
Total Expenditures	\$10,614,978	\$10,612,947
Total Revenues/Use of Fund Balance	\$9,944,085	\$9,940,549
Total General Fund Contribution	\$670,893	\$672,398
Total Staff	23.25	23.25
% Funded by General Fund	6.32%	6.34%

DEPARTMENT SERVICES

The Fire and Emergency Services Department is dedicated to protecting the life and property of Sonoma County residents and visitors. It does so through five program areas:

Hazardous Materials Services regulates storage and handling of materials at approximately 1400 businesses to ensure the safety of the people and residents of Sonoma County. In addition it responds to emergency incidents involving hazardous materials.

Fire Operations provides fire and emergency response services in County Service Area (CSA) #40. The Department provides management and command and control oversight for 15 volunteer fire companies that respond to fires, calls for medical assistance, and other emergencies in many rural locations in the County.

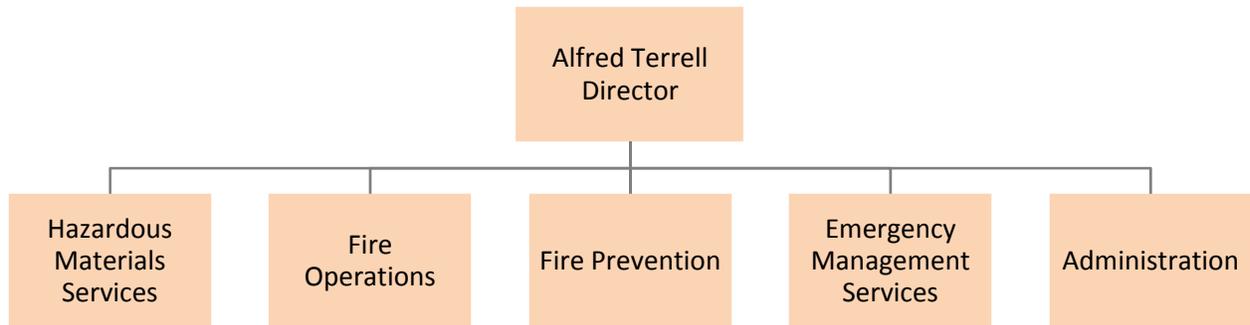
Fire Prevention helps prevent fires and minimize the harm to persons and property when fires do occur through code enforcement inspections and plan review. It also conducts fire investigations to determine the origin and cause of fires in County Service Area #40 as well as to certain fire districts under contract.

The Department provides **Emergency Management Services** as support to the County Administrator and coordinates emergency preparedness and response among cities, special districts, and the State.

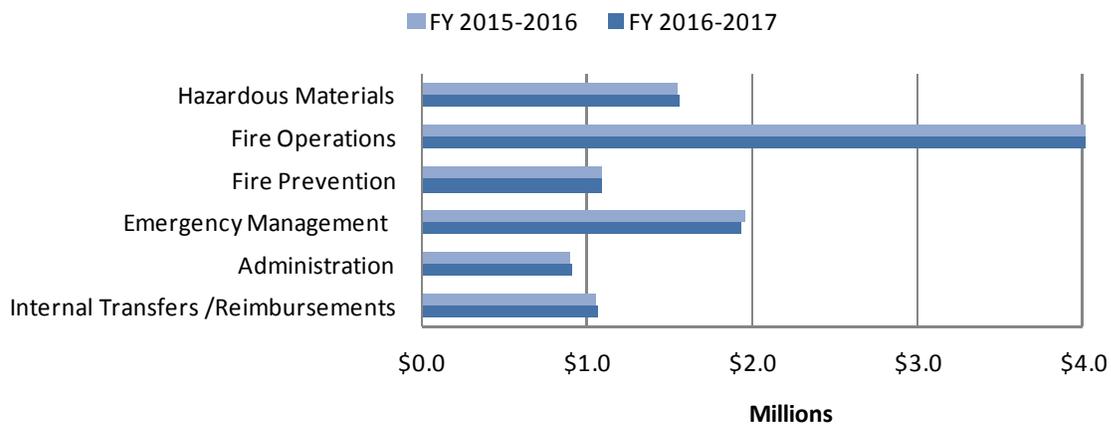
The Department's **Administration** unit provides services to support all of the core program areas.

For more information, call (707) 565-1152, or visit www.sonomacounty.ca.gov/Fire-and-Emergency-Services/.

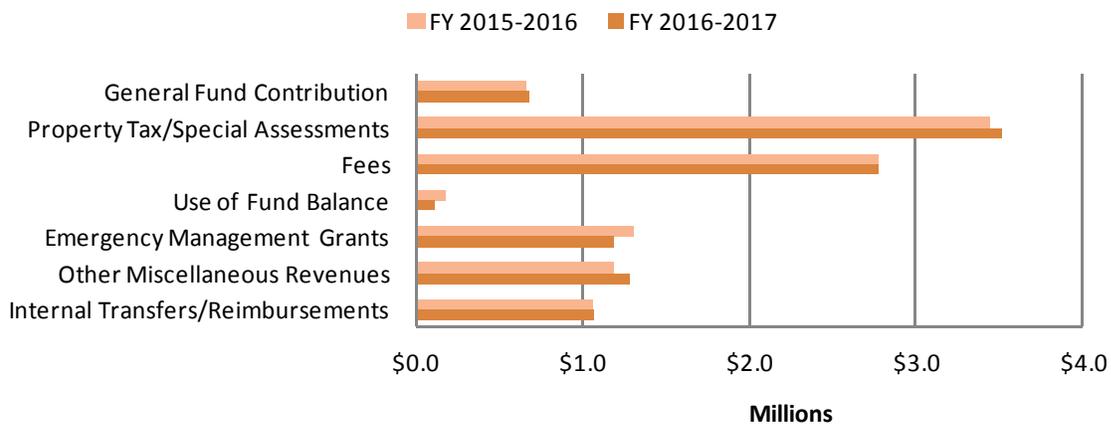
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FUNDING USES



FUNDING SOURCES



FINANCIAL SUMMARY

	FY 2014-15	FY 2015-16		FY 2016-17			
	Adopted Budget	Recommended Budget	Change from 2014-15	Change from 2014-15	Recommended Budget	Change from 2015-16	% Change from 2015-16
Expenditures (Uses)							
Hazardous Materials	1,526,280	1,547,484	21,204	1.4	1,556,596	9,112	0.6
Fire Operations	3,484,772	4,065,588	580,816	16.7	4,051,033	(14,555)	(0.4)
Fire Prevention	1,002,938	1,088,790	85,852	8.6	1,088,790	0	0
Emergency Management	1,721,632	1,953,968	232,336	13.5	1,936,379	(17,589)	(0.9)
Administration	903,281	903,079	(202)	(0.0)	908,505	5,426	0.6
Internal Transfers /Reimbursements	1,100,050	1,056,069	(43,981)	(4.0)	1,071,644	15,575	1.5
Total Expenditures	9,738,953	10,614,978	876,025	9.0	10,612,947	(2,031)	(0.0)
Revenues/Reimbursements/Use of Fund Balance (Sources)							
General Fund Contribution	628,804	670,893	42,089	6.7	672,398	1,505	0.2
Property Tax/Special Assessments	3,201,383	3,445,267	243,884	7.6	3,507,721	62,454	1.8
Fees	2,523,783	2,769,988	246,205	9.8	2,769,988	0	0
Emergency Management Grants	1,111,403	1,309,602	198,199	17.8	1,193,348	(116,254)	(8.9)
Other Miscellaneous Revenues	916,020	1,187,493	271,473	29.6	1,282,041	94,548	8.0
Internal Transfers/Reimbursements	1,100,050	1,056,069	(43,981)	(4.0)	1,071,644	15,575	1.5
Use of Fund Balance	257,510	175,666	(81,844)	(31.8)	115,807	(59,859)	(34.1)
Total Revenues	9,738,953	10,614,978	876,025	9.0	10,612,947	(2,031)	(0.0)
Total Permanent Positions	23.25	23.25	0.0	0.0	23.25	0.0	0.0

Notes: Expense and revenues include \$1.1 million in the internal transfers and reimbursements in FY 2015-2016 and FY 2016-2017 for net budget of \$10.2 million in FY 2015-2016 and FY 2016-2017.

BUDGET CHANGES

FY 2015-2016

The recommended budget includes expenditures totaling \$10,615,000, an increase of \$876,000 or 9% over FY 2014-2015. This increase is primarily due to projects related to emergency management and Homeland Security grants and to increased expenses on contracts for emergency response at the Graton Casino, which were added mid-year in FY 2014-2015 and continue at the same level. The General Fund contribution is \$671,000, which is \$42,000 greater than the prior year due to increases associated with salary and benefits and with the Enterprise Financial System, while revenues and use of fund balance increase by \$834,000 to \$9,944,000.

Fire Operations

Fire Operations expenditures increase by \$581,000, or 16.7%, primarily due to Graton Casino contracts for emergency response in the amount of \$669,000. Most of this funding passes through to fire protection districts impacted by the casino. There were also increases in fuel reimbursement and maintenance expenditures of \$60,000, and an increase in internal service charges of \$102,000. These increases are offset by a decrease of \$219,000 in one-time grant funding previously received for a Volunteer Recruitment and Retention Program, and a decrease in salaries and benefits of \$47,000 due primarily to a decline in workers' compensation allocation, along with various smaller changes. The budget does not include any potential impacts from the ongoing Fire Services Project, nor does it include any potential revenue sources that may be recommended, such as Proposition 172 funding. Recommendations from that project are due in the fall of 2015 and any changes will be incorporated mid-year after Board approval.

Emergency Management

Emergency Management expenditures increased in the amount of \$232,000 or 13.5% due to \$119,000, for increased grant revenue from the Department of Water Resources for flood planning, \$79,000, and for the Federal Department of Homeland Security grants for emergency preparedness and planning, as well as increases in internal service costs.

Revenue

Property tax revenue to provide fire services to County Service Area #40 is anticipated to increase by \$244,000 or 7.6% over the FY 2014-2015 adopted budget. Current estimates are that FY 2014-2015 collections will come in approximately 5.5% over the adopted budget, and FY 2015-2016 are expected to be 2% higher than this. Revenue from hazardous materials and fire prevention fees will increase by \$246,000, or 9.8%, in order to better recover the costs of operating the programs. Emergency Management Grants increase by \$198,000 or 17.8%, due to a \$119,000 Department of Water Resources grant for flood planning and a \$79,000 increase in allocations for Sonoma County of Federal Homeland Security grants administered by the State. Other miscellaneous revenues go up by \$271,000 due primarily to the \$669,000 of Graton Casino funds, offset by a \$303,000 decrease in one-time grant funding for volunteer recruitment and retention and disaster response and implementation of a Hazmat database, \$54,000, and an anticipated reduction in legal settlements related to the Hazardous Materials program of \$23,000. Uses of fund balances are \$176,000, which is a 31.8% decrease from the prior year as property tax revenue has recovered.

FY 2016-2017

The recommended budget includes expenditures totaling \$10,613,000, a decrease of \$2,000 or less than 0.1% from FY 2015-2016. General Fund Contribution is \$672,000, or \$2,000 higher than in FY 2015-2016.

Total revenues and uses are also down \$2,000, or less than 0.1%. There is an expected \$62,000 or 1.8% increase in Property Tax revenue for CSA #40, which will largely offset use of fund balance, and a \$95,000 or 8% increase in Other Miscellaneous Revenues based on a transfer of funds from the Information Systems Division for routine server replacement. These increases are partially offset by a \$116,000 decrease in Emergency Management Grants due to the ending of a one-time grant from the Department of Water Resources for flood planning.

ALIGNMENT WITH THE COUNTY STRATEGIC PLAN

The Fire and Emergency Services Department's budget supports the County's Strategic Planning efforts primarily in the *Safe, Healthy and Caring Community*, and the *Economic and Environmental Stewardship* goal areas. Fire Operations, Fire Prevention, and Emergency Management, with a total budget of \$9,067,000 in FY 2015-2016 and \$9,056,000 in FY 2016-2017, are primarily focused on creating a *Safe, Healthy and Caring Community*. Hazardous Materials services, totaling \$1,547,000 in FY 2015-2016 and \$1,557,000 in FY 2016-2017, benefit *Economic and Environmental Stewardship*, while also contributing to the safety of the public.

ACCOMPLISHMENTS AND OBJECTIVES

FY 2013-2015 Accomplishments

- Completed updates to the County Operational Area Emergency Operations Plan (EOP) and the Sonoma County Hazardous Materials Incident Response (Area) Plan, submitted to the Board of Supervisors for adoption. Published and distributed the plans to our Operational Area response partners.
- Coordinated regional responses to three locally proclaimed disasters in the Operational Area: a year-long drought emergency, an emergency related to the August 24 South Napa Earthquake that included a partial Emergency Operations Center (EOC) activation, and an emergency related to the December 2014 winter storm which involved fully activating the Operational Area EOC.
- Supported the Board of Supervisors' priority to improve governance of fire service in Sonoma County, by providing active participation and leadership together with the CAO in the Fire Ad-Hoc Committee and Fire Services Project processes.
- Completed a grant-funded 2-year volunteer retention program, which provided performance-based awards for volunteer firefighters based on training, longevity, and call responses. The retention program led to increased rates of retention, call responses and training participation by volunteers.
- Established a countywide curbside chipper program to reduce the amount of hazardous vegetative fuels in wildland areas. Between September 15, and October 31, 2014, the Department completed 131 chipper jobs with a total of 16,321 cubic yards of chipped materials.

FY 2015-2017 Objectives

- Support the Board of Supervisors' goal of creating a more effective, efficient, and sustainable fire service delivery system throughout Sonoma County through the completion of the Fire Service Project. Recommendations will be made in the fall of 2015, with implementation of changes in FY 2016-2017.
- Begin marketing and offering SoCo Alert" (Sonoma County Alert) to the public for voluntary enrollment to receive emergency text warning and notification messages from the Operational Area Telephone Emergency Notification System (TENS).
- Develop the local Emergency Operations Center Logistics Plan in accordance with regional guidance and design, and conduct an EOC functional exercise in conjunction with Urban Shield Yellow Command 2015.
- Work with the Hazardous Material Program regulated businesses to bring reporting compliance for the California Environmental Reporting System to 90% or better.
- Help residents better manage their fire risk by offering free curbside chipping and providing convenient public access to wildland fire hazard maps and educational mitigation materials on the County website.
- Conduct an analysis of county emergency response and critical facilities identified as being in wildland fire zones to verify reliable water sources for fire suppression and develop a strategy to make improvements.
- Continue to strengthen the level of fire services provided in County Fire CSA #40 by implementing fire apparatus fuel and maintenance programs for Volunteer Fire Company and County Fire owned apparatus; continuing fire apparatus replacement efforts; and launching the construction process for a new fire station in Lakeville as funding allows.



TRANSPORTATION AND PUBLIC WORKS

Susan Klassen
Director

The mission of the Transportation and Public Works Department is to plan, build, manage, and maintain Sonoma County's investment in quality services and infrastructure.

BUDGET AT A GLANCE:	FY 2015-2016	FY 2016-2017
Total Expenditures	\$133,447,695	\$126,308,421
Total Revenues/Use of Fund	\$108,428,637	\$107,677,765
Total General Fund Contribution	\$25,019,058	\$18,630,656
Total Staff	162.00	162.00
% Funded by General Fund	18.75%	14.75%

DEPARTMENT SERVICES

The Transportation and Public Works Department is divided into two major areas.

The **Engineering & Maintenance** division includes the primary functions of Road Maintenance and Improvements, the Northern Sonoma County Air Pollution Control District and District Services.

Road Maintenance and Improvements is responsible for corrective maintenance of the roads and bridges, pavement preservation of the roads, and major bridge repair and maintenance projects.

The **Northern Sonoma County Air Pollution Control District** was established to prevent emissions from stationary sources in the northern county air basin; functions include permitting and regulation of pollutant producing businesses and organizations, issuance of burn permits, and monitoring of ambient air quality.

District Services administers several small districts including street lighting, permanent road, and water districts. This division also includes the heavy equipment internal services fund, cable franchise fees and services not chargeable to other program areas.

The **Transportation Services & Integrated Waste** division includes the primary functions of Integrated Waste Disposal, Airport, and Transit Services.

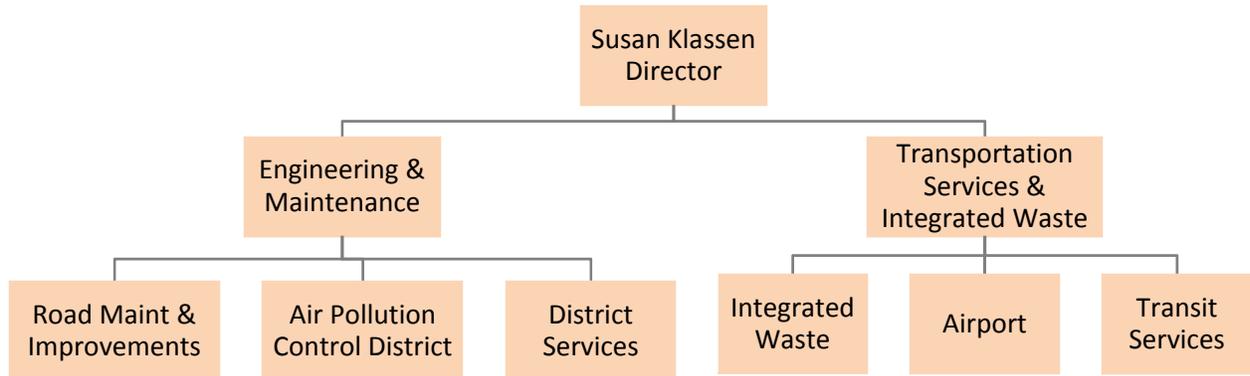
Integrated Waste Disposal provides comprehensive waste management services and post-closure monitoring and maintenance of seven closed landfill sites.

Airport operates and maintains the 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.

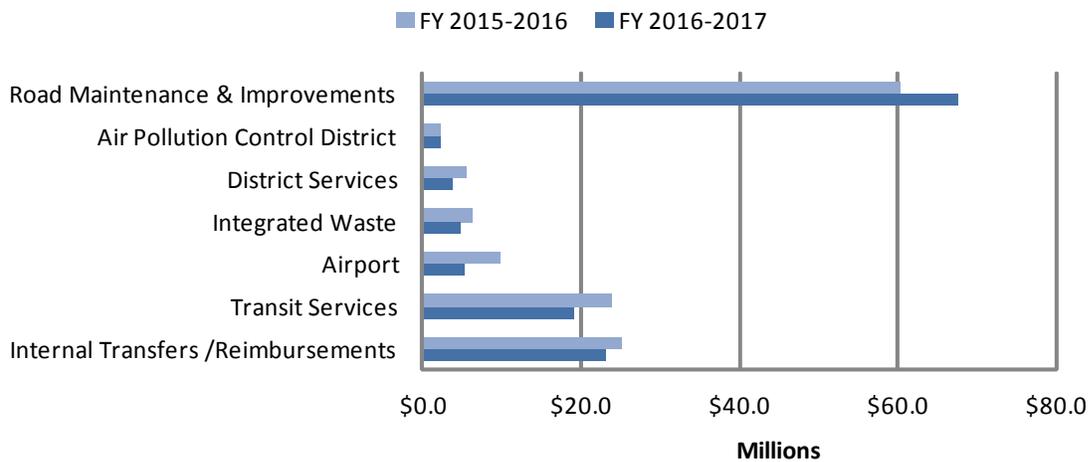
Transit Services provides fixed-route bus and paratransit services.

For more information, call (707) 565-2231, or visit www.sonomacounty.ca.gov/Transportation-and-Public-Works/.

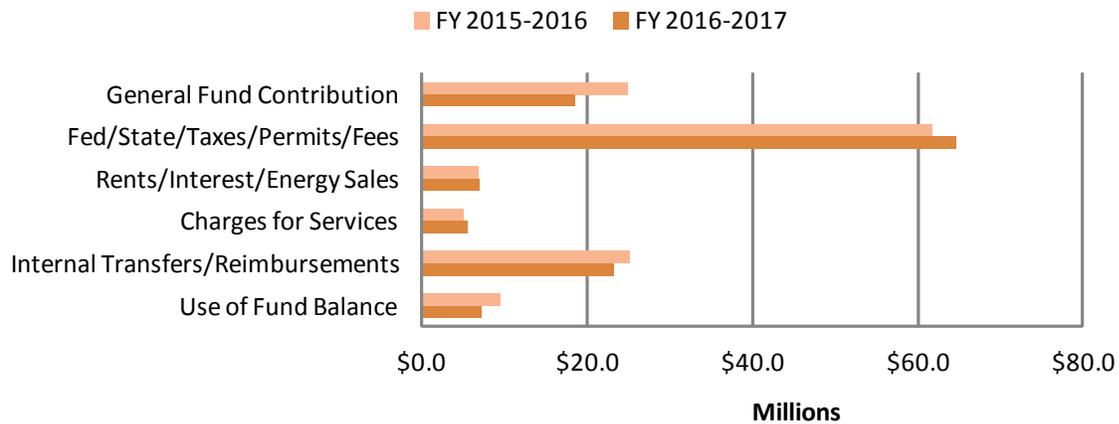
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FUNDING USES



FUNDING SOURCES



FINANCIAL SUMMARY

Expenditures (Uses)	FY 2014-15	FY 2015-16			FY 2016-17		
	Adopted Budget	Recommended Budget	Change from 2014-15	% Change from 2014-15	Recommended Budget	Change from 2015-16	Change from 2015-16
Engineering & Maintenance							
Road Maintenance & Improvements	72,247,376	60,425,379	(11,821,997)	(16.4)	67,617,955	7,192,577	11.9
Air Pollution Control District	2,331,661	2,320,738	(10,923)	(0.5)	2,321,105	367	0.0
District Services	5,540,949	5,470,870	(70,079)	(1.3)	3,740,245	(1,730,625)	(31.6)
<i>Internal Transfers /Reimbursements</i>	15,425,552	16,802,542	1,376,990	8.9	15,397,154	(1,405,388)	(8.4)
Transportation Services & Solid Waste							
Integrated Waste	37,957,967	6,364,343	(31,593,624)	(83.2)	4,867,759	(1,496,584)	(23.5)
Airport	22,544,554	9,817,393	(12,727,162)	(56.5)	5,415,366	(4,402,027)	(44.8)
Transit Services	19,473,415	23,834,497	4,361,082	22.4	19,076,975	(4,757,522)	(20.0)
<i>Internal Transfers /Reimbursements</i>	34,527,489	8,411,934	(26,115,555)	(75.6)	7,871,862	(540,072)	(6.4)
Total Expenditures	210,048,963	133,447,695	(76,601,268)	(36.5)	126,308,421	(7,139,274)	(5.3)
Revenues/Reimbursements/Use of Fund Balance (Sources)							
General Fund Contribution	17,593,759	25,019,058	7,425,299	42.2	18,630,656	(6,388,402)	(25.5)
Fed/State/Taxes/Permits/Fees	76,659,966	61,647,324	(15,012,642)	(19.6)	64,679,152	3,031,828	4.9
Rents/Interest/Energy Sales	6,471,805	6,908,313	436,508	6.7	7,013,985	105,672	1.5
Charges for Services	38,914,051	5,184,174	(33,729,877)	(86.7)	5,411,165	226,991	4.4
Internal Transfers/Reimbursements	49,953,041	25,214,476	(24,738,565)	(49.5)	23,269,016	(1,945,460)	(7.7)
Use of Fund Balance	20,456,341	9,474,350	(10,981,991)	(53.7)	7,304,447	(2,169,903)	(22.9)
Total Revenues/Use of Fund Balance	210,048,963	133,447,695	(76,601,268)	(36.5)	126,308,421	(7,139,274)	(5.3)
Total Permanent Positions	190.0	162.0	(28.0)	(14.7)	162.0	0.0	0.0

Notes: Internal transfers and reimbursements in FY 2015-2016 total \$17.9 million, for a net budget of \$108.2 million and \$23.3 million in FY 2016-2017 for a net budget of \$103.1 million.

BUDGET CHANGES

FY 2015-2016

The recommended FY 2015-2016 Transportation and Public Works budget includes expenditures totaling \$133.4 million, a decrease of \$76.6 million or 36.5% less than FY 2014-2015, \$23.4 million related to construction projects and \$57.6 million related to the transfer of landfill operations to a private company, offset by an increase of \$4.4 million for the purchase of new buses.

The General Fund contribution is \$25 million, which is \$7.4 million or 42.2% greater than FY 2014-2015. The General Fund increase is a result of \$1.6 million increase in re-budgets for Highway 12 sidewalks and \$5.5 million pavement preservation, which includes the Worst First program.

The budget reflects three positions that were added at first quarter budget adjustments: 1 FTE Refuse Enforcement Specialist was added to support the new model of landfill operations, 1 FTE Senior Office Assistant was added to provide the appropriate level of support to field staff, and 1 FTE Department Program Manager was added to provide the department with better capacity to deliver public information and website updates. The recommended budget also includes the elimination of 31 positions as a result of the transfer of landfill operations.

Road Maintenance and Improvements

Expenditures decrease \$11.8 million or 16.4% due to reductions in the number of federal and state funded projects carried over from the prior budget and completion of the Highway 101 at Airport Boulevard Interchange project.

Northern Sonoma County Air Pollution Control District

Expenditures decrease \$11,000 or 0.5% due to a budget adjustment to more accurately reflect prior year actual expenditures related to grant funding for administrative costs.

District Services/Other

Expenditures decrease \$70,000 or 1.3%. This is a decrease in Heavy Equipment Internal Service fund of \$452,000 to reflect reduced equipment purchases planned during the year, offset by an increase of \$320,000 in the District Formation budget to continue the Fire Services Project and \$62,000 to support increased information technology costs for the small water districts.

Integrated Waste

Expenditures decrease \$31.6 million or 83.2% along with a \$26 million or 75.6% reduction in associated transfers due to the April 2015 transfer of landfill operations to a private company. The budget includes the recommendation to eliminate 31 positions, since operations have moved to a private party. The elimination of these positions was managed through attrition, staff accepting positions with the private operator, and internal transfers, and did not require any layoffs.

Airport Division

Expenditures decrease \$12.7 million or 56.5% primarily due to completion of the Runway Safety Improvement project in 2015.

Transit Services

Expenditures increase \$4.4 million due to the planned purchase of eight new buses.

Revenue/Transfers and Reimbursements/Use of Fund Balance

Non-General Fund revenues are decreasing by \$48 million or 39.6%, from FY 2015-2016. Federal, state and permit fee revenue is decreasing by \$15 million or 19.6% due to \$16.3 million reduction in anticipated federal and state funding for road and bridge projects, \$5.6 million decrease in Airport due to federal reimbursements related to the Runway Safety Area project offset by an increase of \$4.2 million in expected revenue for bus purchases in Transit, a \$2.6 million increase related to new concession fees that will be received as part of the Integrated Waste

privatization and \$100,000 expected increase in federal, state and permit revenues in the Northern Sonoma County Air Pollution Control District. Charges for services are decreasing by \$33.7 million or 86.7% due to privatization of the landfill operations. This is offset by an increase of \$437,000 or 6.7% in rents, interest and energy sales due to planned rate increases within Airport and water districts.

Transfers and reimbursements are decreasing by \$24.7 million or 49.5%. This is a \$26 million decrease due to the transfer of landfill operations to a private company, offset by an increase of \$1.3 million that represents the transfer of mitigation funds within Roads Division for capital project financing.

The proposed use of fund balance decreases in FY 2015-2016 by \$11 million or 53.7% from FY 2014-2015. This change is a combination of the Airport's use of FY 2014-2015 fund balance on the Runway Safety Project that will be reimbursed in FY 2015-2016 for a net decrease of \$7.5 million combined with \$4.5 million decrease in use of one-time Road fund balance towards the Pavement Preservation Program from prior year accumulations in order to inaugurate the Long Term Roads Plan implementation. These reductions in the use of fund balance are partially offset by a \$1 million increase for new projects within the Valley of the Moon Lighting District as part of the Highway 12 sidewalks project.

FY 2016-2017

The recommended FY 2016-2017 Transportation and Public Works budget includes expenditures totaling \$126.3 million, a decrease of \$7.1 million below FY 2015-2016, mostly related to construction projects. The FY 2016-2017 General Fund contribution is \$18.6 million, which is \$6.4 million less than FY 2015-2016 as a result of completion of the Highway 12 sidewalks project, which is financed with the County's Reinvestment and Revitalization program.

The proposed use of fund balance decreases by \$2.1 million in FY 2016-2017 mainly due to completion of the Highway 12 lighting project and continued expenditure reductions in Integrated Waste, as the transfer of operations to the private operator continues.

Road Maintenance and Improvements

Expenditures increase \$7.2 million to finance several bridge projects expected to be under construction in the summer of 2016.

District Services/Other

Expenditures decrease \$1.7 million due to completion of several large lighting district projects including the decorative lighting for the Highway 12 sidewalk project.

Integrated Waste

Expenditures decrease \$1.5 million as the transfer of landfill operations continues.

Airport Division

Expenditures decrease \$4.4 million primarily due to final payment on a large grant anticipation note for the Runway Improvement Project.

Transit Services

Expenditures decrease \$4.7 million in FY 2016-2017 due to no planned bus purchases and completion of the Next Bus electronic information system installation.

Revenue/Transfers and Reimbursements/Use of Fund Balance

Non-General Fund revenues are increasing by \$3.4 million or 4.9%, from FY 2015-2016. Federal, state and permit fee revenue is increasing by \$3 million or 4.9% due to \$14.3 million increase in federal funding for road and bridge projects, offset by \$5 million decrease in Transit as no bus purchases are planned and \$6.3 million decrease in Airport as the obligation for federal funding related to Runway Safety Area Improvement project will be completed. Rents, interest and energy sales revenue is increasing by \$106,000 or 1.5% due to anticipated increase

in revenues from hangar and other property leases at the Airport. Charges for services are increasing by \$227,000 or 4.4% due to anticipated fee increases in Transit, Airport, Northern Air, and the four small water districts.

Transfers and Reimbursements are decreasing by \$1.9 million or 7.7%. \$1.2 million is due to one-time mitigation funds for capital project within Roads division being used in the previous fiscal year, a decrease of \$500,000 in operating transfers within Integrated Waste division due to the finalized implementation of transfer of landfill operations, and a decrease of \$200,000 spread among other divisions.

ALIGNMENT WITH THE COUNTY STRATEGIC PLAN

With a diverse group of services and functions, the Transportation and Public Works budget aligns with multiple areas of the County's Strategic Plan. Within *Invest in the Future*, the Roads, Airport, and Other Small Districts divisions include maintenance and improvement projects that support the County's priority to invest in safe and reliable facilities and infrastructure with investments of \$75.7 million in FY 2015-2016 and \$76.9 million in FY 2016-2017. Within *Economic & Environmental Stewardship*, the Integrated Waste division manages the County's solid waste system with a focus on diversion and re-use, and the Air Pollution Control District focus is to ensure clean air for Sonoma County residents and visitors for total investment of \$8.7 million in FY 2015-2016 and \$7.2 million in FY 2016-2017. Within *Safe, Healthy, and Caring Community*, the primary goal of the Transit division is to provide safe, reliable transportation for all Sonoma County residents and visitors for a total investment of \$23.8 million in FY 2015-2016 and \$19.1 million in FY 2016-2017.

ACCOMPLISHMENTS AND OBJECTIVES

FY 2013-2015 Accomplishments

- Adoption of the Long Term Road Plan which includes the Road Evaluation Framework to aid in prioritization of pavement preservation work.
- Completion of the Runway Safety Area Improvement Project which brought the Airport into compliance with Federal Aviation Administration standards and increased the main runway to 6,000 feet.
- Completion of waste flow commitment agreements with cities, settlement of respective responsibility for unfunded liabilities between the County and cities and transfer of landfill and transfer station operations to a private company. This limits the County's liability for this program in future years.
- Completion of the Cotati Intermodal Facility. The project, constructed in partnership with the City of Cotati, represents the first completed Sonoma Marin Area Rail Transit (SMART) station within SMART's initial operating segment in Sonoma County.
- Implementation of a successful incentive change-out program for woodstoves and fireplaces, resulting in less air pollution.

FY 2015-2017 Objectives

- Implement the Long Term Roads Plan financed with existing and potential new funding sources to address the needs of the entire County road network over time.
- Improve pavement condition on an estimated 89 miles of County roads in the summers of 2015 and 2016 based on two year plan approved by the Board in spring 2015.
- Work with the contracted Integrated Waste operator, who will construct the material recovery facility at the Central Transfer Station, to process construction and demolition materials to increase diversion of recyclable materials from landfill disposal and provide ongoing landfill capacity.
- Plan and implement deferred maintenance projects on the closed landfill sites to correct for settlement and erosion issues.
- Evaluate airport terminal remodel opportunities to improve the passenger experience. Continue efforts to attract additional commercial airlines and increase available destinations.
- Complete the Healdsburg Intermodal Facility project, readying the facility for future SMART use.
- Successfully introduce the regional Clipper Card on Sonoma County Transit. Update Sonoma County Transit schedules and services to coordinate with SMART upon its service commencement in 2016.
- Implement enhanced change-out incentive program for woodstoves and fireplaces in the Northern Sonoma County Air Pollution Control District.
- Begin energy efficient lighting change out program for streetlights within the county's unincorporated area.



SONOMA COUNTY WATER AGENCY

Grant Davis
General Manager

The mission of the Sonoma County Water Agency 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.

BUDGET AT A GLANCE:	FY 2015-2016	FY 2016-2017
Total Expenditures	\$210,141,491	\$216,721,075
Total Revenues/Use of Fund Balance	\$210,141,491	\$216,721,075
Total General Fund Contribution	\$0	\$0
Total Staff	221.75	221.75
% Funded by General Fund	0.00%	0.00%

DEPARTMENT SERVICES

The Sonoma County Water Agency 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 the Water Agency are **Water Supply and Transmission, Flood Control, Sanitation** services, including wastewater collection and treatment, and **Sustainability and Renewable Energy Programs**.

The Water Agency is responsible for **Water Supply and Transmission** for much of Sonoma County and beyond. As a water supplier, the Water Agency is responsible for securing and maintaining Warm Springs Dam and water rights, and encouraging water conservation and reuse to meet present and future demand. The Water Agency’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.

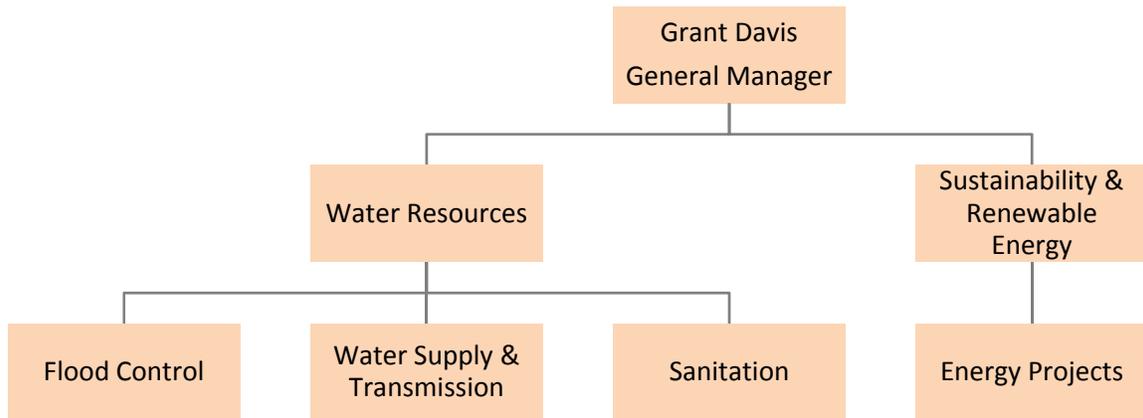
For the **Flood Control** function, the Water Agency designs, constructs, and maintains flood control facilities and provides flood protection and stream maintenance for over 175 miles of creeks waterways.

The Water Agency operates and maintains eight **Sanitation** systems which provide wastewater collection and treatment services to over 22,000 residences and businesses throughout the County.

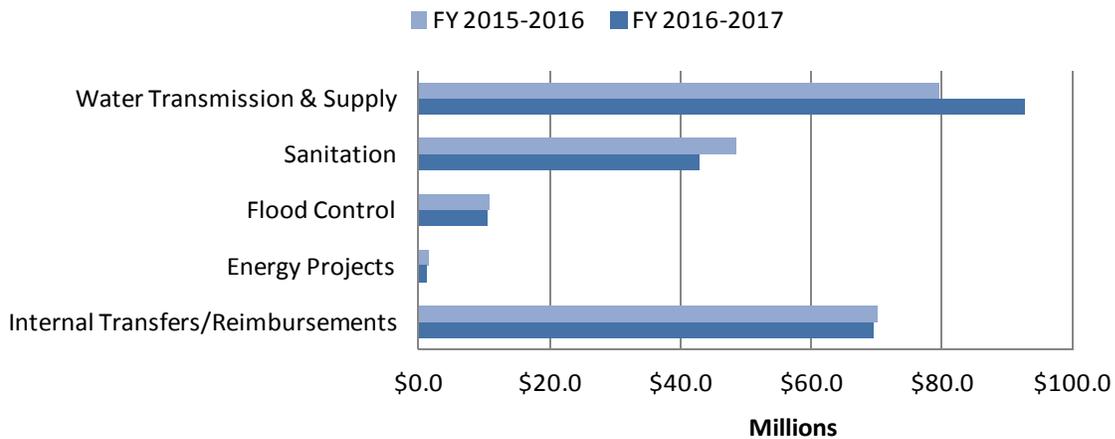
Sustainability and Renewable Energy Programs include energy efficiency improvements, solar power and anaerobic digestion projects, and climate change research, among other activities.

For more information, call (707) 526-5370, or visit www.sonomacounty.ca.gov/Water-Agency/.

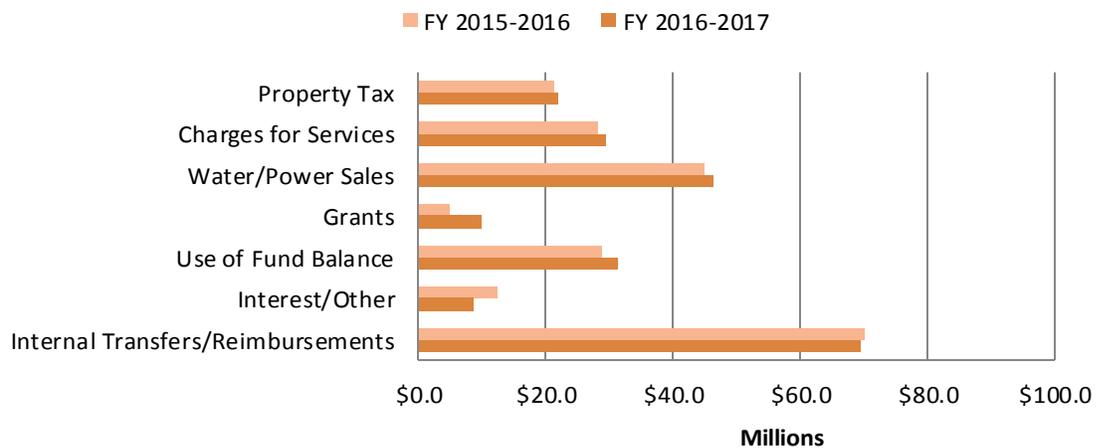
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FUNDING USES



FUNDING SOURCES



FINANCIAL SUMMARY

Expenditures (Uses)	FY 2014-15	FY 2015-16			FY 2016-17		
	Adopted Budget	Recommended Budget	Change from 2014-15	% Change from 2014-15	Recommended Budget	Change from 2015-16	% Change from 2015-16
Water Resources							
Water Transmission & Supply	83,447,375	79,564,104	(3,883,271)	(4.7)	92,686,934	13,122,829	16.5
Sanitation	48,573,052	48,446,930	(126,122)	(0.3)	42,765,943	(5,680,986)	(11.7)
Flood Control	17,116,219	10,720,380	(6,395,840)	(37.4)	10,439,018	(281,361)	(2.6)
Internal Transfers/Reimbursements	68,914,900	69,987,659	1,072,759	1.6	69,584,377	(403,282)	(0.6)
Sustainability & Renewable Energy							
Energy Projects	1,397,539	1,422,418	24,880	1.8	1,244,803	(177,615)	(12.5)
Total Expenditures	219,449,085	210,141,491	(9,307,594)	(4.2)	216,721,075	6,579,584	3.1
Revenues/Reimbursements/Use of Fund Balance (Sources)							
Property Tax	19,066,424	21,335,515	2,269,091	11.9	21,906,021	570,506	2.7
Charges for Services	26,878,064	28,205,799	1,327,735	4.9	29,292,219	1,086,420	3.9
Water/Power Sales	41,004,387	44,772,809	3,768,422	9.2	46,434,472	1,661,663	3.7
Grants	7,062,804	4,750,537	(2,312,267)	(32.7)	9,675,623	4,925,086	103.7
Use of Fund Balance	49,064,419	28,912,444	(20,151,975)	(41.1)	31,322,827	2,410,383	8.3
Interest/Other	7,458,087	12,176,728	4,718,641	63.3	8,505,536	(3,671,192)	(30.1)
Internal Transfers/Reimbursements	68,914,900	69,987,659	1,072,759	1.6	69,584,377	(403,282)	(0.6)
Total Revenues	219,449,085	210,141,491	(9,307,594)	(4.2)	216,721,075	6,579,584	3.1
Total Permanent Positions*	211.50	221.75	10.25	4.8	221.75	0.00	0.0

Note: Transfer and reimbursement of expenses from one section of the Water Agency's budget to another range from \$68 million to \$70 million, resulting in a net budget of \$140 million in FY 2015-2016 and \$147 million in FY 2016-2017.

* A total of 10.25 FTE were added during FY 2014-2015 mid-year adjustments. This included an increase of 4 Maintenance Worker positions to reduce use of extra help on the stream maintenance program; an additional engineering technician to reduce use of extra help on sanitation and recycled water projects; 1.25 FTE Environmental Specialist and 4 Resource Programs Technicians resulting from a classification study and reorganization to replace extra-help staffing for fisheries management and Biological Opinion projects.

BUDGET CHANGES

FY 2015-2016

The recommended budget for the Sonoma County Water Agency reflects overall expenditures of \$210.1 million, a decrease of \$9.3 million or 4.2% over FY 2014-2015. This decrease is attributed to fewer flood control zone channel improvement projects (\$6.4 million); a reduction in new water transmission construction projects (\$3.9 million); and a decrease in sanitation capital projects (\$126,000). These decreases are offset by a \$1.1 million operating transfer increase, primarily for planning and design of new water transmission capital projects.

Revenues and use of fund balance total \$210.1 million, a decrease of \$9.3 million or 4.2% over FY 2014-2015, in line with changes in expenditures. The decrease is accounted for by a \$20.2 million decline in the use of fund balance, while revenues are up \$10.8 million.

Water Transmission & Supply

Water Transmission and Supply expenditures (funded by wholesale water rates and property taxes, respectively) decrease \$3.9 million or 4.7% from FY 2014-2015. This decrease is the result of fewer new capital projects in FY 2015-2016. The Mirabel Fish Screen Fish Ladder, the Westside Facility, aqueduct cathodic protection projects, and storage tank recoat projects all were initiated and incurred a majority of their costs in FY 2014-2015 and will be completed in FY 2015-2016. These projects, along with Russian River watershed modeling and fisheries enhancement studies funded primarily in FY 2014-2015, account for a \$3.3 million decline. There is also a decrease of \$2 million in pass through of funds from a federal WaterSmart grant to North Bay Water Reuse Authority members for recycled water projects. These declines are offset by increases in other areas. Design and initiation of construction in FY 2015-2016 on miles two and three of the Dry Creek Habitat Enhancement Project result in an increase of \$400,000. An additional \$1 million increase is tied to implementation of the National Oceanic and Atmospheric Administration (NOAA) funded Russian River Habitat Blueprint for watershed and climate adaptation studies and support for the two-year process to develop a governance structure for city and County entities and stakeholders under the state Sustainable Groundwater Management Act.

Flood Control

Flood control expenditures decrease \$6.4 million or 37.4% from FY 2014-2015. This decrease is attributable to accomplishing a number of projects in FY 2014-2015 including habitat enhancement and restoration projects, and flood modeling projects in Zone 1A Laguna Mark West (\$1.4 million), flood control studies and channel improvement projects in Zone 2A Petaluma (\$2.9 million), and stormwater detention groundwater recharge projects in Zone 3A Valley of the Moon (\$2.1 million).

Sustainability and Renewable Energy

Renewable energy/sustainability expenditures increase \$25,000 from FY 2014-2015. The increase is attributable to technical assistance provided to Sonoma Clean Power. Expenditures are used for renewable energy, energy efficiency, climate change, and sustainability projects. The Water Agency will continue to provide technical assistance on a reimbursable basis for the Sonoma Clean Power Authority.

Revenue

While revenues and use of fund balance decrease by \$9.3 million or 4.2% compared to FY 2014-2015, this decrease is accounted for by decreasing use of fund balance. Excluding use of fund balance, revenues increase by \$10.8 million. There is a \$4.7 million or 63.3% increase in Interest/Other revenue. This is primarily made up of a \$3.4 million or increase in revenue accumulated from Water Agency enterprise funds for final payment on the administration building loan and \$1 million is for interest earnings on cash used to secure the Phase I Biological Opinion letter of credit from 2009 through 2014. Operating transfers increase by \$1.1 million or 1.6% due to design of new water transmission capital projects. There is also a \$2.3 million or 11.9% increase in property tax revenue in FY 2015-2016. This represents a two year increase based on higher than budgeted collections during FY 2014-2015 and expected growth in FY 2015-2016. Sanitation charges increase by \$1.3 million or 4.9% and power/wholesale water sales increase by \$3.8 million or 9.2% as the result of rate increases. These increases are partially offset by

grant revenue, which decreases by \$2.3 million or 32.7% pending grant agreement execution. Five grants totaling \$5.1 million have been awarded but not yet executed. Once executed, grant revenue will balance projected expenditures and further lower use of fund balance. The combination of decreased spending and increased revenue leads to a \$20.2 million (41.1%) decline in use of fund balance.

FY 2016-2017

The Sonoma County Water Agency recommended budget reflects overall expenditures of \$216.7 million, an increase of \$6.6 million or 3.1% over FY 2015-2016. This is attributed to water transmission system capital projects, which are up by \$13.1 million and are discussed below. This increase is offset by a \$5.7 million decrease in sanitation capital projects, a \$281,000 reduction in flood control projects, and a \$178,000 reduction in sustainability projects. Operating transfers decline by \$403,000 due to a decrease for water transmission capital projects and water supply studies and a decrease in transfers from the General Fund to Occidental County Sanitation District for the water reclamation project.

Revenues and use of fund balance total \$216.7 million, an increase of \$6.6 million or 3.1% over FY 2015-2016. Use of fund balance increases by \$2.4 million, or 8.3%, while revenues increase by \$4.2 million.

Water Transmission & Supply

Water Transmission and Supply expenditures increase by \$13.1 million or 16.5% over FY 2015-2016. The increase is attributable to water transmission pipeline seismic hazard mitigation projects totaling \$9 million, \$4.9 million of which will be funded by FEMA Hazard Mitigation Grants, and Dry Creek miles 2 and 3 habitat enhancement design and construction totaling \$4.1 million.

Sanitation

Sanitation expenditures decrease \$5.7 million or 11.7% due to the estimated completion in FY 2015-2016 of Sonoma Valley County Sanitation District Phase 1 collection system improvements and recycled water projects and fewer planned capital projects for FY 2016-2017.

Flood Control

FY 2016-2017 flood control expenditures decrease \$281,000 or 2.6% due to fewer habitat restoration projects.

Sustainability and Renewable Energy

Renewable energy/sustainability expenditures decrease \$178,000 from FY 2015-2016 due to a reduction of consulting contracts related to projects that are expected to be completed in FY 2015-2016, including studies on building a sustainable energy utility and on generating solar power from floating solar panels. Expenditures will be used for climate change and sustainability projects, including technical assistance on a reimbursable basis for the Sonoma Clean Power Authority.

Revenue

There is a \$4.9 million increase in grant revenue from Federal Emergency Management Agency Hazard Mitigation Grants and a \$2.4 million increase in use of fund balance for water transmission capital projects. There is also a \$571,000 or 2.7% increase in property taxes, a \$1.1 million or 3.9% increase in sanitation charges, and a \$1.7 million or 3.7% increase in power and wholesale water sales. Interest and Other Revenues decrease by \$3.7 million or 30.1% as one time revenues from FY 2015-2016 drop out. Water transmission capital project grants and Occidental County Sanitation District water reclamation design changes result in operating transfer decreases of \$403,000 or 0.6%.

ALIGNMENT WITH THE COUNTY STRATEGIC PLAN

The Water Agency objectives relate to the County's Strategic Plan in a variety of areas, most substantially through *Safe, Healthy, and Caring Communities* and *Economic and Environmental Stewardship* by providing the infrastructure necessary to transmit clean water to the community as well as collection and treatment of wastewater and flood control measures, with \$201.2 million budgeted in FY 2015-2016 and \$210.5 million in FY 2016-2017. Additionally, \$8.9 million of FY 2015-2016 and \$6.2 million of FY 2016-2017 infrastructure projects will support *Environmental Stewardship* by complying with the Biological Opinion and expanding various recycled water initiatives and continued support of Sonoma Clean Power.

In addition to the County Strategic Plan, there are two key strategic planning documents guiding the Water Agency's functions and activities. The first is the Water Agency's Strategic Plan, developed in 2012, which helps guide the Water Agency's activities for the next five years. The Water Agency Strategic Action Plan Objectives are: 1) protect the health and safety of the public and the environment; 2) manage sanitation systems in a cost-effective manner; 3) encourage beneficial use of recycled water; and 4) adequately fund and implement infrastructure replacement and upgrade projects. The second is the Water Supply Strategies Action Plan, which is updated annually and addresses the water supply challenges faced by the Water Agency and its water customers.

ACCOMPLISHMENTS AND OBJECTIVES

FY 2013-2015 Accomplishments

- Constructed 3.5 miles of the Napa-Sonoma Salt Marsh Pipeline, the largest recycled water project in San Pablo Bay, to restore approximately 640 acres of former salt ponds to wildlife habitat.
- Completed first seismic upgrade project on the Santa Rosa Aqueduct which delivers drinking water to the cities of Santa Rosa and Sonoma, and to the Valley of the Moon Water District.
- Led effort to investigate Community Choice Aggregation and implemented the launch of Sonoma Clean Power to reduce carbon emissions by providing a greener energy choice to Sonoma County residents.
- Completed the move of the Service Center into the Airport Sanitation Zone facility.
- Finished the first mile of habitat enhancement on Dry Creek to improve habitat for listed species in compliance with the Russian River Biological Opinion and completed design and initiated construction of the Mirabel Fish Screen/Fish Ladder Project in compliance with the Russian River Biological Opinion.
- Finalized seven-year groundwater study culminating in the Santa Rosa Plain Groundwater Management Plan to ensure water quality objectives are met and beneficial uses of groundwater are protected.

FY 2015-2017 Objectives

- Conduct two-year process to develop governance structure for city and county entities and stakeholders under the state Sustainable Groundwater Management Act to ensure that groundwater resources in Sonoma County will be sustainably managed and comply with the requirements of state law.
- Complete design and initiate construction on miles two and three of the Dry Creek Habitat Enhancement Project in collaboration with the US Army Corps of Engineers to continue efforts to improve habitat for listed species in compliance with the Russian River Biological Opinion.
- Complete construction of the Westside Facility, install educational exhibits, and initiate watershed education classes to teach Sonoma County students about their water systems.
- Complete construction of the Mirabel Fish Ladder, Fish Screen, and Viewing Gallery Project and initiate fish monitoring and public tours and improve access for salmonids to the upper Russian River watershed.

Implement the National Oceanic and Atmospheric Administration funded Russian River Habitat Blueprint to restore habitat for endangered fish species; conduct drought and atmospheric rivers research to inform reservoir operations; and improve community and ecosystem resiliency to flooding and drought.

ECONOMIC DEVELOPMENT DEPARTMENT

Ben Stone
Director

To foster a healthy business environment and provide services that promotes the local economy.

BUDGET AT A GLANCE:	FY 2015-2016	FY 2016-2017
Total Expenditures	\$5,917,053	\$5,870,604
Total Revenues/Use of Fund Balance	\$5,917,053	\$5,870,604
Total General Fund Contribution	\$0	\$0
Total Staff	12.25	9.25
% Funded by General Fund	0.00%	0.00%

DEPARTMENT SERVICES

The Sonoma County Economic Development Department (EDD) provides services to encourage the startup, retention, and expansion of Sonoma County businesses and jobs. In doing so the EDD 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 that are critical to maintaining a sound economy; and supports an employer-driven workforce development strategy. The EDD further promotes economic development by encouraging tourism through funding agreements with visitor centers that serve the unincorporated areas of the County, and Sonoma County Tourism (SCT).

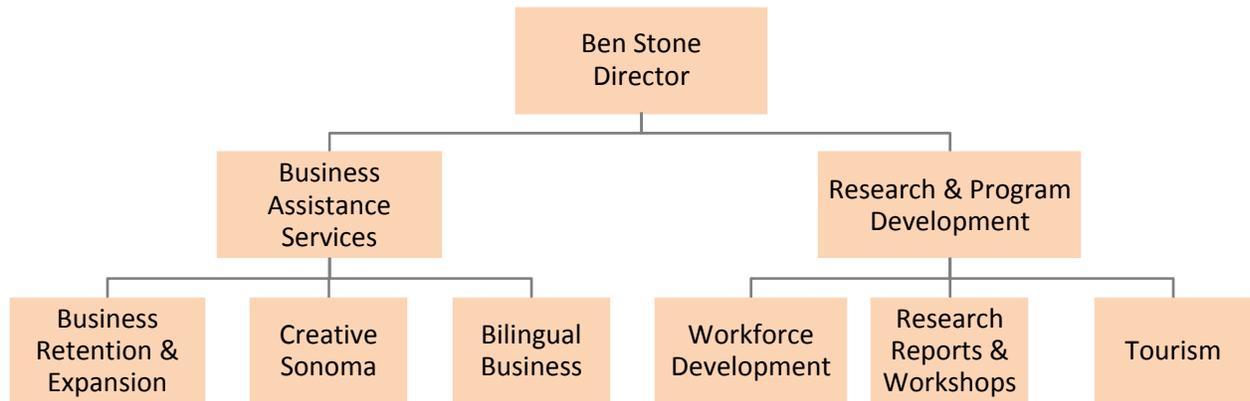
The EDD's budget is organized into two divisions:

Business Assistance Services, which has the primary functions of Business Retention and Expansion; Creative Sonoma; and the Bilingual Business Assistance Outreach Services.

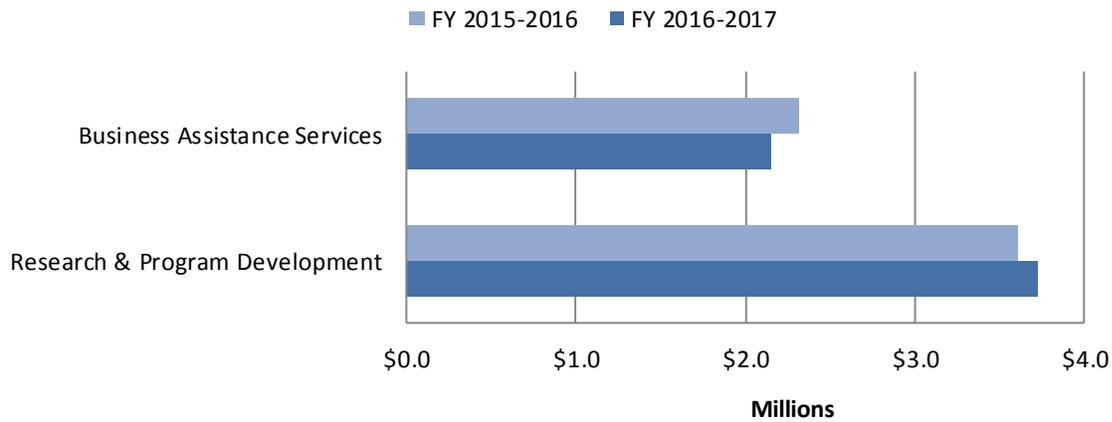
Research and Program Development, which has the primary functions of Workforce Development, Research Reports and Workshops, and Tourism.

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

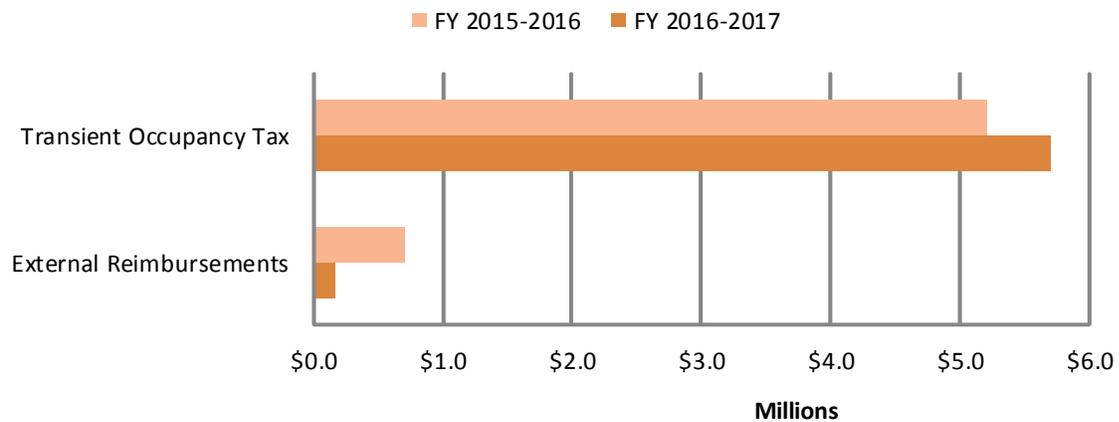
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FUNDING USES



FUNDING SOURCES



FINANCIAL SUMMARY

	FY 2014-15	FY 2015-16			FY 2016-17		
	Adopted Budget	Recommended Budget	Change from 2014-15	% Change from 2014-15	Recommended Budget	Change from 2015-16	% Change from 2015-16
Expenditures (Uses)							
Business Assistance Services	1,382,959	2,314,820	931,861	67.4	2,141,345	(173,475)	(7.5)
Research & Program Development	3,870,453	3,602,233	(268,220)	(6.9)	3,729,259	127,026	3.5
Total Expenditures	5,253,412	5,917,053	663,641	12.6	5,870,604	(46,449)	(0.8)
Revenues/Reimbursements/Use of Fund Balance (Sources)							
Transient Occupancy Tax	4,373,592	5,210,053	836,461	19.1	5,703,604	493,551	9.5
External Reimbursements	879,820	707,000	(172,820)	(19.6)	167,000	(540,000)	(76.4)
Total Revenues/Use of Fund Balance	5,253,412	5,917,053	663,641	12.6	5,870,604	(46,449)	(0.8)
Total Permanent Positions	10.25	12.25	2.0 *	16.3	9.25	(3.0) **	(24.5)

*The recommended budget reflects the addition of 3 positions (Admin Aide, Department Program Manager and Business Development Manager) as FY 2014-2015 budget adjustments. The recommended budget includes the addition of 1 Department Program Manger and the transfer of 1 Administrative Aide to General Services Department and the deletion of 1 Administrative Aide.

**The recommended budget for FY 2016-2017 reflects expiration of 3 time-limited positions that expire June 30, 2016.

BUDGET CHANGES

FY 2015-2016

The recommended budget includes expenditures totaling \$5.9 million, an increase of \$664,000 or 12.6% over FY 2014-2015. The increase is due to payments to Sonoma County Tourism of \$192,000, per the agreement between the County and Sonoma County Tourism (SCT) that provides SCT approximately 22% of Transient Occupancy Tax (TOT) revenues collected; \$252,000 for increased salaries and benefits; and \$220,000 for services and supplies for programs described in Business Assistance Services below.

Business Assistance Services

Total expenditures are \$2.3 million, which is a \$932,000 or 67.4% increase from FY 2014-2015. The increases are due to the Creative Sonoma program approved by the Board on June 24, 2014, for \$300,000; services designed to provide a communication link between businesses and job seekers by providing information on the broad array of services available to local employers through the Economic Development Department and Job Link, approved by the Board in August 2014 and funded by Human Services Department (HSD) for \$400,000. HSD funding supports the two Department Program Managers and one Administrative Aide position for the Job Link program. Additional increases are attributable to bilingual assistance costs of \$130,000; \$37,500 of supplies and services costs shifted from the Research and Program Development program; and an increase of \$68,500 in operating costs.

Research & Program Development

Total expenditures are \$3.6 million, a decrease of \$272,000 or 7.0% from FY 2014-2015. This is a result of a transfer of the Green Business program, along with one Administrative Aide position to the Energy Division of the General Services Department for \$114,500, the end of the iWork Well grant for \$120,000 from the Department of Health Services, and the deletion of the Administrative Aide position associated with the program, as well as the shift of supplies and services costs of \$37,500 to support the programs in Business Assistance Services.

Revenues are projected to increase \$664,000 or 12.6% over FY 2014-2015. This includes \$300,000 for the Creative Sonoma Program, \$400,000 from Human Services funding that covers the addition of three positions, and a \$36,000 decrease in Donations/Contributions. Transient Occupancy Tax revenue provides a total of \$5.2 million, of which \$2.8 million is allocated for SCT and \$2.4 million for the Economic Development Department (EDD). EDD is \$664,000 higher than the FY 2014-2015 adopted budget, primarily as a result of growth of staff and programs, including Creative Sonoma (\$300,000). External reimbursements totaling \$707,000 provides EDD with support for Workforce Investment Board (WIB), Job Link, tourism and broadband efforts. The reduction of \$173,000 from FY 2014-2015 is a result of the transfer of the Green Business program to General Services Department, and the loss of the iWork Well grant from the Department of Health Services.

FY 2016-2017

The recommended budget includes expenditures totaling \$5.9 million, a decrease of \$46,000 or 0.8% less than FY 2015-2016. The primary reason for the decrease is expiration of 3 time-limited positions funded by the Human Services Department, the end of Public Utilities Commission (PUC) and County matching funds for broadband of \$540,000, and the corresponding revenue. The decrease is partially offset by Creative Sonoma's anticipated expansion of \$200,000 in its third year of operations, the estimated increase of \$138,000 for SCT, and \$156,000 in salary and benefit increases.

TOT provides a total of \$5.7 million, of which \$2.9 million is allocated for SCT and \$2.8 million for the EDD. The \$356,000 increase to the Department is primarily to fund planned program growth for Creative Sonoma and operational cost increases.

ALIGNMENT WITH THE COUNTY STRATEGIC PLAN

The Economic Development Department's recommended budget is organized into two divisions - Business Assistance Services and Research and Program Development. Together, these programs (\$5.9 million) support the County's strategic plan goal of providing *Economic and Environmental Stewardship* by providing services to the businesses in the community and helping them grow.

ACCOMPLISHMENTS AND OBJECTIVES

FY 2013-2015 Accomplishments

- Launched the Creative Sonoma program that will support the growth of jobs in the creative cluster economy through the implementation of the County's first Cultural Arts Strategic Action Plan.
- Worked on retaining and expanding existing businesses by visiting 200+ businesses throughout the county and its unincorporated areas, and expanded the Business Development Program with the latest in Internet marketing and business intelligence tools offered to businesses free of charge.
- Sponsored premier industry sector marketing events like Beer, Cider & Spirits Conference and Sonoma County Restaurant Week, which not only increase public awareness of the products and activities available in the county, but also promote networking and understanding of rules and regulations among the businesses themselves.
- Developed a 10-year Strategic Next Economy Action plan that looks at the future impacts on jobs and the changing demographics in Sonoma County.
- Successfully launched an Access to Capital initiative targeting underserved communities through technical assistance services and connecting businesses with micro and small business loans to start or expand their businesses.

FY 2015-2017 Objectives

- Expand the Creative Sonoma program to support non-profit and for-profit arts organizations and individual artists, to improve the creative economy sector.
- Encourage business cluster development by focusing on two clusters, Outdoor Recreation and Agriculture, and establishing two councils: an Outdoor Recreation Council that will be charged with developing Sonoma County into an outdoor recreation destination and Ag Business Council that will encourage business partnerships and address common industry challenges.
- Expand the bilingual Business Assistance Program to meet the needs of the growing Latino business community.
- Expand the Workforce Development Business Services program to include working with Job Link and Sonoma Works programs to meet workforce needs of the local business community.
- Continue to improve business development and outreach services to better serve the needs of the business community.
- Deliver a progress report on Next Economy Project (NExT 2.0), including efforts to better connect key industry clusters in Sonoma County and continue to maintain a future-oriented outlook. Taken together, these efforts will help prepare Sonoma County's economy for the years to come.



REGIONAL PARKS

Caryl Hart
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.

BUDGET AT A GLANCE:	FY 2015-2016	FY 2016-2017
Total Expenditures	\$22,427,946	\$22,659,354
Total Revenues/Use of Fund Balance	\$18,150,307	\$18,379,871
Total General Fund Contribution	\$4,277,639	\$4,279,483
Total Staff	85.00	85.00
% Funded by General Fund	19.07%	18.89%

DEPARTMENT SERVICES

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

The department budget is divided into two divisions.

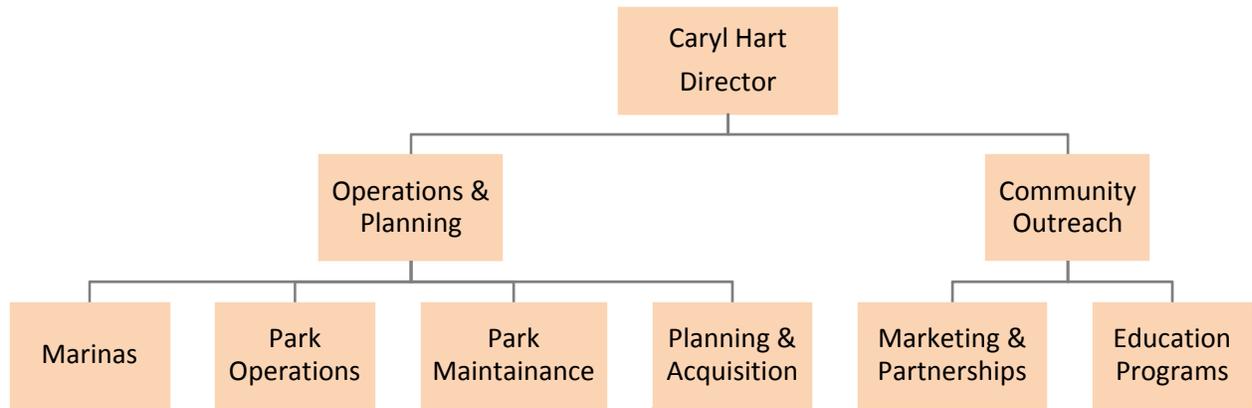
The **Operations and Planning Division** includes four primary areas: **Marinas**, which includes the management of Spud Point Marina, Mason’s Marina, and the Sport Fishing Center in Bodega Bay; **Park Operations**, which is responsible for operation of Regional Parks, including ensuring the safety and security of park visitors and assets; **Park Maintenance**, which is responsible for maintaining and repairing park facilities and recreational areas; and **Planning & Acquisition**, which is responsible for obtaining grants,

acquiring fee title and easements of recreational properties, and the planning and design of recreational and resource projects.

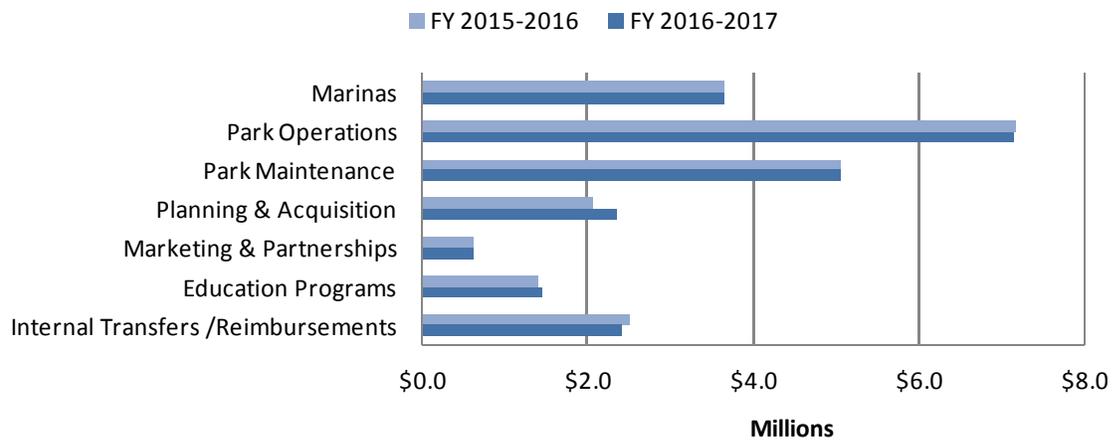
The **Community Engagement Division** has two primary areas: **Marketing & Partnerships**, which focuses on community outreach and increasing revenue and partnership opportunities for the benefit of park users and **Education Programs**, which develops and provides education, recreation and cultural experiences.

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

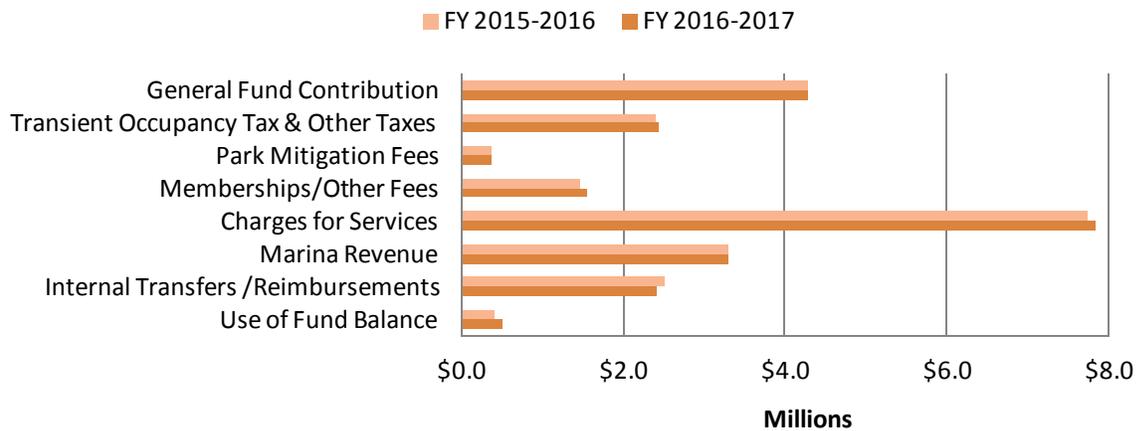
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FUNDING USES



FUNDING SOURCES



FINANCIAL SUMMARY

Expenditures (Uses)	FY 2014-15	FY 2015-16			FY 2016-17		
	Adopted Budget	Recommended Budget	Change from 2014-15	% Change from 2014-15	Recommended Budget	Change from 2015-16	% Change from 2015-16
Operations and Planning							
Marinas	3,148,880	3,633,144	484,264	15.4	3,643,489	10,345	0.3
Park Operations	7,366,322	7,167,218	(199,104)	(2.7)	7,141,840	(25,378)	(0.4)
Park Maintenance	4,235,261	5,060,346	825,085	19.5	5,060,106	(240)	(0.0)
Planning & Acquisition	2,054,000	2,050,574	(3,426)	(0.2)	2,329,852	279,278	13.6
<i>Internal Transfers /Reimbursements</i>	2,253,723	2,176,555	(77,168)	(3.4)	2,094,682	(81,873)	(3.8)
Community Engagement							
Marketing & Partnerships	494,830	604,230	109,400	22.1	616,294	12,064	2.0
Education Programs	821,444	1,411,694	590,250	71.9	1,450,466	38,772	2.7
Volunteer Services*	335,368	0	(335,368)	(100.0)	0	0	0.0
<i>Internal Transfers /Reimbursements</i>	313,180	324,185	11,005	3.5	322,625	(1,560)	(0.5)
Total Expenditures	21,023,008	22,427,946	1,404,938	6.7	22,659,354	231,408	1.0
Revenues/Reimbursements/Use of Fund Balance (Sources)							
General Fund Contribution	4,179,249	4,277,639	98,390	2.4	4,279,483	1,844	0.0
Transient Occupancy Tax & Other Taxes	2,300,349	2,392,449	92,100	4.0	2,438,163	45,714	1.9
Park Mitigation Fees	360,546	365,158	4,612	1.3	365,158	0	0.0
Memberships/Other Fees	1,127,214	1,473,331	346,117	30.7	1,542,322	68,991	
Charges for Services	6,936,581	7,734,700	798,119	11.5			
Marina Revenue	3,072,823	3,283,938	211,115	6.9			
<i>Internal Transfers /Reimbursements</i>	2,566,903	2,500,740	(66,163)	(2.6)			
Use of Fund Balance	479,343	399,991	(79,352)	(16.6)			
Total Revenues/Use of Fund Balance	21,023,008	22,427,946	1,404,938	6.7			
Total Permanent Positions**	79.0	85.0	6.0	7.6	85.0	0.0	0.0

Note: Expense and revenues include \$2.5 million in internal transfers and reimbursements in FY 2015-2016 and \$2.4 million in FY 2016-2017 for a net budget of \$19.9 million in FY 2015-2016 and \$20.0 million in FY 2016-2017.

* Volunteer Services were budgeted separately in FY 2014-2015, but are included within Park Operations in FY 2015-2016.

**Four positions were added in FY 2014-2015 mid-year adjustments, including one position to support planning, two positions to provide staffing for the newly-opened North Sonoma Mountain Regional Park and Open Space Preserve, and conversion of one extra-help maintenance position to a permanent position. Conversion of an extra-help Building Mechanic at Spud Point Marina to permanent position and creating an additional Secretary position at Spud Point Marina are included in the recommended budget.

BUDGET CHANGES

FY 2015-2016

Regional Parks Department's FY 2015-2016 recommended budget consists of \$22.4 million in expenditures, an increase of \$1.4 million or 6.7% over FY 2014-2015. The budget is financed with \$18.1 million in revenue primarily from the sale of park memberships, camping, charges for services the Marina revenues, and with \$4.3 million of General Fund support. The General Fund contribution increases by \$98,000 or 2.4% due to additional support for operational expenses and for the planning division, including addition of one Planner Technician, added during FY 2014-2015 mid-year adjustments, offset by declines in one-time support for major maintenance projects. The recommended budget includes an additional Building Mechanic I/II and Secretary for the Marina in order to better respond to maintenance issues and improve the level of service offered at the Marinas. These positions will replace extra help staffing and additional costs of \$62,346 will be covered with increased revenue.

Operations & Planning

Marina area expenditures increase by \$484,000 or 15.4%. Staffing changes, including the positions discussed above, lead to a \$115,000 increase. Additional funding for services and supplies to support deferred maintenance needs accounts for another \$52,000 of the increase, and there is a \$164,000 increase in depreciation expenses to more accurately record depreciation of assets at the Masons and Spuds Point Marinas. The remainder of the increase is internal service costs.

The Park Operations area is recommended with a \$199,000 or 2.7% reduction, primarily due to shifting major maintenance projects funding of \$323,000 to Parks Maintenance and shifting the Aquatics Program, \$585,000, to Education Programs. These shifts are partially offset by \$160,000 associated with position changes to support newly-opened North Sonoma Mountain Regional Park and Open Space Preserve and enhance services in FY 2014-2015 mid-year adjustments; \$335,000 reflecting the move of the Volunteer Services program from Community Engagement to Park Operations; and other operational increases of \$214,000, due primarily to internal service costs and utilities.

The Park Maintenance increases by \$825,000 or 19.5% as a result of additional funding for maintenance-related services and supplies of \$456,000, including the \$323,000 that was moved from Park Operations. In addition, staff approved during FY 2014-2015 mid-year adjustments to help maintain new parks contribute to \$220,000 in increased salary and benefits, and increased costs for internal services contribute to the remaining balance.

Community Engagement

The Marketing and Partnerships area is recommended to increase by \$109,000 or 22.1%. Additional printing and advertising costs due to higher demand for maps, memberships, and other documents account for \$49,000 of this increase. Additional salary and benefits, primarily tied to the increase of one marketing specialist from part time to full time during the FY 2014-2015 mid-year adjustments, and increases to internal charges account for the remainder of the increase.

The Educational Programs area increases by \$590,000 or 71.9% as a result of shifting the Aquatics Program under Educational Programs in order to align the budget to the operational activities of the Department. This resulted in an increase to salary and benefits of \$473,000 or 103% and services and supplies of \$112,000 or 32%.

The Volunteer Services area (\$335,000) was moved to Park Operations, as noted above.

Revenue

Revenue is estimated to increase by \$1.4 million. Charges for Services increase by \$798,000 or 11.5%, due to increases in day use, camping and planner reimbursements. In addition, Memberships/Other Fees increase \$346,000 or 30.7%, and this growth is driven primarily by annual and senior park membership sales. Marina revenues estimate a \$211,000 or 6.9% increase from anticipated increases in berthing and fuel.

FY 2016-2017

Regional Parks Department's FY 2016-2017 recommended budget consists of \$22.7 million in expenditures, a \$231,000 or 1% increase from FY 2015-2016. The General Fund contribution is \$4,279,000, an increase of \$2,000.

Operations and Planning

Planning and Acquisition expenditures increase by \$279,000 or 13.6% as the result of additional transfers from Park Mitigation Funds to help fund various capital projects.

Revenue

Memberships/Other Fees and Charges for Services are expected to increase by a total of \$157,000, primarily due to an expected increase in the volume of memberships, day use, and camping fees. Use of Fund Balance increases by \$112,000 or 28.1% due to use of fund balance in Parks Mitigation Funds for capital projects.

ALIGNMENT WITH THE COUNTY STRATEGIC PLAN

Services provided by Regional Parks align most closely with the Strategic Plan goal *Economic and Environmental Stewardship*, contributing to the economic vitality of Sonoma County by acquiring, developing, managing and maintaining parks and trails countywide. This accounts for \$20.1 million in FY 2015-2016 and \$20 million in FY 2016-2017. \$2.3 million of the recommended expenditures for FY 2015-2016 supports *Safe, Healthy and Caring Community* by offering opportunities for recreation and education to the residents and visitors in Sonoma County, rising to \$2.4 million in 2016-2017.

ACCOMPLISHMENTS AND OBJECTIVES

FY 2013-2015 Accomplishments

- Dedication and Opening of North Sonoma Mountain Regional Park and Open Space Preserve and the additional transfer of 4 properties (Taylor, Laguna, Lawson, Curreri) from the Sonoma County Agricultural Preservation and Open Space District to increase open parkland in Sonoma County.
- Acquisition of 4.22 acres for the Moorland Community Park and secured funding for planning and partial development of the new park to expand the park system and create a community space in the Moorland neighborhood.
- Developed and opened primary access for Taylor Mountain Regional Park and Open Space Preserve on Petaluma Hill Road, and built additional trails and disc golf course in collaboration with local partners.
- Improved maintenance on the Joe Rodota Trail resulting in cleanup of homeless camps and other illegal uses; and collaborated with the Community Development Commission and other partners on development of linear park along the trail.
- Better connected the community to Regional Parks, with double-digit increases in park attendance and camping reservations, both up over 13% compared to FY 2012-2013, and memberships increased 10% over FY 2012-2013.

FY 2015-2017 Objectives

- Transfer designated Sonoma County Agricultural Preservation and Open Space District fee properties including Mark West, Carrington, Poff, Calabasas, Keegan-Coppin and Occidental Road to Regional Parks and open for public access, and expand regional parklands in collaboration with partners.
- Address deferred and major maintenance priorities strategically to maintain facilities.
- Expand our capacity to manage natural resources to ensure planning, development, maintenance and operation of our parks and trails are done in a manner which supports biodiversity and sustainability.
- Partner with state and local park agencies, non-profits, and businesses to increase collaboration and cooperation in providing services and programs, and develop and implement a comprehensive branding approach to increase revenue, visibility and use of regional parks.
- Complete and implement Sonoma County Integrated Park Plan recommendations with priority for those that most align with adopted sustainability goals of Regional Parks, and support the outdoor economy of Sonoma County.
- Educate the youth of Sonoma County on the value of our environment, and provide extensive opportunities for place-based experiences.
- Continue to expand investments along the Russian River to promote safe public access, water safety, tourism and environmental stewardship.

OTHER COUNTY SERVICES

Agricultural Preservation & Open Space District

Agriculture / Weights & Measures

U. C. Cooperative Extension

Fairgrounds

Advertising



AGRICULTURAL PRESERVATION & OPEN SPACE DISTRICT

William Keene
Department Head

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

BUDGET AT A GLANCE:	FY 2015-2016	FY 2016-2017
Total Expenditures	\$48,140,101	\$35,217,401
Total Revenues/Use of Fund Balance	\$48,140,101	\$35,217,401
Total General Fund Contribution	\$0	\$0
Total Staff	26.50	26.50
% Funded by General Fund	0.00%	0.00%

DEPARTMENT SERVICES

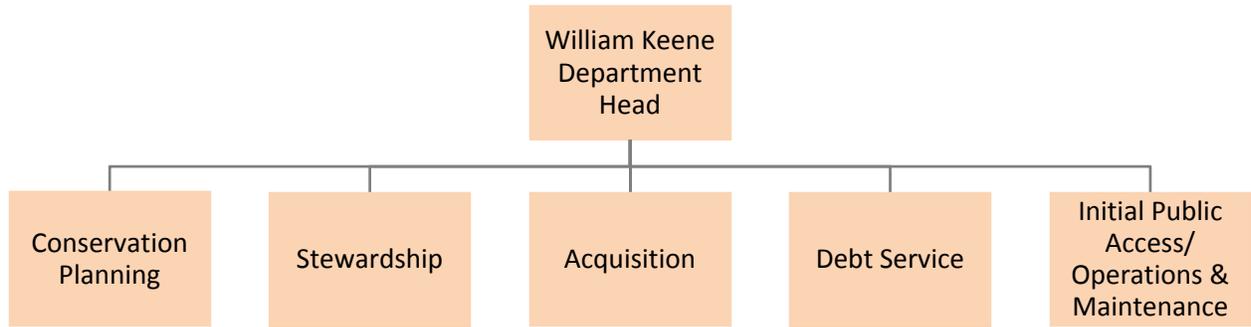
The District partners with willing landowners, public agencies, and non-profit organizations to permanently protect land from development through agreements with landowners (conservation easements), outright purchase of land, and through ongoing stewardship activities on existing easements. District acquisitions are guided by a long-range acquisition plan, “Connecting Communities and the Land,” which reflects community desires and values and directs preservation to the highest priority farmlands, greenbelts, natural areas, and recreational lands.

Financing for the District comes almost exclusively from the voter-approved sales tax. Most of this funding goes toward acquisition of land and easements, stewardship activities, and department operations. Up to 10% of sales tax revenue can be used for initial public access to and operations and maintenance of recreational lands purchased by the District. Additionally, reserves are funded to allow for ongoing stewardship should the sales tax not be reauthorized in the future.

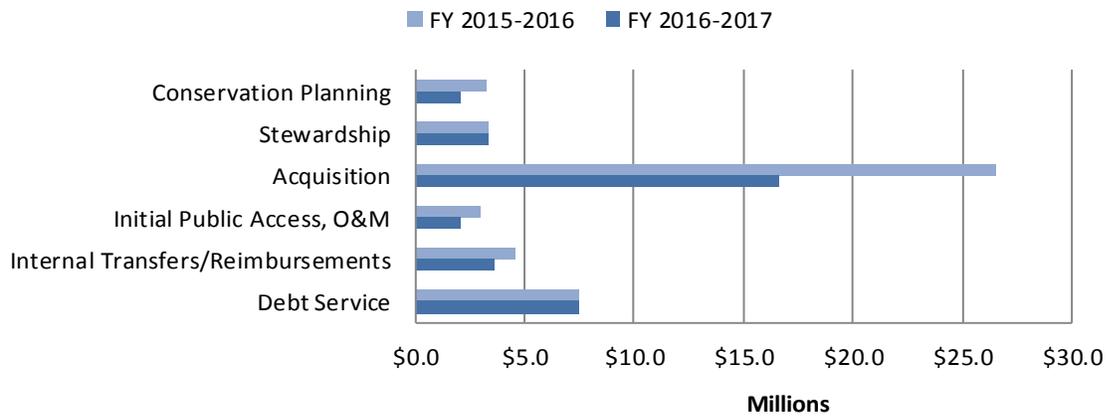
The District is organized into three programs: **Conservation Planning**, which develops and analyzes data to ensure the highest value land is protected; **Acquisitions**, which purchases conservation easements to protect farmland, greenbelts, natural areas, and recreational lands; and **Stewardship**, which monitors conservation easements, and manages properties that the District owns in fee, to ensure that the values purchased are maintained in perpetuity. **Initial Public Access, Operations and Maintenance** reflects expenditures by the District for eligible expenses and negotiated payments to other agencies for eligible work on properties that have been transferred from the District. **Debt Service** reflects repayment of Measure F 2007 bond financing used to purchase high priority conservation easements and fee properties.

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

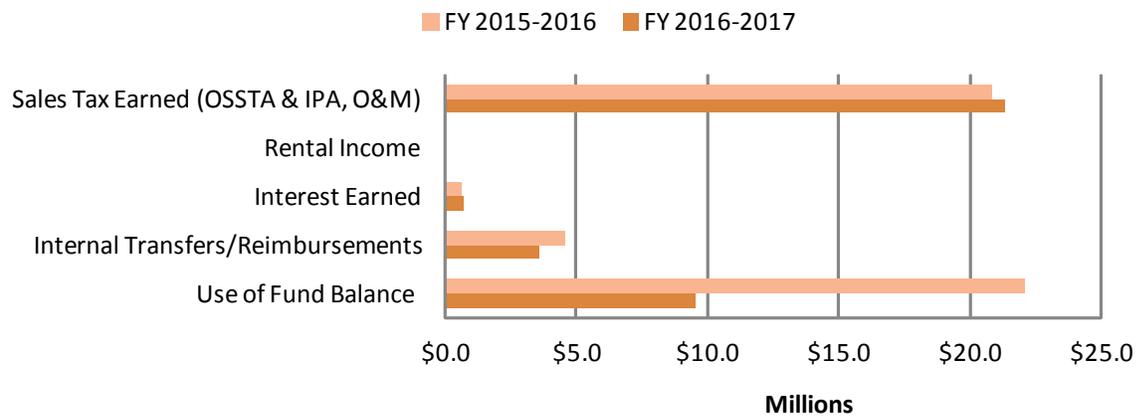
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FUNDING USES



FUNDING SOURCES



FINANCIAL SUMMARY

	FY 2014-15	FY 2015-16			FY 2016-17		
	Adopted Budget	Recommended Budget	Change from 2014-15	% Change from 2014-15	Recommended Budget	Change from 2015-16	% Change from 2015-16
Expenditures (Uses)							
Conservation Planning	2,477,367	3,225,404	748,037	30.2	2,047,435	(1,177,969)	(36.5)
Stewardship	4,122,981	3,339,269	(783,712)	(19.0)	3,333,433	(5,836)	(0.2)
Acquisition*	21,486,985	26,532,931	5,045,946	23.5	16,610,786	(9,922,145)	(37.4)
Initial Public Access, O&M**	0	2,966,500	2,966,500	N/A	2,097,000	(869,500)	(29.3)
<i>Internal Transfers/Reimbursements</i>	852,122	4,568,622	3,716,500	436.1	3,624,122	(944,500)	(20.7)
Debt Service	7,508,200	7,507,375	(825)	(0.0)	7,504,625	(2,750)	(0.0)
Total Expenditures	36,447,655	48,140,101	11,692,446	32.1	35,217,401	(12,922,700)	(26.8)
Revenues/Reimbursements/Use of Fund Balance (Sources)							
Sales Tax Earned (OSSTA & IPA, O&M)	19,051,200	20,800,000	1,748,800	9.2	21,320,000	520,000	2.5
Rental Income	166,188	15,000	(151,188)	(91.0)	15,000	0	0.0
Interest Earned	514,502	660,000	145,498	28.3	710,000	50,000	7.6
<i>Internal Transfers/Reimbursements</i>	852,122	4,568,622	3,716,500	436.1	3,624,122	(944,500)	(20.7)
Use of Fund Balance	15,863,643	22,096,479	6,232,836	39.3	9,548,279	(12,548,200)	(56.8)
Total Revenues/Use of Fund Balance	36,447,655	48,140,101	11,692,446	32.1	35,217,401	(12,922,700)	(26.8)
Total Permanent Positions	26.5	26.5	0.0	0.0	26.5	0.0	0.0

Note: Transfers and reimbursement expenses from one section of the District's budget to another total \$4.6 million in FY 2015-2016 and \$3.6 million in FY 2016-2017, resulting in a net budget of \$43.6 million in FY 2015-2016, and \$31.6 million in FY 2016-2017.

*Appropriations for Acquisitions are annually recommended at an ambitious level directly related to the active projects for each fiscal year for administrative ease of completing planned acquisitions and flexibility to respond to opportunities that arise during the year. Acquisition transactions may take multiple years for completion.

** Through FY 2014-2015, the Initial Public Access, Operations and Maintenance budget was included in Stewardship.

BUDGET CHANGES

FY 2015-2016

The recommended District budget includes expenditures totaling \$48.1 million, an increase of \$11.7 million or 32.1% over FY 2014-2015. This change is driven by increases in funding for the Matching Grant Program, land and conservation easements, Initial Public Access and Operation and Maintenance (IPA O&M), consulting services for Board directed Conservation Planning projects, and increases in internal transfers to the Stewardship Reserve. The District does not receive a contribution from the General Fund. Total revenue and use of fund balance for the District also increases by \$11.7 million, primarily due to increased use of fund balance for acquisitions and increased internal transfers to the Stewardship Reserve.

Conservation Planning

During FY 2014-2015, the Board adopted a management review of the District that directs staff to develop a comprehensive integrated planning framework and strategic plan and substantially enhance community relations and grant funding coordination. The deployment of all of these and other Board directed projects and actions will require additional short term consulting support and some operational costs, which accounts for most of the \$748,000 or 30.2% increase.

Stewardship

In the Stewardship program, a reduction of \$784,000 or 19% reflects the breakout of IPA O&M expenditures for the first time in FY 2015-2016. The budget for IPA O&M will be shown as a separate line item going forward. Overall expenditures for the Stewardship program outside of those related to IPA O&M have remained nearly level.

Acquisition

The Acquisition program's \$5.0 million or 23.5% increase includes a budget recommendation for the \$3 million Matching Grant Program approved by the Board in FY 2014-2015, as well as an increase of \$2.2 million in capital acquisitions towards land and conservation easements offset by decreases in operating costs. The Matching Grant Program makes available grants to cities, the County, other public agencies, and non-profit organizations for projects that provide open space preservation, community recreation, and public access opportunities within or near urban areas.

Initial Public Access, Operation and Maintenance

Initial Public Access, Operation and Maintenance (IPA O&M) is being broken out separately in the budget document for the first time this year, accounting for \$3 million in expenditures. Up to 10% of the dedicated sales tax receipts can be spent on projects that allow for initial public access to properties designated for recreation or operations and maintenance on these properties. Examples would include trail construction or payments to another agency to maintain newly-transferred lands. The anticipated expenditures include reimbursement to the District for Operations and Maintenance on District owned eligible properties in the amount of \$1,516,500 and \$1,450,000 of payments to other agencies for negotiated expenditures related to Initial Public Access, Operations and Maintenance. This constitutes a significant increase over the FY 2014-2015 budget due to increased payments to other agencies for newly-transferred lands and increased capital spending on trail projects, including East Slope Sonoma Mountain and North Slope Sonoma Mountain Regional Park and Open Space Preserve are completed.

Revenue

Revenue increases by \$11.7 million. This includes an increase of \$1.7 million in revenue from the District's sales tax, a 9.2% increase from FY 2014-2015 based on current collections. A decline in rental income of \$151,000 or 91% is due to the transfer of cell tower leases to Regional Parks and the completion of some grazing leases. Interest earned increases by \$145,000 or 28.3% primarily due to increasing balance in the Stewardship Reserve as the result of larger transfers.

Internal transfers and reimbursements increase by \$3.7 million or 436.1%. Most of this change is due to a \$2.4 million increase in transfers to the Stewardship Reserve in order to build the reserves needed to provide stewardship of District properties and conservation easements in perpetuity if the sales tax that provides District funds sunsets in 2031. This total transfer of \$3 million will bring the reserve balance to \$14.2 million. Additionally, \$1.5 million is estimated to be reimbursed to the District from the IPA O&M fund for operations and capital activity on District owned recreational properties. The \$6.2 million, or 39.3%, increase in Use of Fund Balance from the Open Space Sales Tax Account (OSSTA) is needed for potential acquisitions.

FY 2016-2017

The recommended District budget includes expenditures totaling \$35.2 million, which is a decrease of \$12.9 million or 26.8% from FY 2015-2016. The decrease is due to the anticipated completion of projects in FY 2015-2016, as well as a decrease in projected expenditures for capital acquisitions of land and conservation easements.

Sales tax revenues are projected to increase \$520,000 or 2.5% in FY 2016-2017 and the Use of Fund Balance decline of \$12.5 million or 56.8% is due to the overall reductions in spending as discussed below. Internal transfers and reimbursements decline by \$945,000 or 20.7%, primarily due to a decrease in reimbursements to the Districts for IPA O&M eligible projects. Transfers to the Stewardship Reserve remain at \$3 million, with a projected accumulated balance of \$17.5 million by June 30, 2017.

Conservation Planning

Due to the expected completion in FY 2015-2016 of contracts related to the District's Strategic Plan and integrated planning framework, as well as other planning projects, expenditures in the Conservation Planning area drop by \$1.2 million, or 36.5%.

Acquisition

The FY 2016-2017 Acquisition budget drops by \$9.9 million due primarily to a decrease of \$6.7 million from the prior year projected expenditures for capital acquisitions of land and conservation easements and due to anticipated completion of many planned acquisitions in FY 2015-2016. In addition there is a \$3 million reduction in Matching Grant expenditures for the biennial program.

Initial Public Access, Operation and Maintenance

Initial Public Access, Operation and Maintenance decreases by \$870,000, or 29.3% in FY 2016-2017 due to a decrease of \$945,000 as trail projects including East Slope Sonoma Mountain and North Slope Sonoma Mountain Regional Park and Open Space Preserve are completed. Payments to other agencies for transferred properties increase by \$75,000.

ALIGNMENT WITH THE COUNTY STRATEGIC PLAN

Of the four goals in the County Strategic Plan, programs provided by the Agricultural Preservation and Open Space District most closely align with the goal of Economic and Environmental Stewardship. All activities under the District's Programs are aimed at achieving the outcomes of this goal including:

- Protecting watersheds, promoting biodiversity and contributing to recreational and economic vitality.
- Protecting, maintaining, and managing public lands and open space systems.
- Continued stewardship of easements and management of properties the District owns in fee.
- Ensuring that agricultural resources are preserved and valued for food and for maintaining links to our County's agricultural heritage.

ACCOMPLISHMENTS AND OBJECTIVES

FY 2013-2015 Accomplishments

- Completed transfer of North Sonoma Mountain to Sonoma County Regional Parks (736 acres), Montini to the City of Sonoma (98 acres), and Wright Preservation Bank to the State of California (173 acres).
- Acquired conservation easements over Curreri (29 acre addition to Sonoma Valley Regional Park), Fitch Mountain (creation of 173 acre Open Space Preserve in Healdsburg); acquired agricultural easements over Jones Dairy and Foppiano Vineyards.
- Completed 8 stewardship workdays on 6 properties with 80 volunteers, and trained 60 new volunteer patrollers.
- Conducted 50 outings county-wide reaching 1300 participants of very diverse demographics, and led 90 environmental and agricultural education field trips serving 4,000 youth.

FY 2015-2017 Objectives

- Develop an integrated, hierarchical planning framework which will produce a long term strategic plan, annual work plans, property-specific plans, summary statistics for messaging and grants, and performance metrics.
- Enhance community outreach and focused youth engagement via a new website, stakeholder input, 25th anniversary celebration, community meetings, diverse media strategy, land stewardship, educational programs and hosting of workshops and events.
- Complete transfer of Tier 1 properties including Carrington Ranch, Haroutunian North, Mark West Regional Park and Open Space Preserve, and Healdsburg Ridge Open Space Preserve.
- Acquire six conservation easements that protect natural and scenic resources while furthering sustainable agricultural, forestry practices, recreational opportunities, and initiate ongoing stewardship of each acquisition.
- Present six Matching Grant projects to the Board of Directors that preserve and enhance urban open spaces with opportunities for a variety of recreational enjoyment.
- Establish a 2031 funding target for the Stewardship Reserve Fund through development of a model that can be continuously updated as easements are acquired.
- Increase the frequency of conservation easement monitoring visits and other opportunities for communication with easement landowners.

AGRICULTURE/WEIGHTS & MEASURES

Tony Linegar
Agricultural
Commissioner/Sealer

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

BUDGET AT A GLANCE:	FY 2015-2016	FY 2016-2017
Total Expenditures	\$5,917,763	\$5,951,440
Total Revenues/Use of Fund Balance	\$4,119,988	\$4,153,666
Total General Fund Contribution	\$1,797,775	\$1,797,774
Total Staff	33.30	33.30
% Funded by General Fund	30.38%	30.21%

DEPARTMENT SERVICES

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 two major Divisions: **Agriculture** and **Weights & Measures**.

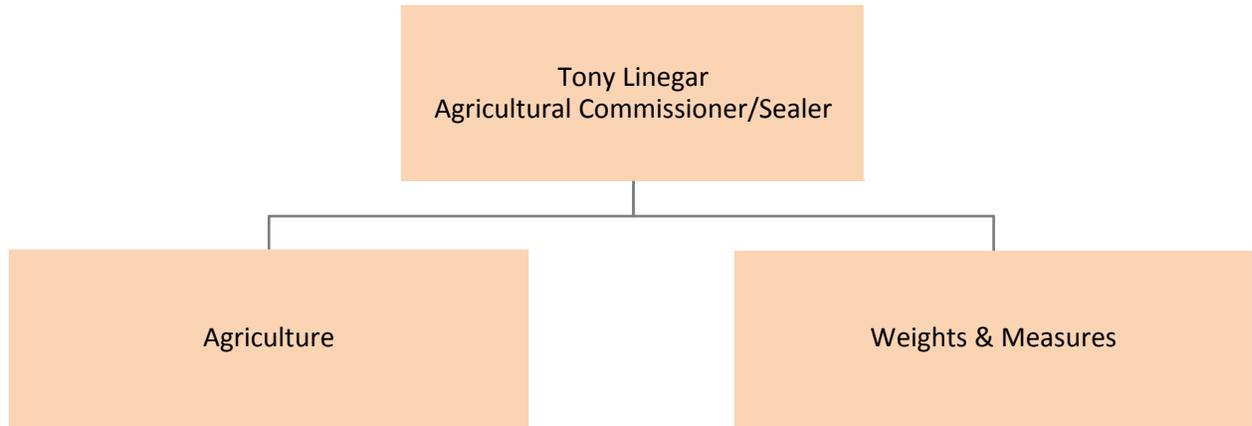
The **Agriculture Division's** functions include protecting public health and safety and the environment by enforcing pesticide regulations. It also protects agriculture and the environment by administering programs that minimize the introduction and spread of pests, and promotes local foods by certifying local farmers' markets and producers and inspecting organic and egg operations. Within this division, the newly-created Land Stewardship Unit's charge is to protect the environment and promote the economy driven by agriculture by enforcing local ordinances (Agricultural Grading and Drainage, Vineyard Erosion and Sediment Control (VESCO), Frost Protection, and Riparian

Corridor) and providing best management practices services that aid the stewardship of private agricultural land.

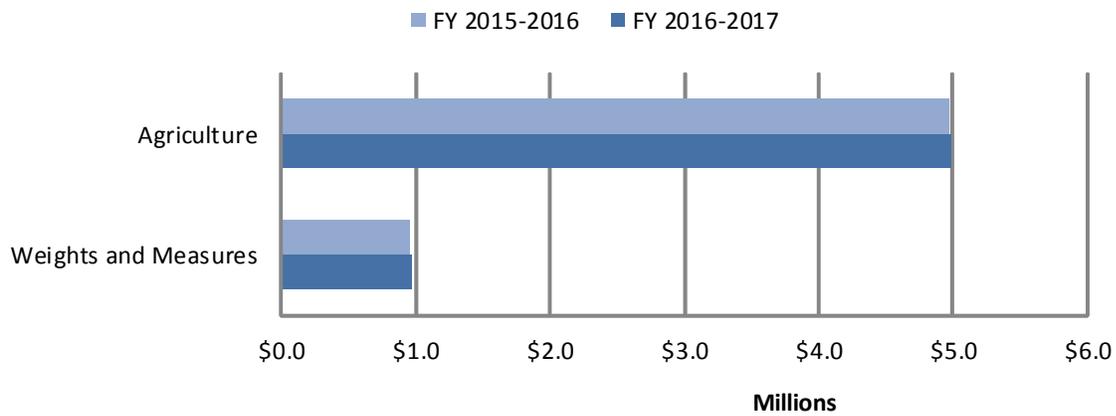
The **Weights and Measures Division** protects the economy and consumers by ensuring fair and equitable business practices. The Weights and Measures Division accomplishes this by testing the accuracy of commercial weighing and measuring devices, verifying the accuracy of scanners, and checking the quantity of packaged commodities to ensure that consumers are getting what they pay for. It also investigates consumer complaints and collaborates with the District Attorney on major cases.

For more information, call (707) 565-2371, or visit www.sonomacounty.ca.gov/Agricultural-Commissioner/.

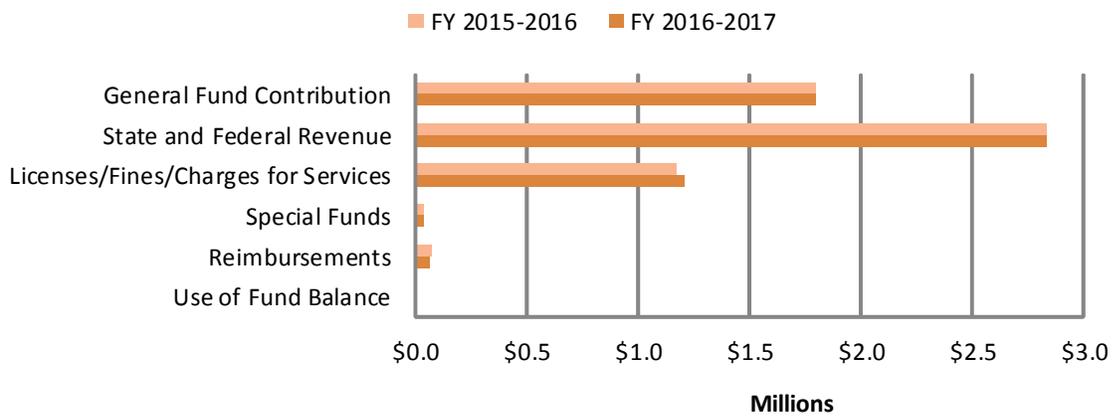
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FUNDING USES



FUNDING SOURCES



FINANCIAL SUMMARY

	FY 2014-15	FY 2015-16		FY 2016-17			
	Adopted Budget	Recommended Budget	Change from 2014-15	% Change from 2014-15	Recommended Budget	Change from 2015-16	% Change from 2015-16
Expenditures (Uses)							
Agriculture	4,444,182	4,965,715	521,533	11.7	4,982,974	17,259	0.3
Weights and Measures	921,537	952,048	30,511	3.3	968,466	16,418	1.7
Total Expenditures	5,365,719	5,917,763	552,044	10.3	5,951,440	5,399,396	0.6
Revenues/Reimbursements/Use of Fund Balance (Sources)							
General Fund Contribution	1,575,408	1,797,775	222,367	14.1	1,797,774	(1)	(0.0)
State and Federal Revenue	2,687,298	2,830,499	143,201	5.3	2,830,499	0	0.0
Licenses/Fines/Charges for Services	1,039,944	1,170,794	130,850	12.6	1,206,653	35,859	3.1
Special Funds	39,800	38,550	(1,250)	(3.1)	38,550	0	0.0
Reimbursements	19,440	74,010	54,570	280.7	71,310	(2,700)	(3.6)
Use of Fund Balance	3,829	6,135	2,306	60.2	6,654	519	8.5
Total Revenues/Use of Fund Balance	5,365,719	5,917,763	552,044	10.3	5,951,440	33,677	0.6
Total Permanent Positions	32.0	33.3	1.3	4.1	33.3	0.0	0.0

Note: 1.0 FTE Senior Engineer and 0.32 FTE Administrative Service Officer added during FY 2014-15 mid-year adjustments.

BUDGET CHANGES

FY 2015-2016

The recommended budget includes expenditures totaling \$5,918,000, an increase of or \$552,000 or 10.3% over FY 2014-2015. This is due to increases in salary and benefits, internal service costs, and budgeted lease costs. The General Fund contribution is \$1,798,000, which is a \$222,000 or 14.1% increase over the prior year adopted budget, primarily due to increased Salary and Benefits, including the mid-year FY 2014-2015 addition of a Senior Engineer to head the new Land Stewardship unit, as well as additional costs associated with the implementation of the County's Enterprise Financial System.

Most of the increase in recommended expenditures from the adopted FY 2014-2015 budget occurs in the Agriculture Division, which sees expenses go up by \$522,000 or 11.7%. Salary and Benefit costs increase by \$108,000 largely as the result of the addition of the new Senior Engineer, \$148,000 for vehicle usage and financial system charges, and \$311,000 in lease expenses were added to this budget during mid-year FY 2014-2015 for appropriate gas tax cost recovery and continue in FY 2015-2016. The lease expenses were previously paid from a separate trust account. These increases were partially offset by decreases in other services and supplies.

Weights and Measures shows a smaller increase of \$30,511 or 3.3%, increase, due primarily to internal services expenses like the implementation of the new Enterprise Financial System.

Revenues and use of fund balance total \$4,120,000 in FY 2015-2016, an increase of \$330,000 or 8.7%. State and federal revenues increase by \$143,000 or 5.3%, primarily as a result of funding from state contracts associated with Glassy-Winged Sharpshooter and European Grapevine Moth pest programs. Licenses\Fines\Charges for Service increase by \$131,000 or 12.6% primarily due to an expected increase in the volume of Vineyard Development Fees based on updated estimates of recent activity increased collections efforts and an increase in Device Registration and Scanner business accounts. Reimbursements increase by \$55,000 or 280.7% due to a \$26,000 increase in reimbursements for the County's State Fair booth, and a \$29,000 increase in transfers in from the Information Systems Division for scheduled information technology replacements. There is a \$2,000 (60.2%) increase in the use of fund balance in the Fish and Wildlife fund, due to a decrease in projected revenue from fines and interest in pooled cash.

FY 2016-2017

The recommended budget includes expenditures of \$5,951,000, an increase of 0.6%, and revenues of \$4,110,000, a slight increase due primarily to expected revenues in Charges for Services related to the Agricultural Waiver Program. The General Fund contribution of \$1,798,000 is the same as FY 2015-2016.

ALIGNMENT WITH THE COUNTY STRATEGIC PLAN

Of the four goals in the County's Strategic Plan, most of the services provided by the Department align most closely with *Economic & Environmental Stewardship* by protecting and supporting the economic and environmental viability of the County. These services total \$4.3 million in FY 2015-2016 and \$4.4 million in FY 2016-2017 in the recommended budget. The Human Health and Safety component within the Agricultural program area, budgeted for \$1.6 million in FY 2015-2016 and FY 2016-2017, most closely aligns with *Safe, Healthy, and Caring Communities*.

ACCOMPLISHMENTS AND OBJECTIVES

FY 2013-2015 Accomplishments

- Implemented the agricultural grading and drainage permitting previously performed by PRMD. Grading and drainage review is now performed in conjunction with Vineyard Erosion and Sediment Control Ordinance review, allowing a streamlined process.
- Created a new Land Stewardship Division headed by a Chief Environmental Engineer. The division oversees VESCO, agricultural grading and drainage, frost protection, riparian corridor setbacks and best management practices (BMPs), and leads the efforts to leverage practices implemented under VESCO to meet state water board requirements. These changes enhance the department's responsiveness to the increased emphasis on environmental impacts of agriculture while fostering economic sustainability.
- Developed BMPs for agriculture within streamside setback areas required in the newly-adopted County Riparian Corridor Ordinance in collaboration with other county departments, resource agencies, and agricultural stakeholders. The department has continued to conduct outreach and education to agricultural producers on complying with the County's new requirements.
- Deployed and serviced detection traps for European Grapevine Moth and enforced quarantine requirements which contributed to an 84% reduction in the quarantine area within Sonoma County (from 5,600 acres of vineyards to 900 acres).
- Investigative work in partnership with other county agencies and District Attorneys' offices led to the settlement of four civil cases that recovered \$7,345,000 in damages for California consumers.
- Inspected over 22,000 items at more than 660 local businesses using scanners systems for price accuracy, and found 493 charged at a higher price than posted or advertised, an increase in violations from the previous year. Consumers and equity in the market place were protected through increased number of follow up inspections and penalty actions.
- Improved customer service by expanding hours of public access to department's office and reassigned staff to provide a biologist on duty for half-day to respond to public phone and counter calls immediately and often in person.

FY 2015-2017 Objectives

- Increase efficiencies and services in implementing new and existing programs within the new Land Stewardship Division. This includes completing development of new work processes and cross-training so that Agricultural Biologist staff achieve expertise in the new area of natural resource protection.
- Focus activities related to European Grapevine Moth (EGVM) detection and enforcement so that the remaining area can be removed from quarantine
- Enhance consumer protection by pursuing more cases in partnership with the District Attorney's office and other agencies.
- Develop an agricultural waiver that allows growers to comply with State Regional Water Quality Control Board's requirements using by using work performed for the Department's existing programs. This will allow growers to streamline their compliance efforts while enhancing environmental stewardship and economic sustainability.
- Increase number of package inspections by approximately 10% (800 additional product inspections) to identify and correct short-weight packages and improperly labeled commodities sold at local businesses.

These inspections and investigative activities increase local consumer protection and educate packers on the state and federal Fair Package and Labeling Act requirements.

- Continue to expand activities to prevent the introduction and spread of exotic pests that threaten the economic viability of agriculture. Besides EGVM, recent increased threats include Glassy-Winged Sharpshooter, Asian Citrus Psyllid, and Light Brown Apple Moth.
- Replace essential and specialized weight testing equipment in order to reduce ongoing maintenance costs to ageing equipment and improve safety. This equipment is shared under the Joint Powers Authority with neighboring counties in order to reduce cost to our county cost.

U. C. 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, and nutrition and youth development.

BUDGET AT A GLANCE:	FY 2015-2016	FY 2016-2017
Total Expenditures	\$997,924	\$997,924
Total Revenues/Use of Fund Balance	\$51,600	\$67,940
Total General Fund Contribution	\$946,324	\$929,984
Total Staff	6.00	6.00
% Funded by General Fund	94.83%	93.19%

DEPARTMENT SERVICES

Through a collaborative agreement between the University of California (UC) and Sonoma County, the UCCE provides science-based research and educational programming to assist people in Sonoma County in solving problems and creating opportunities in agriculture, natural resources, and youth development. The County provides funding for clerical and field support staff, office space, and operational support for the academic faculty and research staff employed by the University. The UC contributes over \$1.5 million in salary and benefits to the UC employees in the department, which is not reflected in the County budget. In addition, various UC funding sources cover expenses related to many UCCE programs. The University of California brings vast resources to the County through education and research programs that further contribute to the County's strategic initiatives.

The UCCE is divided into six major program areas:

Horticulture provides education, research assistance and business training to existing and beginning farmers, and supports the Master Gardener program;

Marine Science promotes the wise use of coastal resources in fishing and aquaculture;

Livestock, Rangeland and Watershed Management supports local livestock and dairy industries and supports Coho Salmon recovery efforts;

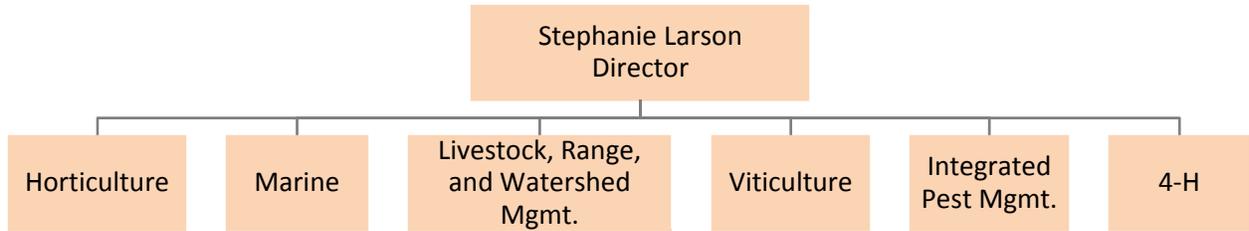
Viticulture supports wine grape growers to improve growing practices;

Integrated Pest Management researches and implements alternative pest control methods; and

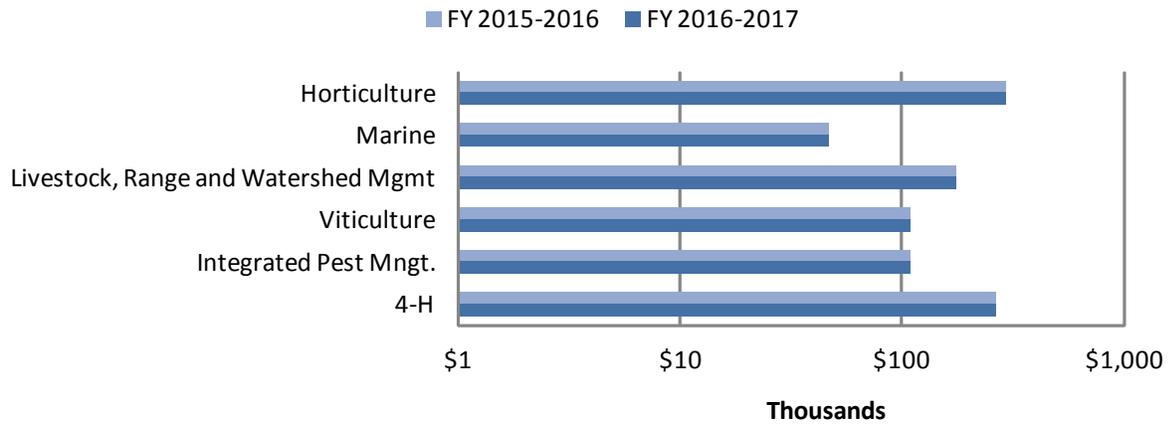
Sonoma County 4-H Youth Development provides volunteer training and oversight of the program.

For more information, call (707) 565-2621, or visit www.cesonoma.ucanr.edu/.

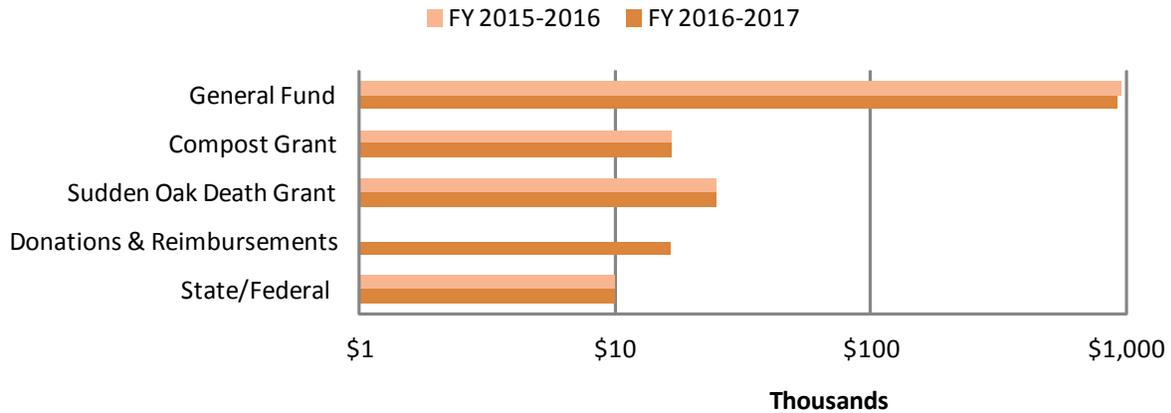
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FUNDING USES



FUNDING SOURCES



FINANCIAL SUMMARY

	FY 2014-15	FY 2015-16			FY 2016-17		
	Adopted Budget	Recommended Budget	Change from 2014-15	% Change from 2014-15	Recommended Budget	Change from 2015-16	% Change from 2015-16
Expenditures (Uses)							
Horticulture	301,498	291,591	(9,907)	(3.3)	291,591	0	0.0
Marine	47,878	47,241	(637)	(1.3)	47,241	0	0.0
Livestock, Range and Watershed Mgmt	174,236	175,160	924	1	175,160	0	0.0
Viticulture	110,279	109,489	(790)	(0.7)	109,489	0	0.0
Integrated Pest Mgmt.	110,049	108,984	(1,065)	(1.0)	108,984	0	0.0
4-H	238,448	265,459	27,011	11.3	265,459	0	0.0
Total Expenditures	982,388	997,924	15,536	1.6	997,924	0	0.0
Revenues/Reimbursements/Use of Fund Balance (Sources)							
General Fund Contribution	865,427	946,324	80,897	9.3	929,984	(16,340)	(1.7)
Compost Grant	16,600	16,600	0	0.0	16,600	0	0.0
Sudden Oak Death Grant	35,250	25,000	(10,250)	(29.1)	25,000	0	0.0
Donations & Reimbursements	39,500	0	(39,500)	(100.0)	16,340	16,340	0.0
State/Federal	25,611	10,000	(15,611)	(61.0)	10,000	0	0.0
Total Revenues/Use of Fund Balance	982,388	997,924	15,536	1.6	997,924	0	0.0
Total Permanent Positions	5.0	6.0	1.0	20.0	6.0	0.0	0.0

BUDGET CHANGES

FY 2015-2016

The recommended budget includes expenditures totaling \$998,000, an increase of \$16,000 or 1.6% from FY 2014-2015. The 4-H program increases by \$27,000 or 11.3% to add a permanent position to replace an extra help assistant. The position is in charge of outreach to bring the program to underserved populations in the County, and also provides administrative support. There were increases in internal service costs associated with the County's new financial system, increased liability insurance to the department, and increased lease and utilities costs, which were offset by salary savings in order to maintain levels of general fund support.

The General Fund contribution is \$946,000, which is \$81,000 or 9.3% higher than prior year adopted budget due to a \$27,000 increase to make an extra help assistant for the 4-H program permanent and funding to cover the increase in costs associated with implementation of the County's Enterprise Financial System. Total sources are \$998,000, which is \$16,000 or 1.6% increase from the prior year. The funding for the Sudden Oak Death Grant declines by \$10,000 or 29.1% due to a reduction in Federal funds available for the program. Donations and reimbursements decline \$39,500 or 100% due to the expiration of grant funding to support agricultural and food-access initiatives, and a decline in UC support for the Master Gardener Program. State/Federal revenue declines by \$15,611 or 61% based on a decrease in pest management work that is reimbursed by the State, as pests such as the European Grapevine Moth have been brought under control or eliminated from the County.

FY 2016-2017

The recommended budget includes expenditures totaling \$998,000, equal to FY 2015-2016. Increases in internal service costs are offset by reductions in services, supplies and extra help. Total sources are \$998,000. The General Fund contribution is \$930,000, down 16,000 or 1.7%. Donations and reimbursements increase by \$16,000 due to a transfer from the Information Services Division for routine system replacements.

ALIGNMENT WITH THE COUNTY STRATEGIC PLAN

The priorities, programs and key activities of the UC Cooperative Extension budget of \$993,000 compliment the scope of the County's Strategic Plan. Its work in the area of *Economic & Environmental Stewardship* includes outreach to the agriculture community with emphasis on existing and development of new agriculture enterprises that will increase food security and agricultural sustainability, and accounts for \$494,000 of its budget. The UCCE continues to build networks that integrate sustainable food production, processing, and distribution, while enhancing environmental, economic and social health. The Department's focus on *Investing in the Future* addresses climate change and drought mitigation strategies through water efficiency education, outreach campaigns, and research programs, accounting for \$247,000. *Civic Service & Engagement* is demonstrated through 4-H and Master Gardener programs, which have expanded outreach to underserved populations to engage them in UCCE and County programs, and account for \$252,000.

ACCOMPLISHMENTS AND OBJECTIVES

FY 2013-2015 Accomplishments

- The County's Master Gardener volunteers educated the public through two very successful outreach campaigns: the "Home Compost/Pesticide Use Reduction Education Program" (partnering with the Sonoma County Waste Management Agency), which resulted in a diversion of 18,000 tons of organic matter from entering the landfill and the "Garden Sense" program (partnering with the Sonoma County Water Agency), which resulted in almost 300 consultations with home gardeners who have now saved 175,000 gallons of water from being used in their landscape.
- Following active outreach to the Latino community, the 4-H program in Sonoma County created 7 new after-school programs in schools, bringing the total to almost 30 clubs for youth.
- Leveraging the expertise within UCCE to reduce the use of water for frost protection in vineyards, coastal viticulture advisors partnered with National Oceanic and Atmospheric Administration (NOAA) to improve spring frost forecasting in the Russian River watershed, as well as provide growers with valuable temperature inversion summary data to assist them when deciding on frost protection methods.
- Partnered with Permit & Resource Management Department to create a code change (approved by the Board of Supervisors in July 2014) that streamlined the permitting process for small-scale agricultural processing and on-farm retail sales, encouraging farmers and ranchers to diversify.

FY 2015-2017 Objectives

- Explore opportunities to create a Community Food Systems Advocate to promote and support existing and new community food systems to increase food security.
- Expand the 4-H outreach program to increase participation of underserved youth, focusing on the Latino community.
- Increase Agricultural Sustainability by building networks that integrate sustainable food production, processing, distribution, enhancing environmental, economic and social health through partnerships to assist with permitting for and production from small-scale farming operations.
- Evaluate the ecosystem services provided by agriculture and rangelands, in an effort to achieve a more market-based approach to management and decision making while striving to achieve conservation in the face of climate change.
- Establish an incubator farm to give aspiring farmers and ranchers access to the land, equipment, and mentorship that they need to begin careers in agriculture.



FAIRGROUNDS

Katie Fonsen Young
Interm Fair Manager

The Fairground’s mission is to promote and protect agricultural and social values; enrich educational, cultural, and recreational well-being;

and contribute to the economic development of the County by utilizing the Fairgrounds for attractive and financially responsible programs and events on a year-round basis.

BUDGET AT A GLANCE:	FY 2015-2016	FY 2016-2017
Total Expenditures	\$9,544,640	\$9,641,358
Total Revenues/Use of Fund Balance	\$9,544,640	\$9,641,358
Total General Fund Contribution	\$0	\$0
Total Staff	35.75	35.75
% Funded by General Fund	0.00%	0.00%

DEPARTMENT SERVICES

Sonoma County Fair and Exposition, Inc., under an agreement with the County of Sonoma, acts as the County’s agent to operate the County Fair and the year-round management of the Sonoma County Event Center at the Fairgrounds.

The Sonoma County Board of Supervisors appoints Fair directors and approves the Fair budget. All assets, liabilities, and net revenues of the Fair belong to the County.

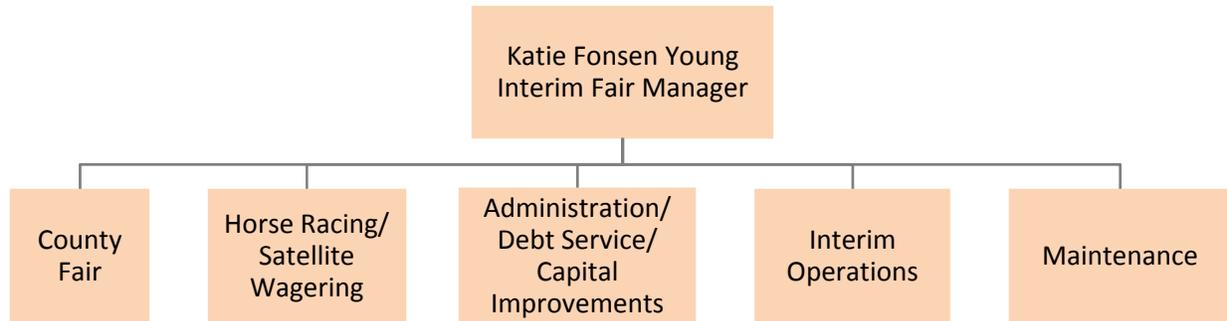
The Sonoma County Event Center at the Fairgrounds provides services and hosts an array of events, most notably the annual **Sonoma County Fair**, as well as other events sponsored by outside organizations, such

as trade shows, concerts, and festivals. The Jockey Club offers year-round wagering and the recreational vehicle (RV) Park provides a destination for travelers to stay and explore the area.

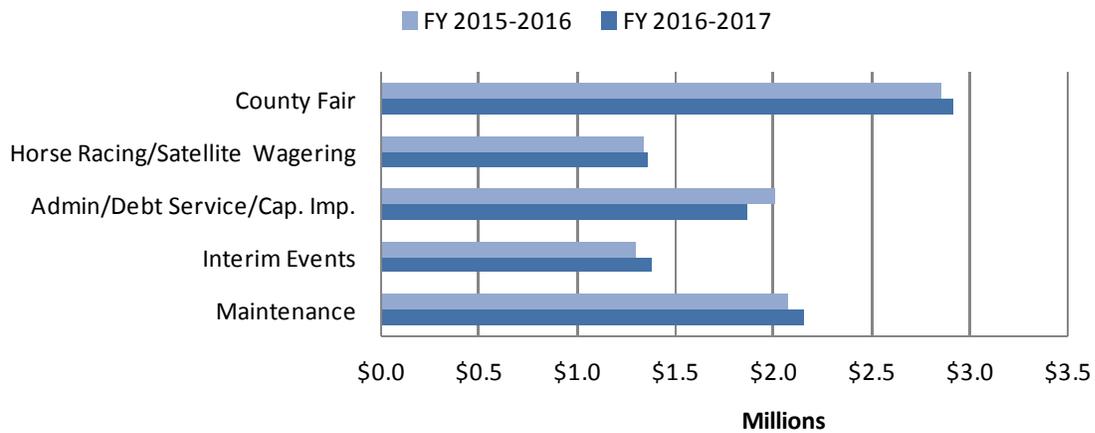
The Fair operates as an enterprise fund and beginning in 2014, the Fair changed to a fiscal year budget to align with the County budget. The Sonoma County Board of Supervisors last approved the Fair budget on December 3, 2013.

For more information, call (707) 545-4200, or visit www.sonomacountyfair.com/.

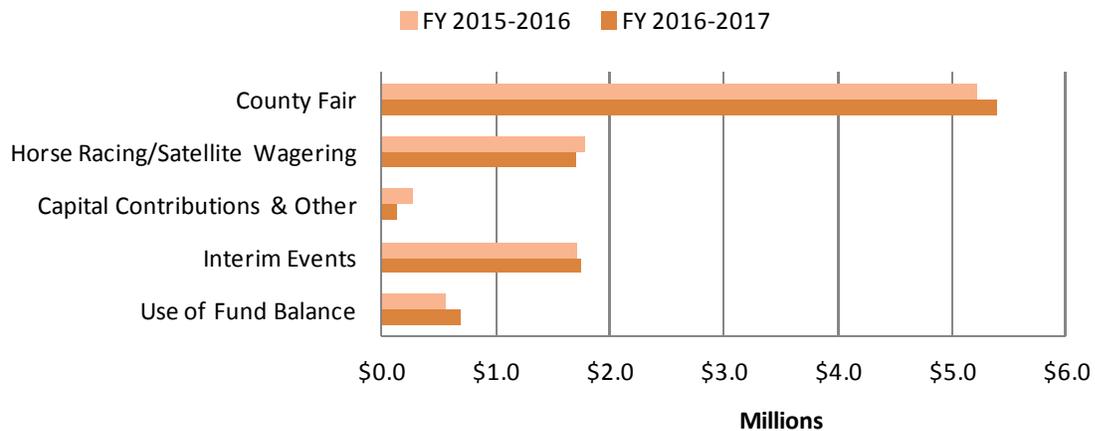
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FUNDING USES



FUNDING SOURCES



FINANCIAL SUMMARY

	FY 2014-15	FY 2015-16		FY 2016-17			
	Adopted Budget	Recommended Budget	Change from 2014-15	% Change from 2014-15	Recommended Budget	Change from 2015-16	% Change from 2015-16
Expenditures (Uses)							
County Fair	3,044,295	2,850,840	(193,455)	(6.4)	2,912,541	61,701	2.2
Horse Racing/Satellite Wagering	1,417,104	1,326,994	(90,110)	(6.4)	1,347,641	20,647	1.6
Admin/Debt Service/Cap. Imp.	2,123,726	2,000,729	(122,997)	(5.8)	1,858,442	(142,287)	(7.1)
Interim Events	1,244,958	1,292,182	47,224	3.8	1,374,252	82,070	6.4
Maintenance	1,988,452	2,073,895	85,443	4.3	2,148,482	74,587	3.6
Total Expenditures	9,818,535	9,544,640	(273,895)	(2.8)	9,641,358	96,718	1.0
Revenues/Reimbursements/Use of Fund Balance (Sources)							
County Fair	5,381,300	5,217,400	(163,900)	(3.0)	5,397,400	180,000	3.4
Horse Racing/Satellite Wagering	2,076,275	1,788,500	(287,775)	(13.9)	1,687,900	(100,600)	(5.6)
Capital Contributions & Other	441,500	266,500	(175,000)	(39.6)	126,500	(140,000)	(52.5)
Interim Events	1,603,000	1,709,500	106,500	6.6	1,746,500	37,000	2.2
Use of Fund Balance	316,460	562,740	246,280	77.8	683,058	120,318	21.4
Total Revenues/Use of Fund Balance	9,818,535	9,544,640	(273,895)	(2.8)	9,641,358	96,718	1.0
Total Permanent Positions	35.75	35.75	0	0	35.75	0	0

BUDGET CHANGES

FY 2015-2016

The recommended budget includes expenditures totaling \$9.5 million, which is a decrease of \$274,000 or 2.8% over FY 2014-2015. The decreases are the result of a reduction in one-time capital projects of \$175,000, and a \$100,000 reduction in program expenditures distributed across the Fair program areas.

Overall revenues are projected to decrease by \$274,000 or 2.8%. This is primarily due to a \$452,000 anticipated decrease resulting from the changes to the 2015 horse racing schedule by the California Horse Racing Board. These revenue losses are partially offset by expenditures decreases of \$175,000 and by an increase in the use of fund balance by \$246,000. This will leave \$1.2 million or 13.5% of the operating budget in fund balance. The County's Advertising and Promotion Program contributed funding to support the Fair during FY 2014-2015, and is continuing that contribution in FY 2015-2016.

The racing schedule change is anticipated to affect both Horse Racing/Satellite Wagering (decreasing by \$288,000 or 13.9%) and County Fair revenue (decreasing by \$164,000 or 3%). To mitigate revenue losses, the Sonoma County Fair Board of Directors has approved an increase in parking fees and has developed a partnership with a third-party promoter of paid shows. While the Fair will not benefit from concert ticket sales, it will benefit from ancillary admission, concession, and parking revenues. Fair Management will also explore potential leases with long-term and year round tenants that could provide significant revenue, as well as realizing the highest and best use of currently underutilized Fairgrounds properties.

FY 2016-2017

The recommended budget projects modest increases to the expenditure budget of \$96,700 or 1% primarily for staffing costs. Fair Management anticipates that the 2016 horse racing schedule will further decrease racing revenue by \$100,000 for FY 2016-2017. The recommended budget anticipates a \$180,000 increase in Fair revenue from a one dollar or 9% increase to the ticket price, and \$37,000 in increased revenue from interim events. These gains are projected to be more than offset by the decreases in horse racing revenue and increases in maintenance and interim event costs. However, while the Fair anticipates that efforts to improve cash flow in FY 2015 will be realized, the recommended budget takes a conservative approach and assumes the use of \$120,000 more in fund balance, leaving a remaining fund balance of \$509,000 or 5% of operating expense at the end of FY 2016-2017. \$140,000 in capital contribution revenue from the Community Development Commission for ADA improvements and their expenses were not included in the budget as potential grant funds have not yet been awarded.

ALIGNMENT WITH THE COUNTY STRATEGIC PLAN

The Sonoma County Event Center at the Fairgrounds supports the Strategic Plan goal of *Economic and Environmental Stewardship* by maximizing use of the facility to provide agricultural, educational, and recreational enjoyment that enhances the public's link to the County's heritage and diversity and attracts visitors to the area which supports the local economy to the tune of \$2.5 million. Over 1,000,000 people visit the facility on an annual basis for events such as the County Fair and Harvest Fair, which promotes the County's wine and agricultural industries. The Greentivities exhibit at the County Fair educates fairgoers about recycling and sustainable living.

The Sonoma County Event Center at the Fairgrounds also supports the *Civic and Service Engagement* goal by bringing new cultural and educational events to the facility for the community to enjoy. The Fair provides a great deal of community engagement through its competitive exhibits program, with over 16,000 entries produced by 6,500 members of the community, at a cost of \$300,000 for program awards.

ACCOMPLISHMENTS AND OBJECTIVES

FY 2013-2015 Accomplishments

- Partnered with Catholic Charities and other County departments to pilot a homeless safe parking program.
- Increased Sonoma County Fair food concessionaires' revenue by 8%, totaling nearly \$4.1 million.
- The live horse race meet transitioned from the California Association of Racing Fairs (CARF) to in-house management. Bets equaled \$26.2 million, including off-track bets, which is a 1% increase from 2012 despite two fewer race days.
- Launched the Saralee and Richard's Barn campaign, raising funds to build a permanent agricultural education center. The project is being led by the Sonoma County Fair Foundation (established in 2012) and to date has raised over \$915,000 towards the \$1.9M goal.
- Refreshed the organization's branding by transitioning from the "Fairgrounds" to the "Sonoma County Event Center at the Fairgrounds".
- Enhanced the Fair's sustainability and healthy lifestyle education programming, including a bike friendly Fair experience; the award winning Greentivities exhibit, and a demonstration kitchen taught by local chef Laurie Figone.
- Engaged Sonoma County youth and provided real-life work experience through a partnership with Healdsburg High School, Tomorrow's Leaders Today, and the Sonoma County Youth Ecology Program.
- Broke Junior Livestock Auction records bringing over \$1.28 million in auction proceeds.

FY 2015-2017 Objectives

- Complete a Strategic Plan to address financial sustainability, including the exploration of various financial strategies to mitigate the impact upon revenues associated with the change in the horse racing schedule.
- Promote the Event Center at the Fairgrounds as a tourist attraction within Sonoma County and seek funding opportunities that will expand the Fair's presence in Sonoma County tourism.
- Continue developing a Capital Improvement Plan for facility replacement and improvements, including the continuation of fundraising and construction efforts to build the Saralee and Richard's Barn.
- Repurpose areas of the Fairgrounds property which are currently underutilized to realize opportunities for highest and best use.
- Research funding opportunities to commission an economic impact study to demonstrate the contribution of the County Fair and other Fairgrounds related activities to the local economy.
- Maximize revenues for the newly branded Sonoma County Event Center at the Fairgrounds, including increased marketing efforts to bring new business and non-fair rentals.



ADVERTISING

Veronica Ferguson
County Administrator

To encourage tourism, agriculture, and economic development in the county by supporting promotional, community and cultural activities.

BUDGET AT A GLANCE:	FY 2015-2016	FY 2016-2017
Total Expenditures	\$5,345,323	\$5,545,047
Total Revenues	\$5,345,323	\$5,545,047
Total General Fund Contribution	\$0	\$0
Total Staff	0.00	0.00
% Funded by General Fund	0.00%	0.00%

DEPARTMENT SERVICES

The Advertising Program is funded through revenues generated by the county Transient Occupancy Tax (TOT). The 9% tax is charged on all hotels, motels, bed and breakfasts, inns, and campgrounds in the unincorporated area of the county.

Per Board policy, the proceeds of this tax are distributed between the General Fund, Non Departmental Budget (under the Administrative Support & Fiscal Services tab) 25% and the **Advertising** Fund, 75%.

Out of the 75%, \$5.2 million in FY 2015-2016 and \$5.7 million in FY 2016-2017 finance the Economic Development Department budget (under the Development Services tab), and the balance funds the **Advertising Grant** Program budget.

Through the use of **Advertising** Program grants to non-profit organizations for **advertising** and promotions activities, the County encourages tourism, agriculture, and economic development through increased demand

and job creation. There are three main components of the Program:

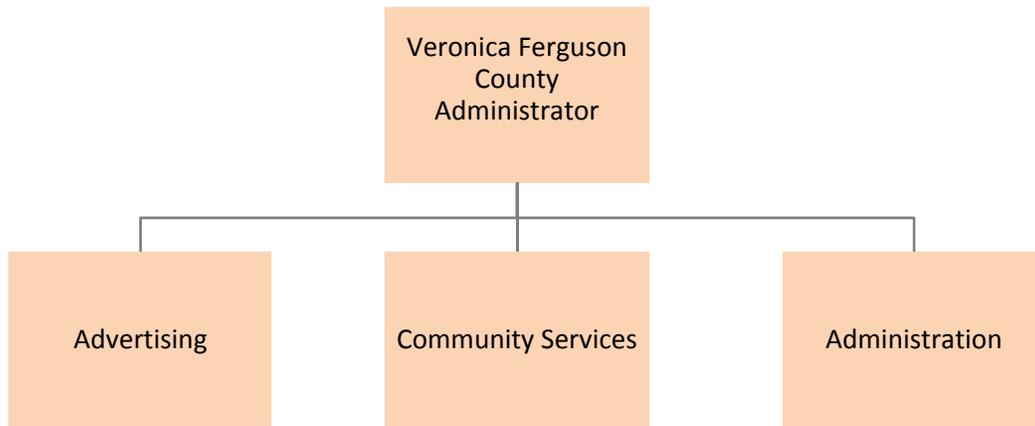
Advertising provides grants to non-profit events and organizations to promote tourism and economic development through visitor awareness and attendance.

Community Services includes grants to public safety entities to address some of the impacts of tourism, affordable housing resources, cultural preservation activities, and funding for the Regional Parks Department.

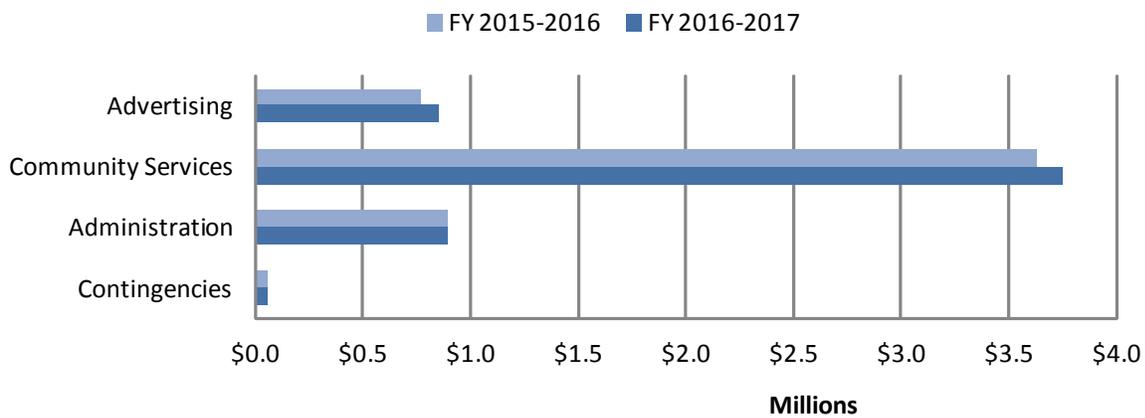
Administration includes collections and audit processes, legal services and overall program management.

For more information, call (707) 562-2431, or visit www.sonomacounty.ca.gov/CAO/Services/Advertising-Program/.

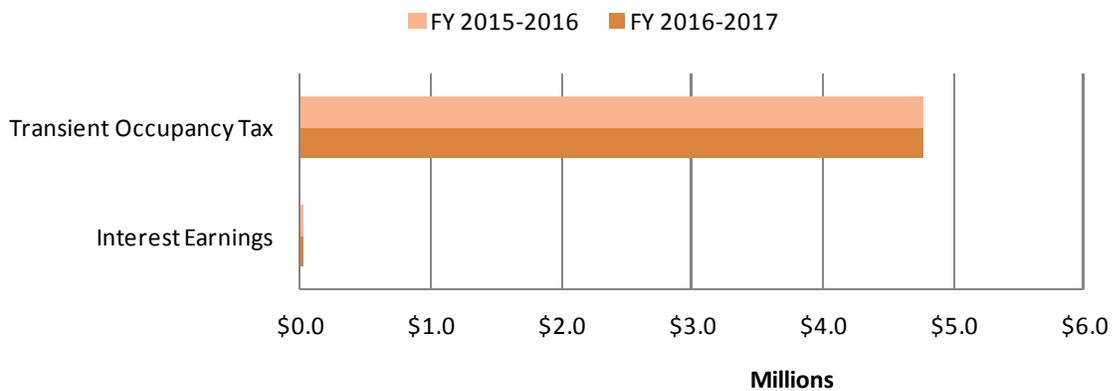
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FUNDING USES



FUNDING SOURCES



FINANCIAL SUMMARY

	FY 2014-15	FY 2015-16			FY 2016-17		
	Adopted Budget	Recommended Budget	Change from 2014-15	% Change from 2014-15	Proposed Budget	Change from 2015-16	% Change from 2015-16
Expenditures (Uses)							
Advertising	853,481	765,990	(87,491)	(10.3)	850,000	84,010	11.0
Community Services	4,296,190	3,630,067	(666,123)	(15.5)	3,745,781	115,714	3.2
Administration	694,266	894,266	200,000	28.8	894,266	0	0.0
Contingencies	63,602	55,000	(8,602)	(13.5)	55,000	0	0.0
Total Expenditures	5,907,539	5,345,323	(562,216)	(9.5)	5,545,047	199,724	3.7
Revenues/Reimbursements/Use of Fund Balance (Sources)							
Transient Occupancy Tax	4,420,436	4,764,947	344,511	7.8	4,770,146	5,199	0.1
Interest Earnings	25,000	25,000	0	0.0	25,000	0	0.0
Use of Fund Balance	1,462,103	555,376	(906,727)	(62.0)	749,901	194,525	35.0
Total Revenues	5,907,539	5,345,323	(562,216)	(9.5)	5,545,047	199,724	3.7

Total Staffing: There are no staff within this budget unit.

BUDGET CHANGES

FY 2015-2016

The FY 2015-2016 recommended budget is \$5.3 million, a decrease in expenditure of \$562,000 or 9.5% from FY 2014-2015. These decreases are primarily associated with one-time prior year economic development activities and advertising grants. The enclosed Advertising Fund Allocations table summarizes program expenses by category following Advertising and Promotions Policy.

Advertising

The Advertising portion of this program budget includes funding for Chambers of Commerce, Agricultural Promotion efforts, visitor way finding and signage, and grants for events and organizations with the overall goal of promoting tourism and economic development through visitor awareness and attendance. Expenditures in this program area total \$766,000, a decrease of \$87,000 or 10.3% from FY 2014-2015 mainly due to reduced funding allocated to the Major Events/Organizations category for grants to non-profit advertisers such as the Velo Sport Gran Fondo Race.

Community Services

The Community Services portion of this program budget totals \$3.6 million and includes funding for Community Safety Impacts (public safety needs in the unincorporated area impacted by tourism), Historical Commissions and cultural preservation activities, Housing Element development and administration managed through the Permit and Resource Management Department, affordable housing efforts managed through the Community Development Commission, funding for the operations and maintenance of various County Regional Parks, various Economic Development Department activities, and other community activities such as the State Fair Exhibit and Library preservation efforts.

Expenditures in this program area total \$3.6 million, a decrease of \$666,000 from FY 2014-2015. Decreases are a result of prior year funding for economic development activities including the Sonoma Mendocino Economic Development District, match for the Morgan Grant for the Next Economy Project, local foods programs, an ambulance for the Bodega Bay Fire District and building upgrades to the Bodega Volunteer Fire Department.

Revenues/Reimbursements/Use of Fund Balance (Sources)

Transient Occupancy Tax (TOT) revenues allocated to the Advertising budget are estimated to increase \$345,000 or 7.8% over FY 2014-2015 adopted budget based on actual collections experienced over the current year, consistent with the improving economy and reports from the local tourism industry experts. Use of Fund Balance decreases by \$907,000 mainly due to one time designations in the prior year and growth in ongoing revenues.

Lastly this budget maintains an Economic Uncertainty Reserve (EUR) in the event TOT revenues fall short of projections and to implement adjustment strategies should an unforeseen negative economic event occur. This reserve has a set aside goal of 10% of the estimated revenues. To move towards this goal, the enclosed Advertising Fund Allocation table identifies a \$300,000 contribution to EUR, to increase the reserve to \$732,000.

FY 2016-2017

The FY 2016-2017 recommended budget is \$5.5 million, an increase in expenditure of approximately \$200,000 or 3.7% from FY 2015-2016. These increases are primarily associated with transfer of funds to the Economic Development Department for the third year of Creative Sonoma activities, anticipated Advertising grants expanded capacity, and increased support to Regional Parks operations. The anticipated EUR at the end of FY 2016-2017 is \$840,000 or 8% of the projected revenues.

ALIGNMENT WITH THE COUNTY STRATEGIC PLAN

The Advertising Program continues to support the Strategic Plan through *Economic and Environmental Stewardship* by allocating \$1.5 million in support of various promotions, advertising and economic development efforts to strengthen to county's major industries, including tourism. The Program also supports this goal area by allocating \$2.3 million to maintain and manage parks and public lands.

Additionally the Program supports the goal area of *Safe, Health and Caring Community* by providing \$90,000 towards Community Safety Impacts and \$320,000 toward affordable housing efforts and the development and implementation of the General Plan's Housing Element.

ACCOMPLISHMENTS AND OBJECTIVES

FY 2013-2015 Accomplishments

- Collaborated with Auditor-Controller-Tax Collector in the implementation of a Transient Occupancy Tax certificate program to ensure that these taxes are being collected fairly in the community.
- Supported the Economic Development Department in the development of an Arts Strategic Plan and Initiating the bilingual business outreach program both designed to enhance these emerging sectors of the economy.
- Established funding for vacation rental code enforcement staff in the Permit & Resources Management Department.
- Partnered with Sonoma County Fair Foundation to finance the Saralee & Richard's Barn, which will serve as a venue for a multitude of events including fundraising dinners, wine competitions, Sonoma County Farm Bureau's Ag Days for over 4,000 elementary school children, culinary demonstrations and farm to table activities, 4-H and FFA seminars and meetings, dog shows and livestock events.

FY 2015-2017 Objectives

- Continue to support Economic Development initiatives to improve the County's tourism and economic vitality.
- Establish strong fund balance reserves to minimize the impact on grant recipients and County's economic development programs and services during economic downturn.

ADVERTISING FUND ALLOCATIONS BY CATEGORY

Category	Description	FY 14-15	FY 2015-16	Change	FY 2016-17	Change
		Adopted	Recommended		Recommended	
A1	Chambers of Commerce	29,981	29,290	(691)	30,000	710
A5	Signage	43,000	77,100	34,100	100,000	22,900
C	Agricultural Promotion	160,000	180,000	20,000	180,000	0
E	Local Events/Orgs	160,000	160,000	0	160,000	0
F	Major County Events & Org	440,500	281,000	(159,500)	300,000	19,000
H	Film Documentaries	20,000	10,000	(10,000)	30,000	20,000
I	Seasonal Off Peak Programs	0	28,600	28,600	50,000	21,400
	Advertisers Sub-total	853,481	765,990	(87,491)	850,000	62,610
A3	Economic Development Activities	1,505,550	771,000	(734,550)	841,000	70,000
B1	Regional Parks	2,193,617	2,285,717	92,100	2,331,431	45,714
B2	Community Safety Impacts	192,023	90,000	(102,023)	90,000	0
D	Historical Commissions	30,000	30,000	0	30,000	0
G1	Departmental Activities	65,000	73,350	8,350	73,350	0
G2	PRMD - Housing Element Project	100,000	100,000	0	100,000	0
G2	CDC Housing Homeless Serv.	87,066	220,000	132,934	220,000	0
G3	County Fund for Housing	62,934	0	(62,934)	0	0
G2	Affordable Housing Set Aside	60,000	60,000	0	60,000	0
	Community Services Sub-total	4,296,190	3,630,067	(666,123)	3,745,781	115,714
G3	ACTTC Collection	130,819	130,819	0	130,819	0
G3	ACTTC Audit	189,850	189,850	0	189,850	0
G4	Legal Services	41,810	41,810	0	41,810	0
G5	CAO/BOS	181,787	381,787	200,000	381,787	0
G5	PRMD Vacation Rental Code Enf.	150,000	150,000	0	150,000	0
	Program Admin Sub-total	694,266	894,266	200,000	894,266	0
	Contingencies	63,602	55,000	(8,602)	55,000	0
	TOTAL EXPENSES	5,907,539	5,345,323	(562,216)	5,545,047	(562,216)
	Increase to Reserve	58,504	300,000	241,496	107,699	(192,301)

CAPITAL PROJECTS

Capital Projects

Financing Table & Status Report



CAPITAL PROJECTS

Veronica Ferguson
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.

BUDGET AT A GLANCE:	FY 2015-2016	FY 2016-2017
Total Expenditures	\$42,350,247	\$8,439,750
Total Revenues/Use of Fund Balance	\$37,864,247	\$2,939,750
Total New General Fund Contribution	\$4,486,000	\$5,500,000
Total Staff	0.00	0.00
% Funded by General Fund	11%	65%

DEPARTMENT SERVICES

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 in the spring of each year. The Capital Project Plan is a planning tool, and does not commit the Board of Supervisors to specific expenditures or projects.

The recommended Capital Projects budget includes new projects, as well as previously identified projects contained within the Capital Project Plan that are scheduled for implementation, and includes projects funded by the General Fund, Regional Parks' budget, and other sources such as the Criminal Justice Construction Fund and other departmental budgets.

The General Government projects included in this budget are generally grouped by types of facilities or location and support 81 government facilities.

County Administration Center includes the buildings at County Administrative Center, such as the 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: This includes the Main Adult Detention Facility, North County Detention Facility, Juvenile Hall, and Juvenile Camp.

Veterans Memorial Buildings: The County has eight Veterans Memorial buildings, located in Cloverdale, Cotati, Guerneville, Occidental, Petaluma, Santa Rosa, Sebastopol, and Sonoma.

Public Safety Communications: The County maintains a network of microwave and radio-linked sites throughout the county for use by all the local agencies providing public safety services.

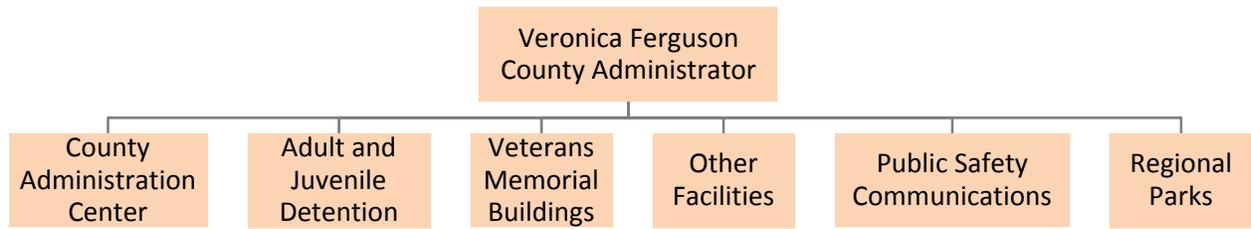
Regional Parks: The Capital Projects budget reflects the funding to acquire, plan and develop park properties for parks and trails. Currently, there are 55 Regional Parks and trail facilities owned by the County.

Other Facilities: This category includes projects at satellite locations, including health-related facilities on Chanate Road; the Animal Shelter, Heavy Fleet and other facilities in the Airport area; Fire and Emergency Services, Human Services and Transportation and Public Works facilities throughout the County; Roseland Village; and Porto Bodega dock;. This category also includes projects that cross geographic locations, including accessibility improvements, the new light fleet facility, and Electric Vehicle Charging stations.

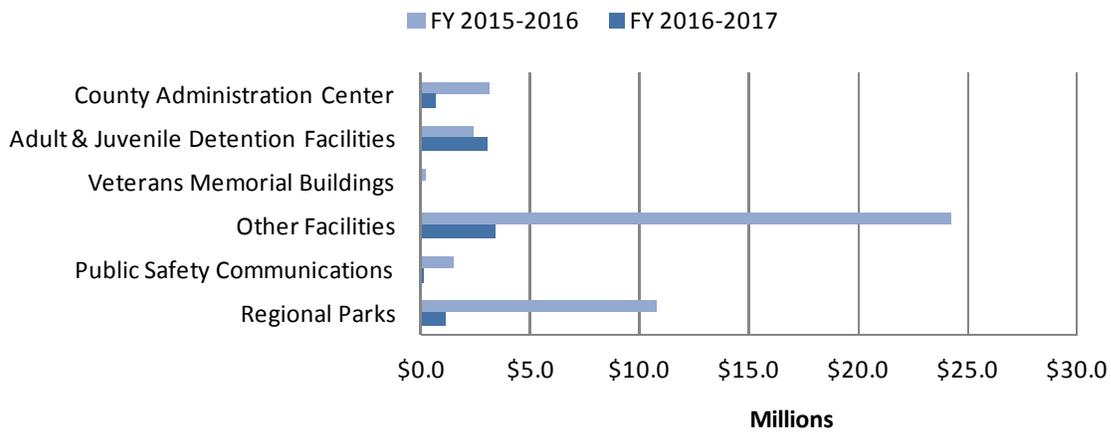
In addition to the narrative, this document contains the FY 2015-2016 Capital Project Financing Table composed of a complete listing of recommended projects and brief descriptions of the work included in the FY 2015-2016 budget.

For more information, call (707) 565-2431, or visit www.sonomacounty.ca.gov/General-Services/Facilities-Development-and-Management/.

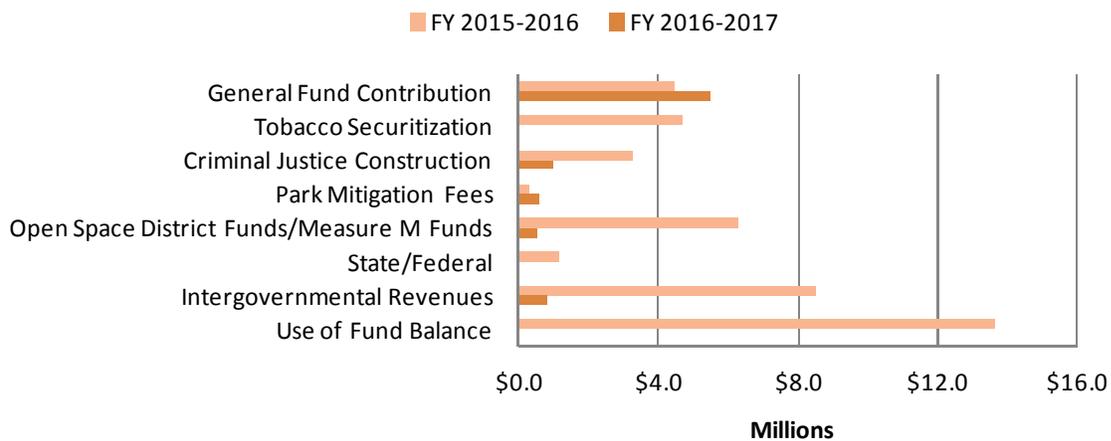
ORGANIZATIONAL PROGRAM CHART



FUNDING USES



FUNDING SOURCES



FINANCIAL SUMMARY

Expenditures (Uses)	FY 2014-15	FY 2015-16			FY 2016-17		
	Adopted Budget	Recommended Budget	Change from 2014-15	% Change from 2014-15	Recommended Budget	Change from 2015-16	% Change from 2015-16
County Administration Center Adult & Juvenile Detention Facilities	6,445,430	3,159,103	(3,286,327)	(51.0)	706,000	(2,453,103)	(77.7)
Veterans Memorial Buildings	5,554,636	2,420,157	(3,134,479)	(56.4)	3,019,000	598,843	24.7
Other Facilities	336,770	254,273	(82,497)	(24.5)	0	(254,273)	(100.0)
Sheriff's Communications	13,308,808	24,240,801	10,931,993	82.1	3,414,750	(20,826,051)	(85.9)
Regional Parks	979,911	1,528,469	548,558	56.0	180,000	(1,348,469)	(88.2)
Total Expenditures	36,305,146	42,350,247	6,045,101	16.7	8,439,750	(33,910,497)	(80.1)
Revenues/Reimbursements/Use of Fund Balance (Sources)							
General Fund Contribution	3,920,000	4,486,000	566,000	14.4	5,500,000	1,014,000	22.6
Tobacco Securitization	7,599,956	4,670,428	(2,929,528)	(38.5)	0	(4,670,428)	(100.0)
Criminal Justice Construction	4,504,488	3,266,696	(1,237,792)	(27.5)	1,000,000	(2,266,696)	(69.4)
Park Mitigation Fees	1,177,794	335,000	(842,794)	(71.6)	570,000	235,000	70.1
Open Space District							
Funds/Measure M Funds	2,961,115	6,260,683	3,299,568	111.4	550,000	(5,710,683)	(91.2)
State/Federal	2,830,948	1,188,402	(1,642,546)	(58.0)	0	(1,188,402)	(100.0)
Intergovernmental Revenues	6,620,898	8,489,062	1,868,164	28.2	819,750	(7,669,312)	(90.3)
Use of Fund Balance	6,689,947	13,653,976	6,964,029	104.1	0	(13,653,976)	(100.0)
Total Revenues/Use of Fund Balance	36,305,146	42,350,247	6,045,101	16.7	8,439,750	(33,910,497.0)	(80.1)
Total Permanent Positions	No Staff is allocated to the Capital Projects.						

BUDGET CHANGES

The recommended Capital Projects budget includes new funding as well as carryover funding for priority projects that are identified in the annual Capital Projects Plan. A complete list of all projects receiving funding in FY 2015-2016 is included at the end of this narrative.

FY 2015-2016

The recommended total Capital Projects Budget of \$42.4 million includes 110 capital projects (58 general Government and 52 Regional Parks). Project appropriations fall into the following categories: \$31.6 million in General Government projects and \$10.8 million in Regional Parks projects. Overall, expenditures are increasing by \$6 million or 16.7%, primarily due to the construction of a new Light Fleet and Materials Lab Facility, included in the Other Facilities category.

Annually, the Board commits \$5.5 million of County General Funds to Capital projects, targeting \$1.6 for ADA barrier removal and \$3.9 million for General Government facilities. This year, \$4.5 million is being recommended for projects, as discussed below. \$1 million is included in the Non-departmental budget (under the Administrative Support and Fiscal Services tab) to be appropriated for approved projects during the supplemental budget or throughout the fiscal year. In addition, funding comes from other sources, such as Courthouse Construction funds, Criminal Justice Construction funds, Tobacco Securitization Funds, grant funds, and departmental funds for specific projects.

General Government Capital Projects

County Administration Center: 16 projects on the County Administrative Center total \$3.2 million. All of these projects were funded in prior fiscal years, and the budget includes the carryover of unspent funds. Significant projects in FY 2015-2016 include funding to support a state grant application for jail construction pursuant to SB 863, and completion of the Sheriff's Evidence Storage building.

Adult and Juvenile Detention Facilities: 23 projects in the Main Adult Detention Facility (MADF), the North County Detention Facility (NCDF), Juvenile Hall and Juvenile Camp total \$2.4 million. All of these projects were funded in prior fiscal years, and the budget includes the carryover of unspent funds. Significant projects in FY 2015-2016 include Phase 1 of construction of the MADF re-roof project, as well as projects to enhance the security in both MADF and NCDF.

Veterans Memorial Buildings: Ongoing major maintenance in the eight Veterans Memorial Buildings are funded through a single project. The budget includes \$254,000 of carryover funding for these projects. Significant projects in FY 2015-2016 include resealing the floor in the auditorium and equipment replacement for the kitchen at the Sonoma Veterans building.

Other Facilities: 16 projects fall into this category, with total funding of \$24.2 million. This category contains \$18.8 million in carryover funding. New funding is being added to two projects, Fleet Operations and Material Lab Relocation and County Americans with Disabilities Act (ADA) Barrier Removal, as described in detail below. In addition, other significant projects include completion of the lobby remodel for Human Services, Paulin Drive, and the installation of Electric Vehicle Charging Stations, using grant funding from the California Energy Commission.

Fleet Operations and Materials Lab Relocation - \$2.7 million: Design and construction of a new Light Fleet and Materials Lab Facility on Russell Avenue. The project is a result of the sale of the current site to the State of California for the new courthouse. Design of the new Light Fleet facility is expected to be completed in the summer of 2015, with bids to be received during the summer of 2015, and construction is expected to be completed in spring of 2016. The total project costs are \$9.96 million, with \$7.26 million being appropriated in prior fiscal years and the final \$2.7 million of General Fund being recommended in FY 2015-2016. Funding sources include \$5.1 million of property sale proceeds, \$100,000 from Fleet Accumulated Capital Outlay, \$800,000 from Transportation and Public Works for the Materials Lab portion of the project, and a total \$3.96 million of General Fund.

County Americans with Disabilities Act (ADA) Barrier Removal - \$1.6 million: This is the seventh year of funding to address the ADA Transition Plan priorities, as adopted in 2009, with a total project cost of \$22.7 million over twelve years. The FY 2015-2016 budget includes \$1.6 million of General Fund. There is also \$400,000 included in the Human Resources budget to support program oversight and non-facility changes, resulting in a \$2 million annual commitment towards implementation of the ADA plan. The projects scheduled to receive funding in FY 2015-2016 are:

Project Title	ADA Funding
Administration Building Public Lobby Areas	\$50,000
MADF Public Entries and Housing Units	\$200,000
La Plaza A & B parking and path of travel	\$100,000
Cloverdale Veterans Hall interior doors, lockers, and restrooms	\$150,000
Registrar of Voters public restrooms	\$200,000
Maxwell Farms Regional Park restrooms, picnic areas, path of travel and parking	\$130,000
Helen Putnam Regional Park restrooms, picnic areas, path of travel and parking	\$110,000
County Fair Hall of Flowers restrooms	\$172,000
Public Works priority signal intersections and Park & Ride lots	\$200,000
Contingency fund for barrier removal projects	\$200,000
Program Administration and Reporting	<u>\$88,000</u>
	\$1,600,000

Roseland Village project - \$1.1 million: This project began in 2011 with Redevelopment funds, and provides demolition services, environmental remediation, public improvements, project management, master planning, and related services on the Roseland Village property. The Dissolution of Redevelopment has shifted funding of the project to the County’s Reinvestment and Revitalization Fund, or R&R. Prior funding for the project is \$3.5 million. \$1.1 million is included in the recommended budget for FY 2015-2016, and \$820,000 is recommended in the FY 2016-2017 budget. The project is scheduled for completion in 2017.

Public Safety Communications: A single project is used to fund projects that construct communication towers and vaults, as well as purchase equipment for these facilities. A second project in this category is the Radio Communication-Microwave System project, which is described further below. The total Public Safety Communications budget for FY 2015-2016 is \$1.5 million, with \$1.3 million being carryover funding for construction on the sites located at Siri (total cost \$1.3 million), Moonraker (total cost \$800,000), and Meyers Grade (total cost \$1.3 million). Future year funding of \$600,000 is needed to complete these three sites.

Radio Communications-Microwave System - \$180,000: This is part of the countywide system that provides communication links for the first responders throughout Sonoma County. This project is designed to replace outdated microwave equipment in order to avoid catastrophic outages and is projected to have a total cost of \$2.2 million. Since the beginning of the project in 2014, \$360,000 of General Fund has been allocated. The FY 2015-2016 budget includes \$180,000 of General Funds. Future year funding needed is \$1.66 million.

Unassigned funding - \$1 million: As noted above, this portion of the annual General Fund contribution to Capital Projects will be appropriated to specific projects as they are further defined either through the supplemental budget recommendations or during consolidated budget adjustments during the fiscal year.

The General Government Capital Projects budget has sources that total \$31.6 million. This includes \$5.6 million of new funding, which includes \$4.5 million of General Fund and \$1.1 million Reinvestment and Revitalization and carryover funding of \$25 million.

Regional Parks Capital Projects

The proposed Regional Parks Capital Projects budget includes \$10.75 million in appropriations, including \$1.16 million in new funding and \$9.5 million in carryover funds. Projects are broken into 4 major categories, and discussed below. Ongoing operations costs associated with these projects are included in the Regional Parks budget.

Trail and Access Projects: 23 projects are identified as Trail and Access Projects, including design and construction of new trails, trail extensions, as well as path of travel barrier removal in existing parks. \$3.2 million in carryover funding, supporting the following projects: Bodega Bay Trail – four projects, Colgan Creek Bikeway, Roseland Creek Trail, Santa Rosa Creek Trail, Bellevue Trail, Hood to Highway 12 Trail, Doran Access, Copeland Creek Trail, Ragle Ranch Access, SMART Trail, West County Trail – two projects, Central Sonoma Valley Trail, Laguna de Santa Rosa Trail Phase 5, Park Access Improvements, and Hunter Creek Trail. The budget also includes new funding for projects in this category, as discussed below:

Laguna De Santa Rosa Trail, Phase 2 - \$10,000: The City of Santa Rosa granted an irrevocable offer of dedication of a public trail easement on Brown Farm to the County. Regional Parks will accept the trail easement dedication and construct a trailhead, picnic area, overlook, a boardwalk/bridge, interpretive signs, and 3.2 miles of Laguna de Santa Rosa Trail. The project provides a 0.2 mile trail connection to the existing 1.8 mile Laguna de Santa Rosa Trail on Kelly Farm, an undercrossing of Highway 12 to the City of Sebastopol's Laguna Wetland Preserve, and the existing Joe Rodota Trail. The project is included in the adopted 2010 County Bikeway Plan, which also designates Regional Parks as responsible for establishing and maintaining Class 1 bikeways. In addition, this project includes pedestrian trails and related facilities in the Laguna de Santa Rosa Trails Plan prepared by the Sonoma County Agricultural Preservation & Open Space District. The project is scheduled for completion in 2025. The total project budget is \$1.77 million, with \$1.67 million having been funded in prior years. The budget recommends \$10,000 from Park Mitigation Fees in FY 2015-2016 for trail planning work. Future year funding needed is \$90,000.

Mark West Creek Trail - \$5,000: The planning, acquisition, and construction of a 1.4 mile Class 1 trail connecting east to west from Old Redwood Highway to the planned SMART Trail near the Airport Industrial Area, and within the Airport Employment Center Rural Investment Area. The project is in the adopted 2010 Sonoma County Bicycle and Pedestrian Plan and is scheduled for completion in 2022. The total project budget is \$490,000, with \$185,000 having been funded in prior years. The budget recommends \$5,000 from Park Mitigation Fees in FY 2015-2016 for trail planning work and trail easement acquisition negotiations. Future year funding needed is \$300,000.

Santa Rosa Creek Trail Willowside to Guerneville - \$5,000: Planning and construction for a 1.6 mile Class 1 trail along the Sonoma County Water Agency property from Willowside Road to Guerneville Road. This trail will connect the proposed Laguna de Santa Rosa Trail with the existing 2.14 mile trail from Willowside Road to Fulton Road. The project is in the adopted 2010 County Bikeway Plan and is scheduled for completion in 2017. The total project budget is \$1.5 million, with \$857,000 having been funded in prior years. The budget recommends \$5,000 from Park Mitigation Fees in FY 2015-2016 for trail project scoping work. Future year funding needed is \$641,000.

Sonoma Schellville Trail - \$30,000: Planning and acquisition for the remaining former railroad right of way continues in FY 2015-2016 for this 4.8 mile trail. The trailhead at the southwest corner of Napa Street and 8th Street East was completed in early 2014. The first phase of Class 1 trail construction is planned for FY 2016-2017. Project funding includes Sonoma County Transportation Authority Measure M funding. The project is in the adopted 2010 Sonoma County Bicycle and Pedestrian Plan and is scheduled for completion in 2019. The total project budget is \$1.86 million, with \$305,000 having been funded in prior years. The budget recommends \$30,000 from Park Mitigation Fees in FY 2015-2016 for trail acquisition work. Future year funding needed is \$1.53 million.

New Park Acquisition and Development: eight projects are identified as New Park Acquisition and Development, including acquiring new parkland and the construction leading to the opening of a new public park facility. The budget includes \$2.8 million in carryover funding, which supports the following projects: Hood Mountain

Expansion, Gualala Point Expansion, Stillwater Cove Expansion, Geyserville River Park, Moorland Park, and Crane Creek Expansion. The budget also includes new funding for projects in this category, as discussed below:

Mark West Creek - \$140,000: This is a proposed 1,100-acre new regional park and preserve in the Mark West Creek watershed, offering miles of trails, vistas from 1,200 foot ridge tops, and diverse ecosystems including over three miles of creek. This acquisition creates a continuous 4,500-acre protected habitat and associated wildlife corridors (including Lang and Guttman conservation easements and Pepperwood Preserve) on the northern edge of the Santa Rosa urban area. In partnership with Sonoma Land Trust and the Sonoma County Agricultural Preservation & Open Space District (SCAPOS), fundraising is nearly complete to acquire land that, added to the properties already acquired by the SCAPOS for the public, will create a Regional Park and Open Space Preserve that will provide recreational and educational opportunities and protect scenic, natural, and agricultural resources. The project is scheduled for completion in 2016. The total project budget is \$3.43 million, with \$1.38 million having been funded in prior years. In FY 2015-2016 the budget recommends \$5,000 from Park Mitigation Fees and \$135,000 from Regional Parks Foundation for acquisition, initial public access, and public access planning work. Future year funding needed is \$1.9 million.

Hood Lawson - \$345,000: This project includes completing the master plan amendment and development of initial public access to a 247-acre expansion to Hood Mountain Regional Park and Open Space Preserve. Work includes transfer of the property from the Sonoma County Agricultural Preservation & Open Space District to the County, environmental compliance, initial trail construction, cultural resource protection, cabin protection, minor amenities, and starting site stewardship activities. The project is scheduled for completion in 2017. The total project budget is \$1.2 million, with \$256,000 having been funded in prior years. The budget recommends \$345,000 from SCAPOS in FY 2015-2016 to complete resource protection, Master Plan amendment, and initial public access improvements. Future year funding needed is \$605,000.

Regional Parks staff will be working on fee land transfers to the County from the Agricultural Preservation and Open Space District, including Carrington Ranch, Calabazas, and Poff Ranch. Funds from the Open Space District will be budgeted once the transfer agreements are in.

Park and Trail Planning: 19 projects are identified as Park and Trail Planning, including project feasibility studies and analysis to inform future acquisition and development. The budget includes \$640,000 in carryover funding, which supports the following projects: California Coastal Trail, Timber Cove Trail, Russian River Water Trail – Middle Reach, Dutch Bill Creek Bikeway, Russian River Bike Trail – Lower Reach, Los Guilicos – Hood House, Sonoma County Integrated Parks Plan, Estero Trail, Occidental to Coast Trail, Sonoma Mountain Planning, and Bay Trail – Sonoma area. The budget also includes new funding for projects in this category, as discussed below:

Cloverdale River Park - \$5,000: Phase 4 includes the construction of a new permanent restroom, group picnic facilities, and other park amenities. Currently the project cost and schedule is dependent upon the extension of sewer and water to McCray Road to serve a private development project in the City of Cloverdale. If city utilities are not extended a pump out type of permanent restroom may need to be constructed. This project is scheduled for completion in 2018. The total project budget is \$2.36 million, with \$1.9 million having been funded in prior years. The budget recommends \$10,000 from Park Mitigation Fees, including \$5,000 in FY 2015-2016 to initiate this phase of work including planning for possible site improvement donations. Future year funding needed is \$445,000.

Maxwell Farms Redevelopment - \$15,000: Since the Maxwell Farms Regional Park Master Plan was adopted over 20 years ago the community needs and management considerations have evolved. This project is to conduct a community based planning process to update the Master Plan and to implement park improvements. The project is scheduled for completion in 2019. The total project budget is \$75,000 for initial outreach and scoping, with \$60,000 having been funded in prior years. The budget recommends \$15,000 in FY 2015-2016 from Park Mitigation Fees to complete the Master Plan Process. The total cost to complete this project is \$350,000. Future year funding needed is \$275,000.

Petaluma to Sebastopol Trail - \$20,000: This project considers a 12 mile Class 1 trail connecting Petaluma with Sebastopol. A Caltrans Sustainable Communities Transportation Planning grant is being awarded to start the trail feasibility study for the proposed Class 1 trail. Along with Park Mitigation Fees, local matching funds for the feasibility study are committed from local partners including City of Sebastopol \$6,564, City of Petaluma \$1,000, Sonoma County Bicycle Coalition \$11,000, and Santa Rosa Cycling Club \$5,000. The Feasibility Study will identify feasible trail alignments and cost estimates for acquisition, planning, and construction. This is included in the adopted 2010 County Bikeway Plan and is scheduled for completion in 2018. The total project budget is \$1.3 million, with \$48,000 having been funded in prior years. The budget recommends \$20,000 from Park Mitigation Fees in FY 2015-2016 to initiate the study, including information gathering and community outreach. Future year funding needed is \$1.25 million.

Russian River Access Sites, Upper - \$15,000: The Russian River Water Trail – Upper Reach is a coordinated system of river access sites from the Mendocino County line to Healdsburg. The Russian River Waterway Trail is identified in the Sonoma County General Plan. Specific sites recommended for further study were identified in the Coastal Conservancy’s Russian River Trespass & Access Management Plan 1996 to provide safe and sanitary access to the river at regular intervals and to minimize trespassing on private property. This project includes the feasibility analysis of river access sites, acquisition, planning, and construction. The project is scheduled for completion in 2020. The total project budget is \$729,000, with \$69,000 having been funded in prior years. The budget recommends \$15,000 from Park Mitigation Fees in FY 2015-2016 for feasibility analysis and pre-acquisition assessment. Future year funding needed is \$645,000.

Russian River Access Sites, Lower - \$20,000: The Russian River Water Trail – Lower Reach is a coordinated system of river access sites from the Forestville River Access to Jenner. The Russian River Waterway Trail is identified in the Sonoma County General Plan. The Local Coastal Plan identifies specific sites to develop regional and local river access. Specific sites recommended for further study were identified in the Coastal Conservancy’s Russian River Trespass & Access Management Plan 1996 to provide safe and sanitary access to the river at regular intervals and to minimize trespassing on private property. This project includes the feasibility analysis of river access sites, acquisition, planning, and construction. The project is scheduled for completion in 2020. The total project budget is \$870,000, with \$50,000 having been funded in prior years. The budget recommends \$20,000 from Park Mitigation Fees in FY 2015-2016 to continue feasibility analysis. Future year funding needed is \$800,000.

San Francisco Bay Trail-Petaluma - \$25,000: The project includes trail acquisition, planning, and Phase 1 construction for approximately 2 miles of Class 1 Trail. The project is identified as high priority in the adopted 2010 County Bikeway Plan. Once completed, this trail would complete part of the San Francisco Bay Trail which envisions a 500 mile shoreline trail around the Bay. 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, also identified in the 2010 County Bikeway Plan and is scheduled for completion in 2025. The total project budget is \$1.26 million, with \$167,000 having been funded in prior years. The budget recommends \$25,000 from Park Mitigation Fees in FY 2015-2016 to continue trail planning and matching funds to leverage a grant for a trail feasibility study. Future year funding needed is \$1.07 million.

Sonoma Valley Trail - \$10,000: This project includes the planning, acquisition, and development of the Sonoma Valley Trail. A Caltrans Community Based Transportation Planning grant is funding the feasibility study for a 13 mile Class 1 trail connecting Sonoma with Santa Rosa. Study area starts at Agua Caliente Road (Springs Area) and follows the Highway 12 corridor to Melita Road (Santa Rosa). This trail extends north from the Central Sonoma Valley Trail project. The anticipated feasibility study completion date is November 2015. The Feasibility Study will identify feasible trail alignments and cost estimates for acquisition, planning, and construction. This project is included in the adopted 2010 Sonoma County Bicycle and Pedestrian Plan and is scheduled for completion in 2018. The total project budget is \$4.8 million, with \$219,000 having been funded in prior years. The budget recommends \$10,000 from Park Mitigation Fees in FY 2015-2016 to complete the feasibility study. Future year funding needed is \$4.56 million.

Tolay Lake Regional Park - \$250,000: The current project phase is to complete a comprehensive master plan for two unique properties, Tolay Lake Regional Park and Tolay Creek Ranch. They are adjacent properties totaling 3,434 acres located between the City of Petaluma and Sonoma Valley. A number of resource studies and baseline assessments have already been completed. This project is funded by contributions from Federated Indians of Graton Rancheria, State Coastal Conservancy, the Sonoma County Regional Parks Foundation, and Park Mitigation Fees. The project is scheduled for completion in 2016. The total project budget is \$6.46 million, with \$4.56 million having been funded in prior years. The budget recommends \$50,000 from Park Mitigation Fees and \$200,000 from Federated Indians of Graton Rancheria in FY 2015-2016 to complete the Master Plan and circulate the draft environmental document. Future year funding needed is \$1.65 million.

Park Development Projects: 16 projects are identified as Park Development Projects, and includes constructing new park facilities on existing or already acquired parkland, restoration of natural resources, and/or redeveloping existing infrastructure. The budget includes \$3 million in carryover funding, which supports the following projects: Hudeman Slough, Doran Park Boat Launch, North Sonoma Mountain Regional Park, Doran Park Restroom, Shiloh Ranch, Guerneville River Park, Bodega Bay Dredging, Foothill Park, Tolay Lake Phase 1, Westside Boat Launch, and Watson School. The budget also includes new funding for projects in this category, as discussed below:

Helen Putnam Park Expansion - \$160,000: This project includes 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. This project also includes access barrier removal work as part of a phased implementation to improve and expand access to the park, which is scheduled for completion in 2017. The total project budget is \$588,000, with \$178,000 having been funded in prior years. The budget recommends \$50,000 from Park Mitigation Fees in FY 2015-2016 to complete trail planning and environmental compliance and \$110,000 from the ADA barrier removal and accessibility project in FY 2015-2016 to construct accessible parking, path of travel, and restroom renovations at the existing park. Future year funding needed is \$250,000.

Riverfront Park, Phase 3 - \$30,000: This project includes design and construction of the following improvements: boat launch and parking for Lake Benoit, 0.42 mile Lower Lake Trail, south river access trail and boat portage to the Russian River, and is scheduled for completion in 2020. The total project budget is \$2.08 million, with \$1.65 million having been funded in prior years. The budget recommends \$30,000 from Park Mitigation Fees in FY 2015-2016 to complete design work for river access, boat launch, trail, and parking improvements. Future year funding needed is \$400,000.

Sonoma Valley Regional Park Expansion - \$25,000: This project includes two properties that have been acquired, 41 acres of former Sonoma Developmental Center property which was acquired by the SCAPOSD, and 29 acres adjacent to the park on the north that was acquired jointly by the Sonoma Land Trust with SCAPOSD, Sonoma County Regional Parks Foundation, and Regional Parks. Both of these properties will provide additional trails, wildlife corridor protection, habitat enhancements, and viewshed preservation. In addition, the project includes the feasibility analysis of expanding the park into additional lands of the Sonoma Developmental Center. This project is scheduled for completion in 2019. The total project budget is \$657,000, with \$357,000 having been funded in prior years. The budget recommends \$25,000 from Park Mitigation Fees in FY 2015-2016 for Master Plan amendment and trail improvements. Future year funding needed is \$275,000.

Steelhead Beach - \$15,000: A camping analysis for Steelhead Beach was finished in 2011 as Phase 2 construction was being completed. The Phase 3 project will 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 multiday Russian River trips, improve site security, and increase revenue. The project is scheduled for completion in 2016. The total project budget is \$1.55 million, with \$1.53 million having been funded in prior years. The budget recommends \$15,000 from Park Mitigation Fees in FY 2015-2016 to leverage \$182,000 in grant funding for construction, and represents the final funding for this project.

Taylor Mountain Regional Park- \$35,000: Phase 1 development includes a new park entrance, trailhead, equestrian and vehicle parking, picnic sites, a restroom, natural play area, and trails from the Petaluma Hill Road entry on the western side of this 1,100-acre park. The project is scheduled for completion in 2016. The total project budget is \$2.03 million, with \$1.55 million having been funded in prior years. The budget recommends \$30,000 from Park Mitigation Fees in FY 2015-2016 to complete the Phase 1 improvements. Future year funding needed is \$450,000.

The Regional Parks Capital Projects budget has sources that total \$10.7 million. New funding totals \$1.16 million, and includes \$345,000 in Open Space District funds; \$165,000 in Regional Parks Foundation funds; \$200,000 in Graton Rancheria 2010 agreement funding for Tolay Regional Park; \$110,000 in ADA funds; \$335,000 in Park Mitigation funds; and \$5,000 in advertising funds. Carryover funding totals \$9.5 million.

FY 2016-2017

The recommended budget for FY 2016-2017 includes recommended new funding of \$1.6 million General Fund for year eight of the ADA Transition Plan (included in the Other Facilities Category), \$3.9 million General Fund for other high priority projects, \$1.0 million of Criminal Justice Construction fund, \$820,000 Reinvestment and Revitalization funds for Roseland Village project, \$570,000 of Park Mitigation Fees to develop parks in the areas in which they were collected, and \$550,000 of Measure M funds for bicycle and pedestrian travel in various Regional Parks. The recommended budget assigns these funds to projects based on the 2015-2020 Capital Projects Plan, approved by the Board of Supervisors on March 17, 2015, however the priority will be re-evaluated during the 2016-2021 Capital Project Plan process. The FY 2016-2017 budget decreases by \$34 million or 80.1%, as carryover funding will be addressed during the supplemental budget process for 2016-2017.

OPERATIONAL IMPACTS

The majority of FY 2015-2017 projects will preserve asset value by mitigating physical deterioration and maintaining the functionality of the County facilities. Certain capital investments for FY 2015-2017 will result in more efficient use of resources and extension of the useful life of existing assets, including the reroofing projects for the Family Justice Center (FJC) and Main Adult Detention Facility (MADF), which will not only protect the useful life of these County-owned facility assets but also reduce energy costs by using “cool roof” roofing strategies. The more energy-efficient new Fleet Light Operations and Materials Lab facility will also reduce energy costs relative to the older facility it replaces, with preliminary estimates indicating a 20% reduction in costs associated with heating and cooling the new facility.

ALIGNMENT WITH THE COUNTY STRATEGIC PLAN

The Capital Projects budget most closely aligns with the strategic plan goal of *Investing in the Future* by improving efficiency in the use of resources, extending the useful life of existing assets, and enhancing the delivery of public service.

ACCOMPLISHMENTS AND OBJECTIVES

FY 2013-2015 Accomplishments

- Evaluated electronic security systems for detention facilities and began implementing recommendations, enhancing the safety of staff and inmates.
- Identified potential space suitable for the co-location of all office functions of the Clerk-Recorder-Assessor office into a single service location at or near the County Administration Center, enhancing customer service and improving efficiencies.
- Completed Mt. Jackson communications tower replacement and implemented improvements for Siri Road and Myers Grade sites to support First Responder communication network improving public safety communications and provide better services to the community.
- Completed Phase 1C and implemented Phase 1B of the Coastal Prairie Trail of Bodega Bay and Pedestrian Trail to increase recreational opportunities for the public.
- Constructed the Sonoma Marin Area Rail Transit Pedestrian Trail from Hearn Avenue to Joe Rodota Trail, intended to compliment public transportation.
- Completed design and construction of Phase 1 improvements for Taylor Mountain Regional Park and Open Space Preserve to open a new trailhead to provide parking and access on Petaluma Hill Road, increasing recreational opportunities for the public.

FY 2015-2017 Objectives

- Construct new Fleet Light Operations and Materials Testing Lab at Russell Avenue site to maintain service continuity.
- Implement Phase 1 of the Clerk-Recorder-Assessor office co-location into a single service site at or near the County Administration Center.
- Preserve existing assets via: Phase 1 of re-roofing the Main Adult Detention Facility (MADF), resealing MADF recreation yard exterior windows; and start Family Justice Center new re-roofing.
- Support changing inmate classification needs at MADF with a new Body Scanner installation, Booking Space Evaluation and Renovation, new Observation Cell and Safety Cell Conversion, and Housing Safety and Security requirements implementation.
- Complete the acquisition of Mark West Creek Regional Park & Open Space Preserve.
- Complete the master plan and development of Sonoma Valley Regional Park Expansion.
- Complete the master plan and development of Moorland Park Phase 1.
- Complete construction of the Doran Cove restrooms in fall 2016, after the end of the camping season.

APPENDIX

For additional project information for all new and ongoing projects in the recommended budget, please refer to the following Capital Projects Financing Table and Status Report.



**Capital Project Status Report
FY 2015/16**

Project Title	Project Description	Total Project Budget	Total Expenditures To Date	FY 15-16 Total Appropriation (Gross Exp.)	Future year funding required	% of Project Expended	Completed in FY 15/16 (Y/N)
GENERAL GOVERNMENT CAPITAL PROJECTS							
County Administration Center							
2680 Ventura Storm Drain Extension	Design and construct extensions to the existing County-owned storm drain system across State lands, as required under terms of land transfer to State.	340,000	111	39,889	300,000	0.0%	N
2755 Mendocino Avenue Office Building	Renovation of 2755 Mendocino Avenue building for the Family Justice Center.	7,370,211	7,305,969	64,242	-	99.1%	Y
Administration Center Irrigation/Landscaping	Convert current lawn area outside of 575 Administration Drive to drought resistant landscaping.	485,190	385,190	100,000	-	79.4%	N
Administration Center Switchgear Repairs	Replace deteriorated electrical cones, insulators, transformers, and line fluids on 12KV power loop.	105,000	58,542	46,458	-	55.8%	Y
Adult Probation Tenant Improvements	Provide additional office spaces for Probation Investigations units, to support the increase in Post Release Community Supervision population in the Family Justice Center.	174,679	77,297	97,382	-	44.3%	Y
Central Mechanical Plant Boilers	Replace boilers to meet emissions standards per BAAQMD Regulation 9, Rule7.	797,000	235,729	110,799	450,472	29.6%	N
Central Mechanical Plant Energy Improvements	Installation of additional energy efficiency measures identified in the September 2008 Investment Grade Audit Report prepared by Aircon Energy.	23,170,808	22,728,047	442,761	-	98.1%	N
County Facilities Resource Fund	For the purchase and remodel/reuse of the Redwood Credit Union building.	1,493,119	1,489,037	4,082	-	99.7%	Y
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.	334,013	218,697	115,316	-	65.5%	N
Criminal Justice Expansion	Support for SB 863 application for new detention facility.	12,447,409	12,251,122	196,287	-	98.4%	Y
Family Justice Center Re-roof and Mech Screen	Remove old roofing and screen to replace with a cool roof with 20-year warranty.	431,000	40,807	9,193	381,000	9.5%	N
Hall of Justice South Elevator Repair	Perform repairs to the elevator as recommended in the assessment report.	282,741	3,488	279,253	-	1.2%	Y
Motor Pool Lot Relocation	Relocate Fleet parking space due to the sale of the existing property to State Courts for the new courthouse facility.	486,164	294	328,263	157,607	0.1%	N

**Capital Project Status Report
FY 2015/16**

Project Title	Project Description	Total Project Budget	Total Expenditures To Date	FY 15-16 Total Appropriation (Gross Exp.)	Future year funding required	% of Project Expended	Completed in FY 15/16 (Y/N)
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.	615,000	15,528	124,472	475,000	2.5%	N
Sheriff Building New Evidence Storage	Add storage building to meet increasing demand for evidence storage space for mandated periods of time.	1,483,507	282,801	1,200,706	-	19.1%	Y
Subtotal County Administration Center		50,015,841	45,092,659	3,159,103	1,764,079	90.2%	
<u>Adult Detention Facilities</u>							
MADF Touchscreens	Link the touchscreen system at MADF with the Information Justice System (IJS) for integrated reporting.	1,358,770	1,331,028	27,742	-	98.0%	Y
MADF Bunk Installation	Continued phased installation of additional bunks in single bunk cells to increase capacity.	390,000	305,178	25,984	58,838	78.3%	N
MADF Recreation Yard Resurfacing	Ongoing maintenance to resurface worn recreation yard surfaces throughout MADF.	118,000	81,112	36,888	-	68.7%	Y
MADF Showers Retrofit	Retrofit old and deteriorated tile showers with stainless steel liners.	126,000	123,768	2,232	-	98.2%	Y
MADF PTZ Cameras	Install new pan-tilt-zoom cameras in housing modules to provide increased monitoring for officer safety.	191,000	45,692	145,308	-	23.9%	Y
MADF Camera Replacement	Ongoing replacement of obsolete cameras.	45,000	9,457	35,543	-	21.0%	Ongoing
MADF Court Holding Area	Modify doors to improve cell security in Court holding areas.	110,000	99,132	10,868	-	90.1%	N
MADF A/B Dayroom and Rec Yard Subdivision	Divide housing modules A and B into upper & lower sub-dayrooms, and recreation yards to facilitate inmate population management and increase out-of-cell activity.	1,800,000	470,582	579,418	750,000	26.1%	N
MADF Grinder/Auger System	Install grinder-auger in the MADF main sewer line to intercept and remove unwanted materials from the waste stream entering the City's sewer system, per City Administrative Order.	852,622	805,674	46,948	-	94.5%	Y
MADF R-Mod Dayroom Divider	Sub-divide existing dayroom to allow inmates more time out of their cells per Title 15 guidelines.	303,807	68,786	235,021	-	22.6%	Y

**Capital Project Status Report
FY 2015/16**

Project Title	Project Description	Total Project Budget	Total Expenditures To Date	FY 15-16 Total Appropriation (Gross Exp.)	Future year funding required	% of Project Expended	Completed in FY 15/16 (Y/N)
MADF R-Mod Metal Door Replacement	Replace existing doors with high-security metal doors commensurate with the population in this module.	474,190	145,686	328,504	-	30.7%	Y
MADF Cell Door Breach Programming	Add programming to alert Central Control when a cell door is breached.	61,600	41,543	20,057	-	67.4%	Y
MADF Roof	Re-roof older MADF critical-condition roof area (phased replacement).	4,252,000	301,502	49,838	3,900,660	7.1%	N
MADF Electrical Security	Assessment of security and communication systems in all County detention facilities; improvements to priority items.	509,886	92,313	417,573	-	18.1%	Y
MADF Booking Space Evaluation and Renovation	Expand/improve the MADF booking area for increased and safer processing flow, per Criminal Justice Master Plan Needs Assessment Phase 1.	545,000	8,110	134,442	402,448	1.5%	N
MADF Housing Safety/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.	1,873,000	-	150,000	1,723,000	0.0%	N
Community Correction Center Pilot Project	Design work for and completion of State Grant application and submission for the funding of a possible Community Corrections Center and jail expansion.	70,000	66,231	3,769	-	94.6%	Y
NCDF Perimeter Security	Replace/upgrade NCDF perimeter security fence system.	1,260,000	746,162	57,149	456,689	59.2%	N
NCDF Water Heaters & Boilers	Phased replacement of failing equipment to increase efficiency and reduce maintenance costs.	180,390	104	24,896	155,390	0.1%	N
Probation Camp-Fire Wall Separation Improvements	Fire wall separation improvements between classroom, wood/welding, and offices.	145,700	133,381	4,481	7,838	91.5%	N
Subtotal Adult Detention Facilities		14,666,965	4,875,441	2,336,661	7,454,863	33.2%	
<u>Los Guilicos and Juvenile Detention</u>							
Juvenile Justice Center Flooring Repairs	Replace deteriorated carpeting, stair treads, and nosings in areas of high use.	54,408	27,630	26,778	-	50.8%	Y
Los Guilicos Indoor Firing Range Upgrades	Replace the existing target track system with a new reliable system to be used for mandated quarterly law enforcement training.	146,000	17,488	10,671	117,841	12.0%	N

**Capital Project Status Report
FY 2015/16**

Project Title	Project Description	Total Project Budget	Total Expenditures To Date	FY 15-16 Total Appropriation (Gross Exp.)	Future year funding required	% of Project Expended	Completed in FY 15/16 (Y/N)
Valley of the Moon Children's Home Phase III	Phase III construction of new VMCH-VMCC, and construct a new ball field near the new VMCC.	11,776,304	11,730,257	46,047	-	99.6%	Y
Subtotal Los Guilicos		11,976,712	11,775,375	83,496	117,841	98.3%	
<u>Chanate and Health Services</u>							
Chanate Hospital Decommissioning	Evaluate the condition of the facility and prepare a post-operation decommissioning plan and estimate for facility demolition costs.	146,229	115,158	31,071	-	78.8%	Y
Orenda Center HVAC	HVAC upgrade.	50,000	155	49,845	-	0.3%	N
Subtotal Health Services		196,229	115,313	80,916	-	58.8%	
<u>Veterans' Memorial/Community Svc. Bldgs.</u>							
Vets Buildings Repairs	Various repairs at the Veterans Memorial Buildings.	5,487,673	5,233,400	254,273	-	95.4%	ongoing
Subtotal Memorial Buildings		5,487,673	5,233,400	254,273	-	95.4%	
<u>Other Facilities</u>							
Facility Planning	The project provides support to develop costs to evaluate new Capital Project request as well supporting the coordination and completion of the annual Capital Projects Plan.	2,234,765	1,846,410	388,355	-	82.6%	ongoing
Water Conservation	Initial landscape water conservation projects at County Administrative Center.	152,000	141,344	10,656	-	93.0%	Y
2009 ADA SETP Improvements	Remove physical barriers per the approved County of Sonoma 2009 updated ADA Transition Plan.	22,700,000	4,039,218	5,860,782	12,800,000	17.8%	N
Redevelopment Improvements	Roseland property maintenance of groundwater monitoring well, and ongoing sampling and test result reporting to the State Water Quality Board.	6,164,747	920,032	4,424,965	819,750	14.9%	N
Hazardous Materials Mgt/Abatement	Continuation of phased abatement to address hazmat found in County facilities in the course of other projects for which abatement was otherwise not foreseen.	2,442,000	1,680,685	41,612	719,703	68.8%	Ongoing
Ground Water Contam. Monitor/Remed.	Continue monitoring and/or remediation as required by California Regional Water Quality Control Board.	790,000	568,894	100,707	120,399	72.0%	Ongoing
Human Services Improvement Projects	improvements at the Paulin Drive facility focused on customer contact areas for more efficient, pleasant and effective reception, intake, interviewing and processing, including use of information kiosks and display monitors. The project will also upgrade existing public lobby restrooms for full ADA compliance.	4,780,238	2,173,115	2,607,123	-	45.5%	Y

**Capital Project Status Report
FY 2015/16**

Project Title	Project Description	Total Project Budget	Total Expenditures To Date	FY 15-16 Total Appropriation (Gross Exp.)	Future year funding required	% of Project Expended	Completed in FY 15/16 (Y/N)
Transportation Public Works Sonoma Road Yard Renovation	Complete assessment of conditions and determine the scope and cost of improving the buildings and site.	342,626	342,613	13	-	100.0%	Y
Smoking Ordinance	Support implementation of smoking ordinance with Designated Smoking Area design & construction.	105,000	87,691	17,309	-	83.5%	N
Fleet/Materials Lab Relocation	The budget includes funds for a portion of the project management of the Fleet Maintenance facility move.	9,958,172	945,808	9,012,364	-	9.5%	N
Fire and Emergency Services CSA #41 Equipment Storage Building	Construction of basic fire suppression equipment and truck storage in Lakeville for enhanced response time, and superior protection for the equipment investment.	915,000	508,423	406,577	-	55.6%	N
Central Kitchen Pilot Cook/Chill Project	Install new equipment at MADF and NCDF; specialized kitchen equipment supporting transition from current cook-serve to more efficient cook-chill method.	500,000	2,754	497,246	-	0.6%	N
Porto Bodega Dock Removal	Remove and demolish failing dock at the Porto Bodega facility, Bodega Bay.	50,000	8,152	41,848	-	16.3%	N
California Energy Commission Electric Vehicle Charging Station Grant	Upgrade existing vehicle charging stations and install new charging stations in Guerneville and Cloverdale.	500,000	9,643	490,357	-	1.9%	Y
Santa Rosa Road Yard Emergency Generator	Install new generator to power Department Operations Center (DOC) for emergencies.	194,000	3,129	121,971	68,900	1.6%	Y
Transportation and Public Works Annapolis RY Siding Preservation	Preserve and replace deteriorated exterior siding.	148,000	-	138,000	10,000	0.0%	N
Subtotal Other Facilities		51,976,548	13,277,911	24,159,885	14,538,752	25.5%	
SUBTOTAL GENERAL GOVERNMENT		134,319,968	80,370,099	30,074,334	23,875,535	59.8%	

**Capital Project Status Report
FY 2015/16**

Project Title	Project Description	Total Project Budget	Total Expenditures To Date	FY 15-16 Total Appropriation (Gross Exp.)	Future year funding required	% of Project Expended	Completed in FY 15/16 (Y/N)
Communications Projects							
Communications-Towers	Improvement to Telecommunication towers throughout the County.	7,476,343	4,147,874	1,528,469	1,800,000	55.5%	N
TOTAL COMMUNICATIONS		7,476,343	4,147,874	1,528,469	1,800,000	55.5%	
TOTAL GENERAL GOVERNMENT		141,796,311	84,517,973	31,602,803	25,675,535	59.6%	

REGIONAL PARKS

Bodega Bay Bike and Ped Trail Ph. 1 (Coastal Prairie)	Trail work and park development.	1,243,676	665,905	172,771	405,000	53.5%	N
Bodega Bay Bike and Ped. Trail Ph. 2	Design and planning of the Harbor Coastal Trail.	2,351,000	2,081	2,919	2,346,000	0.1%	N
Bodega Bay Bike and Ped. Trail Ph. 3	Design and planning of the North Harbor Coastal Trail.	1,800,000	7,991	72,009	1,720,000	0.4%	N
Bodega Bay Dredging	Planning and environmental review for marina and Bodega Harbor channel dredging.	2,104,398	243,555	267,356	1,593,487	11.6%	N
Central Sonoma Valley Trail	Planning and construction of Class I trail parallel to Highway 12 connecting schools and parks.	878,500	430,156	448,344	-	49.0%	Y
Cloverdale Regional Park	Complete Phase 3 construction of boat ramp, parking, family picnic sites, and pathways along with river bank restoration and planting.	2,361,626	1,844,351	72,275	445,000	78.1%	N
Copeland Creek Trail	Plan trail connecting Sonoma State University to Crane Creek Regional Park.	85,000	3,171	81,829	-	3.7%	Y
Crane Creek Park	Acquisition and development.	43,321	14,132	29,189	-	32.6%	Y
Doran ADA	Planning and environmental review for a new boat ramp, parking and associated improvements.	738,541	315,442	23,099	400,000	42.7%	N
Doran Boat Launch	ADA access improvements and replacement of existing structures.	1,065,743	42,234	33,509	990,000	4.0%	N
Doran Jetty Restroom	Remove architectural barriers and provide path of travel and access improvements for restroom, picnic sites, fishing areas, benches, drinking fountain, outdoor shower, and the beach.	875,000	555,973	19,027	300,000	63.5%	N
Foothill Park	Phase 4 includes construction of a well, restroom, connections to utilities, and picnic area.	926,878	521,227	130,651	275,000	56.2%	N
Gualala Park Expansion	Park expansion and development.	405,000	20,000	85,000	300,000	4.9%	N

**Capital Project Status Report
FY 2015/16**

Project Title	Project Description	Total Project Budget	Total Expenditures To Date	FY 15-16 Total Appropriation (Gross Exp.)	Future year funding required	% of Project Expended	Completed in FY 15/16 (Y/N)
Guerneville River Park	Phase 2 includes acquisition for park expansion and access along with construction of boat launch, parking, picnic area, and pathway.	1,869,623	961,258	670,365	238,000	51.4%	N
Helen Putnam Park	Planning and constructing expanded access to regional park.	587,679	37,309	300,370	250,000	6.3%	N
Hood Expansion	Feasibility studies for expansion and access improvements to Hood Mountain Regional Park and Open Space Preserve.	926,163	1,200	84,963	840,000	0.1%	N
Hood Hwy 12 (includes Hood House)	Analysis of Hood Mansion, as part of Los Guilicos, for public access. Construct .3 mile multi-use pathway from existing end of the Bay Area Ridge Trail within Los Guilicos County Center to and crossing Highway 12 with crosswalks, ramps, and new push button signal.	252,297	122,176	130,121	-	48.4%	Y
Hood Lawson	Studies, planning, master plan amendment, and development to add 247 acres to Hood Mountain Regional park and Open Space Preserve.	1,205,552	4,238	596,314	605,000	0.4%	N
Hudeman Slough	Planning for boat launch redevelopment and A.D.A. improvements.	599,999	167,826	37,173	395,000	28.0%	N
Kenwood Plaza	Fabricate and install interpretive signs.	119,607	112,556	7,051	-	94.1%	Y
Laguna de SR Trail	New trail development is underway with funding from the Open Space District.	1,774,501	1,194,479	490,022	90,000	67.3%	N
Los Guilicos - Hood House	Feasibility work on historic Hood House and surrounding land for public use.	4,000	-	4,000	-	0.0%	N
Mark West Creek	Proposed new 1,100-acre regional park in the Mark West Creek watershed.	3,428,903	105,221	1,418,682	1,905,000	3.1%	N
Mark West Creek Trail	Planning 1.39 mile trail connecting Old Redwood Highway west to SMART Bikeway near the Airport industrial area.	490,000	11,233	178,767	300,000	2.3%	N
Maxwell Farms	Planning and development and ADA improvements.	75,011	11,684	63,327	-	15.6%	Y
North Sonoma Mountain Trail	Phase I trail construction underway, funded by the Open Space District.	2,757,660	1,941,549	466,111	350,000	70.4%	N
Occidental Community Center	Redevelop existing building, centralizing recreational support services.	115,000	46,314	68,686	-	40.3%	Y
Occidental to Coast Trail	Planning and acquisition.	23,206	6,588	6,618	10,000	28.4%	N

**Capital Project Status Report
FY 2015/16**

Project Title	Project Description	Total Project Budget	Total Expenditures To Date	FY 15-16 Total Appropriation (Gross Exp.)	Future year funding required	% of Project Expended	Completed in FY 15/16 (Y/N)
Park Paystation / SCIPP	Integrated park plan for Sonoma County.	319,168	288,801	30,367	-	90.5%	N
Petaluma - Sebastopol Trail	Feasibility Study for a 12 mile Class I trail connecting Petaluma with Sebastopol.	1,313,419	33,988	34,431	1,245,000	2.6%	N
Ragle Ranch	Planning and design for permanent restroom near the volleyball and tennis courts.	1,037,976	449,371	153,605	435,000	43.3%	N
Riverfront Park	Phase 3 constructs Lake Benoist and Russian River access including trails, park driveway extension, picnic and rest areas, boat portages, entry kiosk, and lakeshore and river planting restoration.	2,082,038	1,399,950	282,088	400,000	67.2%	N
Russian River Access Sites - Upper	Prepare acquisition plan and complete C.E.Q.A. for sites for future acquisition. This includes the Russian River area from the Mendocino County line to Healdsburg Memorial Beach.	729,000	12,976	71,024	645,000	1.8%	N
Russian River Access Sites - Lower	Feasibility study to identify Russian River access areas below Wohler Bridge to the coast.	70,115	14,623	55,492	800,000	20.9%	N
Santa Rosa Creek Trail	Complete construction repair of 2.14 mile Class 1 trail from Fulton to Willowside roads.	1,502,637	704,634	157,003	641,000	46.9%	N
Sea Ranch Trail Work	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.	107,645	96,745	10,900	-	89.9%	Y
San Francisco Bay Trail	Planning and acquisition for over 9 miles of regional trail in southern Sonoma County.	1,262,328	126,833	65,495	1,070,000	10.0%	N
Shiloh Ranch	Planning and development.	323,814	303,814	20,000	-	93.8%	Y
SMART Trail SW-Santa Rosa	Design and construction of a 1.3 mile Class 1 trail parallel to the rail corridor.	1,428,460	297,835	830,625	300,000	20.9%	N
Sonoma Schellville Trail	Planning and acquisition for 4.8-mile trail.	1,861,512	86,931	247,581	1,527,000	4.7%	N
Sonoma Valley Park	Plan and develop a trail extension into the 41-acre expanded park area, opening it for public use.	656,745	237,875	143,870	275,000	36.2%	N
Sonoma Valley Trail	Feasibility study for a 13 mile Class I trail connecting Santa Rosa with Sonoma.	4,790,281	219,281	10,000	4,561,000	4.6%	N
Steelhead Beach	Develop walk-in campground area and park entry improvements.	1,547,653	1,466,007	81,646	-	94.7%	Y
Stillwater Cove Park	Expansion and development.	1,205,342	404,876	5,466	795,000	33.6%	N

**Capital Project Status Report
FY 2015/16**

Project Title	Project Description	Total Project Budget	Total Expenditures To Date	FY 15-16 Total Appropriation (Gross Exp.)	Future year funding required	% of Project Expended	Completed in FY 15/16 (Y/N)
Storm Damage Projects	Repair storm damage from 2005-06 Flood.	3,444,368	3,157,434	286,934	-	91.7%	Y
Sunset Beach Park	Complete new Russian River access including parking, picnic area, trail, boat portage, landscape restoration, and road improvements.	1,145,629	1,143,405	2,224	-	99.8%	Y
Taylor Mountain Regional Park	Complete Master Plan and design Phase 1 including the driveway, parking, trails, restroom, picnic areas, and a natural play course off of Petaluma Hill Road.	2,028,956	1,543,956	35,000	450,000	76.1%	N
Tolay Lake Regional Park	Comprehensive Master Plan and studies for a 3,434-acre regional park between Petaluma and Sonoma Valley.	6,464,143	4,441,012	373,131	1,650,000	68.7%	N
Watson School	Watson School Building Restoration and access improvements of an early one-room schoolhouse for interpretation and public use.	657,506	375,006	2,500	280,000	57.0%	N
WCT Bridge Replacement	Planning and construction.	1,020,977	-	24,977	996,000	0.0%	N
West County Trail	Bridge replacement design on the existing trail between Petaluma Ave and Merced Ave.	4,876,142	4,181,842	73,300	621,000	85.8%	N
Westside Boat Launch	Planning and environmental review for a new boat ramp, parking and associated improvements.	2,121,869	332,632	1,789,237	-	15.7%	N
TOTAL REGIONAL PARKS		71,105,607	30,709,676	10,747,444	30,448,487	43.2%	
GENERAL GOVERNMENT CAPITAL PROJECTS		141,796,311	84,517,973	31,602,803	25,675,535	59.6%	
REGIONAL PARKS CAPITAL PROJECTS		71,105,607	30,709,676	10,747,444	30,448,487	43.2%	
GRAND TOTAL CAPITAL PROJECTS		212,901,918	115,227,649	42,350,247	56,124,022	54.1%	



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:

- Budget Summary-All Funds (Schedule 1)
- Budget Summary-Governmental Funds (Schedule 2)
- Fund Balances-Governmental Funds (Schedule 3)
- Detail of Changes in Fund Balance-Governmental Funds (Schedule 4)
- Summary of Additional Financing Sources-Governmental Funds ((Schedule 5)
- Detail of Additional Financing Sources-Governmental Funds (Schedule 6)
- Summary of Financing Uses-Governmental Funds (Schedule 7)
- Detail of Financing Uses-Governmental Funds (Schedule 8)
- Budget Summary-Non-Enterprise Special Districts/Agencies (Schedule 12)
- Fund Balances-Non-Enterprise Special Districts/Agencies (Schedule 13)
- Detail of Changes in Fund Balance-Non-Enterprise Special Districts/Agencies (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-Governmental Funds (Schedule 9)
- Internal Service Fund Operational Statement (Schedule 10)
- Enterprise Fund Operational Statement (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 www.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		
	Unallocated Fund Balance June 30,2015 (2)	Decreases to Fund Balance/ Net Assets (3)	Additional Financing Sources (4)	Total Financing Sources (5)	Financing Uses (6)	Increases to Fund Balance/ Net Assets (7)	Total Financing Uses (8)
General Fund	0	17,383,876	406,023,182	423,407,058	421,462,638	1,944,420	423,407,058
Special Revenue Funds	0	55,709,690	555,304,396	611,014,086	608,663,542	2,350,544	611,014,086
Capital Project Funds	0	11,965,142	30,158,217	42,123,359	42,123,359	0	42,123,359
Debt Service Funds	0	500	11,904,298	11,904,798	11,904,798	0	11,904,798
Subtotals - Governmental Funds	0	85,059,208	1,003,390,093	1,088,449,301	1,084,154,337	4,294,964	1,088,449,301
Less: Operating Transfers	0	0	(159,479,208)	(159,479,208)	(159,479,208)	0	(159,479,208)
Total Governmental Funds	0	85,059,208	843,910,885	928,970,093	924,675,129	4,294,964	928,970,093
Enterprise Funds	0	5,897,413	49,765,511	55,662,924	55,662,924	0	55,662,924
Internal Service Funds	0	21,430,593	154,247,477	175,678,070	175,678,070	0	175,678,070
Special Districts & Other Agencies	0	30,616,874	238,389,977	269,006,851	269,006,851	0	269,006,851
Total Other Funds	0	57,944,880	442,402,965	500,347,845	500,347,845	0	500,347,845
Total All Funds	0	143,004,088	1,286,313,850	1,429,317,938	1,425,022,974	4,294,964	1,429,317,938

Fund Name (1)	Total Financing Sources				Total Financing Uses		
	Unallocated Fund Balance June 30,2016 (2)	Decreases to Fund Balance/ Net Assets (3)	Additional Financing Sources (4)	Total Financing Sources (5)	Financing Uses (6)	Increases to Fund Balance/ Net Assets (7)	Total Financing Uses (8)
General Fund	0	4,585,813	413,682,749	418,268,562	415,483,674	2,784,888	418,268,562
Special Revenue Funds	0	29,200,689	560,028,870	589,229,559	586,364,917	2,864,642	589,229,559
Capital Project Funds	0	0	8,444,750	8,444,750	8,439,750	5,000	8,444,750
Debt Service Funds	0	500	12,166,649	12,167,149	12,167,149	0	12,167,149
Subtotals - Governmental Funds	0	33,787,002	994,323,018	1,028,110,020	1,022,455,490	5,654,530	1,028,110,020
Less: Operating Transfers	0	0	(142,647,466)	(142,647,466)	(142,647,466)	0	(142,647,466)
Total Governmental Funds	0	33,787,002	851,675,552	885,462,554	879,808,024	5,654,530	885,462,554
Enterprise Funds	0	6,141,863	38,293,674	44,435,537	44,435,537	0	44,435,537
Internal Service Funds	0	21,532,267	159,029,279	180,561,546	180,561,546	0	180,561,546
Special Districts & Other Agencies	0	31,857,162	229,149,374	261,006,536	261,006,536	0	261,006,536
Total Other Funds	0	59,531,292	426,472,327	486,003,619	486,003,619	0	486,003,619
Total All Funds	0	93,318,294	1,278,147,879	1,371,466,173	1,365,811,643	5,654,530	1,371,466,173

Fund Name (1)	Total Financing Sources				Total Financing Uses		
	Unallocated Fund Balance June 30,2015 (2)	Decreases to Fund Balance (3)	Additional Financing Sources (4)	Total Financing Sources (5)	Financing Uses (6)	Increases to Fund Balance (7)	Total Financing Uses (8)
10003 General	0	16,736,218	404,362,703	421,098,921	419,247,506	1,851,415	421,098,921
10500 ACO Funds	0	647,658	1,660,479	2,308,137	2,215,132	93,005	2,308,137
10002 Total General	0	17,383,876	406,023,182	423,407,058	421,462,638	1,944,420	423,407,058
11010 Advertising	0	499,026	10,718,350	11,217,376	10,917,376	300,000	11,217,376
11050 Road	0	8,765,154	51,788,256	60,553,410	60,427,649	125,761	60,553,410
11100 Other Special Revenue Funds	0	34,043,569	33,691,427	67,734,996	66,901,376	833,620	67,734,996
11300 Public Safety Realignment	0	427,829	60,465,998	60,893,827	60,443,227	450,600	60,893,827
11400 Human Services Realignment	0	0	42,201,859	42,201,859	42,201,859	0	42,201,859
11500 Human Services Dept	0	1,507,409	158,409,637	159,917,046	159,665,855	251,191	159,917,046
11550 DCSS - Child Support Enforcement	0	0	14,693,867	14,693,867	14,693,867	0	14,693,867
11600 Dept of Health Services	0	370,760	124,749,150	125,119,910	124,822,690	297,220	125,119,910
11700 Public Health Funds	0	3,582,557	9,991,403	13,573,960	13,495,481	78,479	13,573,960
11800 Behavioral Health Funds	0	4,297,538	20,457,396	24,754,934	24,753,559	1,375	24,754,934
11900 Health Policy, Plan & Eval	0	8,373	5,165	13,538	13,538	0	13,538
11991 Health-Realign	0	2,207,475	14,303,190	16,510,665	16,510,665	0	16,510,665
11992 Mental Health-Realign	0	0	13,828,698	13,828,698	13,816,400	12,298	13,828,698
11001 Total Special Revenue	0	55,709,690	555,304,396	611,014,086	608,663,542	2,350,544	611,014,086
21000 Total Capital Projects	0	11,965,142	30,158,217	42,123,359	42,123,359	0	42,123,359
31000 Total Debt Service	0	500	11,904,298	11,904,798	11,904,798	0	11,904,798
Subtotals	0	85,059,208	1,003,390,093	1,088,449,301	1,084,154,337	4,294,964	1,088,449,301
Operating Transfers*	0	0	(159,479,208)	(159,479,208)	(159,479,208)	0	(159,479,208)
Total Governmental Funds	0	85,059,208	843,910,885	928,970,093	924,675,129	4,294,964	928,970,093

*Transfers within a fund totalling \$10,601,037 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 Financing Sources				Total Financing Uses		
	Unallocated Fund Balance June 30,2016 (2)	Decreases to Fund Balance (3)	Additional Financing Sources (4)	Total Financing Sources (5)	Financing Uses (6)	Increases to Fund Balance (7)	Total Financing Uses (8)
10003 General	0	4,335,266	412,024,787	416,360,053	413,753,860	2,606,193	416,360,053
10500 ACO Funds	0	250,547	1,657,962	1,908,509	1,729,814	178,695	1,908,509
10002 Total General	0	4,585,813	413,682,749	418,268,562	415,483,674	2,784,888	418,268,562
11010 Advertising	0	297,501	10,668,025	10,965,526	10,915,651	49,875	10,965,526
11050 Road	0	8,223,701	59,634,612	67,858,313	67,731,847	126,466	67,858,313
11100 Other Special Revenue Funds	0	12,865,618	33,944,060	46,809,678	45,721,377	1,088,301	46,809,678
11300 Public Safety Realignment	0	1,794,369	60,508,713	62,303,082	61,567,782	735,300	62,303,082
11400 Human Services Realignment	0	0	43,305,396	43,305,396	43,305,396	0	43,305,396
11500 Human Services Dept	0	6,219	158,302,120	158,308,339	158,033,243	275,096	158,308,339
11550 DCSS - Child Support Enforcement	0	0	14,693,867	14,693,867	14,693,867	0	14,693,867
11600 Dept of Health Services	0	0	117,672,518	117,672,518	117,287,539	384,979	117,672,518
11700 Public Health Funds	0	3,347,374	10,173,203	13,520,577	13,450,765	69,812	13,520,577
11800 Behavioral Health Funds	0	458,432	22,989,303	23,447,735	23,325,220	122,515	23,447,735
11900 Health Policy, Plan & Eval	0	0	5,165	5,165	5,165	0	5,165
11991 Health-Realign	0	2,207,475	14,303,190	16,510,665	16,510,665	0	16,510,665
11992 Mental Health-Realign	0	0	13,828,698	13,828,698	13,816,400	12,298	13,828,698
11001 Total Special Revenue	0	29,200,689	560,028,870	589,229,559	586,364,917	2,864,642	589,229,559
21000 Total Capital Projects	0	0	8,444,750	8,444,750	8,439,750	5,000	8,444,750
31000 Total Debt Service	0	500	12,166,649	12,167,149	12,167,149	0	12,167,149
Subtotals	0	33,787,002	994,323,018	1,028,110,020	1,022,455,490	5,654,530	1,028,110,020
Operating Transfers*	0	0	(142,647,466)	(142,647,466)	(142,647,466)	0	(142,647,466)
	0	33,787,002	851,675,552	885,462,554	879,808,024	5,654,530	885,462,554

*Transfers within a fund totalling \$13,239,549 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 Estimated Fund Balance June 30, 2015 (2)	Less: Obligated Fund Balance				Less: Unassigned Fund Balance (7)	Total Unallocated Fund Balance June 30, 2015 (8)
		Nonspendable (3)	Restricted (4)	Committed (5)	Assigned (6)		
10003 General	48,897,477	9,140,832			35,474,430	4,282,215	0
10200 General Reserve	43,056,633					43,056,633	0
10500 ACO Funds	3,512,685				3,512,685		0
10002 Total General	95,466,795	9,140,832	0	0	38,987,115	47,338,848	0
11010 Advertising	1,691,089			1,691,089			0
11050 Road	21,946,395	700,064	21,246,331				0
11100 Other Special Revenue Funds	118,916,268		118,916,268				0
11300 Public Safety Realignment	13,099,470		13,099,470				0
11400 Human Services Realignment	5,849,082		5,849,082				0
11500 Human Services Dept	8,653,468		8,653,468				0
11600 Dept of Health Services	2,317,690		2,317,690				0
11700 Public Health Funds	17,142,938		17,142,938				0
11800 Behavioral Health Funds	6,495,549		6,495,549				0
11900 Health Policy, Plan & Eval	8,373		8,373				0
11991 Health Realignment Funds 1991	4,992,060		4,992,060				0
11992 Mental Health Realignment 1991	2,385,189		2,385,189				0
11001 Total Special Revenue	203,497,571	700,064	201,106,418	1,691,089	0	0	0
21000 Total Capital Projects	20,448,493	0	0	0	20,448,493	0	0
31000 Total Debt Service	13,947,373	0	13,947,373	0	0	0	0
	333,360,232	9,840,896	215,053,791	1,691,089	59,435,608	47,338,848	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 (1)	Total Estimated Fund Balance June 30, 2016 (2)	Less: Obligated Fund Balance				Less: Unassigned Fund Balance (7)	Total Unallocated Fund Balance June 30, 2016 (8)
		Nonspendable (3)	Restricted (4)	Committed (5)	Assigned (6)		
10003 General	34,012,674	9,140,832			20,589,627	4,282,215	0
10200 General Reserve	43,056,633					43,056,633	0
10500 ACO Funds	2,958,032				2,958,032		0
10002 Total General	80,027,339	9,140,832	0	0	23,547,659	47,338,848	0
11010 Advertising	1,492,063			1,492,063			0
11050 Road	13,307,002	700,064	12,606,938				0
11100 Other Special Revenue Funds	85,706,319		85,706,319				0
11300 Public Safety Realignment	13,122,241		13,122,241				0
11400 Human Services Realignment	5,849,082		5,849,082				0
11500 Human Services Dept	7,397,250		7,397,250				0
11600 Dept of Health Services	2,244,150		2,244,150				0
11700 Public Health Funds	13,638,860		13,638,860				0
11800 Behavioral Health Funds	2,199,386		2,199,386				0
11900 Health Policy, Plan & Eval	0		0				0
11991 Health Realignment Funds 1991	2,784,585		2,784,585				0
11992 Mental Health Realignment 1991	2,397,487		2,397,487				0
11001 Total Special Revenue	150,138,425	700,064	147,946,298	1,492,063	0	0	0
21000 Total Capital Projects	8,483,351	0	0	0	8,483,351	0	0
31000 Total Debt Service	13,946,873	0	13,946,873	0	0	0	0
	252,595,988	9,840,896	161,893,171	1,492,063	32,031,010	47,338,848	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.

Description (Identified by Fund Balance Component*) (1)	Estimated Fund Balance June 30,2015 (2)	Decreases or Cancellations		Increases or New		Total Estimated Fund Balance June 30, 2016 (7)	Total Estimated Fund Balance June 30, 2017 (8)
		Recommended (3)	Adopted by the Board of Supervisors (4)	Recommended (5)	Adopted by the Board of Supervisors (6)		
General Fund - Nonspendable:							
10005 Inventory	150,490					150,490	150,490
10005 General Fund - Advances to Funds	4,825,000					4,825,000	4,825,000
10005 General Fund - Prepaid Expenses	44,891					44,891	44,891
10060 PW Small Water Systems-Advances	49,351					49,351	49,351
10105 Tobacco Deallocation-Advances	4,071,100					4,071,100	4,071,100
Subtotal - Nonspendable	9,140,832	0	0	0	0	9,140,832	9,140,832
General Fund - Assigned:							
10005 General Fund Balance	11,757,168	11,757,168				0	0
10005 GF Assigned for Supplemental Design	3,242,832					3,242,832	15,000,000
10005 Tech Enhancement Fee	234,459					234,459	234,459
10005 FB Assigned - PRMD - Permits	2,119,216					2,119,216	2,119,216
10005 FB Assigned - Agg Comm	48,000					48,000	48,000
10005 FB Assigned - ISD Project Rebudget	240,843					240,843	240,843
10005 FB Assigned - Other Commitments	908,713					908,713	908,713
10010 ADA Program Fund	146,700					146,700	146,700
10015 IS Replacement Fund A	1,083,585			962,432		2,046,017	2,173,896
10020 IS Replacement Fund B	755,151			386,463		1,141,614	964,873
10025 Technology Investment Fund	45,104			107,550		152,654	259,654
10035 County Ctr Parking Enforcement	77,547	42,949				34,598	0
10040 Sonoma County Energy Watch	113,160	3,426				109,734	106,308
10050 Equipment Replacement Fund	116,512	79,859				36,653	36,729
10055 PW District Formation	120,254			34,980		155,234	139,503
10060 PW Small Water Systems	609,339	7,611				601,728	593,661
10065 PW Road Maint. District Form.	354,096			2,316		356,412	358,744
10070 Sheriff Radio Replacement	210,444			598		211,042	211,640
10075 Sheriff Radio Infrastructure	459,071					459,071	459,071
10080 Probation Radio/Equip Replace	238,945					238,945	238,945
10085 Probation SAC Ops. and Maint.	880,865	107,419				773,446	666,028
10090 RDA Dissolution Distributions	4,621,901	4,580,350				41,551	2,021,127
10095 Graton Casino Mitigation	6,932,525			484		6,933,009	6,933,285
10105 Tobacco Deallocation	156,719	156,719				0	0
10110 Refuse Franchise Fees	0			356,592		356,592	745,048
10115 Medical Marijuana	521	239				282	0
10120 Assessment Appeals	760	478				282	0
Subtotal - Assigned	35,474,430	16,736,218	0	1,851,415	0	20,589,627	34,606,443
General Fund - Unassigned:							
10005 State Mandates	782,215					782,215	782,215
10005 JMS System	500,000					500,000	500,000
10005 OPEB	3,000,000					3,000,000	3,000,000
Subtotal - Unassigned	4,282,215	0	0	0	0	4,282,215	4,282,215
Subtotal General Fund	48,897,477	16,736,218	0	1,851,415	0	34,012,674	48,029,490
General Reserve - Unassigned							
10205 General Reserve	43,056,633					43,056,633	43,056,633
ACO Funds - Assigned							
10505 Fleet ACO	2,019,805	349,439				1,670,366	1,419,819
10520 Reprographics ACO	2,032			5		2,037	2,042
10510 Communications ACO	451,090			91,000		542,090	640,290
10515 County Facilities ACO	782,958	298,219				484,739	563,229
10525 Records ACO	256,800			2,000		258,800	260,800
10530 Registrar of Voters ACO	500,000					500,000	500,000
Total ACO Funds	4,012,685	647,658	0	93,005	0	3,458,032	3,386,180
10002 Total General Fund	95,966,795	17,383,876	0	1,944,420	0	80,527,339	94,472,303

Description (Identified by Fund Balance Component*) (1)	Estimated Fund Balance June 30,2015 (2)	Decreases or Cancellations		Increases or New		Total Estimated Fund Balance June 30, 2016 (7)	Total Estimated Fund Balance June 30, 2017 (8)
		Recommended (3)	Adopted by the Board of Supervisors (4)	Recommended (5)	Adopted by the Board of Supervisors (6)		
Advertising - Committed:							
11015 Advertising Fund	1,258,887	499,026				759,861	462,360
11015 Economic Uncertainties	432,202			300,000		732,202	839,901
Total Advertising	1,691,089	499,026	0	300,000	0	1,492,063	1,302,261
Road Fund - Nonspendable:							
11051 Roads Fund-Inventory	700,064					700,064	700,064
Road Fund - Restricted:							
11051 Roads Fund	19,001,452	7,134,998				11,866,454	3,980,119
11052 State Tribal Casino Fund	0					0	0
11053 Sonoma Valley Development Fee	135,241			125,761		261,002	387,468
11055 Moorland Ave Development Fee	0					0	0
11054 Countywide Development Fee	2,109,638	1,630,156				479,482	142,116
Total Road Fund	21,946,395	8,765,154	0	125,761	0	13,307,002	5,209,767
Other Special Rev Funds - Restricted:							
11101 Tidelands Leases Fund	304,391	203,527				100,864	57,601
11102 Assessor-Property Char Data	574,659			14,788		589,447	603,821
11103 Property Tax Admin Program	58,649	58,637				12	375
11104 Recorder-Modernization	6,129,309	2,095,530				4,033,779	4,399,169
11105 Recorder-Micrographics	1,033,102			45,001		1,078,103	1,107,604
11106 Clerk/Recorder VRIP	495,243			11,457		506,700	517,470
11107 Social Security Truncation	449,192	8,625				440,567	431,442
11108 Recorder Operations Fund	774,011	774,011				0	0
11109 Survey Monument Preservation	99,115					99,115	99,115
11110 PRMD Planning Administration	690,517					690,517	690,517
11111 Regional Parks Rstrd Donations	458,687			90,200		548,887	639,087
11112 Sonoma/Gualala Park Mit	22,653			29,093		51,746	0
11113 Cloverdale/Healdsburg Park Mit	29,783	7,359				22,424	0
11114 Russian Riv/Sebastopol Park Mit	82,315			15,902		98,217	94,054
11115 Santa Rosa Park Mit	10,016			49,091		59,107	58,133
11116 Rohnert Pk/Cotati/Pet Park Mit	133,727	54,310				79,417	0
11117 Sonoma Valley Park Mit	44,325	7,130				37,195	0
11118 Larkfield/Wikiup Park Mit	4,445	2,190				2,255	0
11119 PEG Access Fees	681,280			331,601		1,012,881	1,346,621
11120 Sheriff-AB1109 Fees	753,780	119,853				633,927	514,074
11121 Sheriff-AB709 Fees	318,344			33,278		351,622	384,900
11122 Sheriff-Federal Forf-DOJ	346,478	82,500				263,978	181,478
11123 Sheriff-Fed Forf-US Treas	5,529			44		5,573	5,573
11124 Sheriff-DMV ID Fee	764,269	764,269				0	0
11125 Asset Forfeiture Fund	794,077	23,000				771,077	774,077
11126 JAG - Justice Assistance Grant	29					29	29
11127 Detention-Jail Industries	194,565	36,470				158,095	126,625
11128 DA-Auto Insurance Fraud	67,608			200		67,808	68,008
11129 DA-Consumer Protection	2,482,063					2,482,063	2,482,063
11130 DA-SCATT	170,573			6,508		177,081	181,319
11131 DA-Family Justice Center	285,037					285,037	287,307
11132 DA-Asset Forfeiture - Justice	23,841					23,841	23,841
11133 DA-Family Justice Cntr SB635	45,314					45,314	45,314
11134 DA-Treasury Forfeiture Fund	2,962					2,962	2,962

Description (Identified by Fund Balance Component*) (1)	Estimated Fund Balance June 30,2015 (2)	Decreases or Cancellations		Increases or New		Total Estimated Fund Balance June 30, 2016 (7)	Total Estimated Fund Balance June 30, 2017 (8)
		Recommended (3)	Adopted by the Board of Supervisors (4)	Recommended (5)	Adopted by the Board of Supervisors (6)		
Other Spec Rev Funds - Restricted (cont):							0
11136 Probation-CCPIF	1,715,692			206,457		1,922,149	2,106,126
11138 Courthouse Construction	861,446	79,510				781,936	768,846
11139 Criminal Justice Construction	1,992,955	1,992,955				0	17,000
11142 Alternate Dispute Resolution	42,232	3,393				38,839	34,929
11143 W & M Transaction Verification	11,204	5,000				6,204	1,204
11144 Tobacco Securitization/Endowment A	13,524,890	4,513,709				9,011,181	9,011,181
11145 Open Space Spec Tax Account-Meas	82,055,587	23,162,259				58,893,328	48,217,747
11146 Hazardous Material Fund	230,809					230,809	224,197
11147 Fish and Wildlife	101,344	1,135				100,209	98,555
11148 Abalone Preservation Fund	2,024					2,024	2,024
11150 County Clerk Operations	48,197	48,197				0	0
Total Other Special Revenue Funds	118,916,268	34,043,569	0	833,620	0	85,706,319	75,604,380
2011 Public Safety Realign - Restricted:							
11304 Probation-YOBG	1,544,221	133,697				1,410,524	1,407,562
11306 Probation-Juv. Prob & Camp	3,588,470	145,066				3,443,404	3,298,338
11308 Probation-JJCPA	845,462	149,066				696,396	541,825
11310 AB109 Contingency	3,995,298					3,995,298	2,503,528
11312 Human Services AB118	1,100,001					1,100,001	1,100,001
11314 District Attorney Revocation	162,152					162,152	162,152
11318 Public Defender Revocation	0					0	0
11320 Sheriff Trial Court Security	1,701,429			444,000		2,145,429	2,589,429
11322 Shf Local Law Enf Svc - Booking Fee	9,553					9,553	9,553
11328 Shf Local Law Enf Svc - CAL-EMA	53,814					53,814	53,814
11332 Shf Local Comm Corr AB 109 (DD)	1,927					1,927	1,927
11334 Behavioral Health Account 2011	97,143			6,600		103,743	395,043
Total 2011 Public Safety Realignmen	13,099,470	427,829	0	450,600	0	13,122,241	12,063,172
Human Svcs Realign - Restricted:							
11405 Human Svcs Realignment Operating	5,843,878					5,843,878	5,843,878
11410 Human Svcs CalWorks MOE	5,204					5,204	5,204
Total Human Svcs Realignment	5,849,082	0	0	0	0	5,849,082	5,849,082
Human Services Dept - Restricted:							
11505 Human Services Dept	7,578,944	1,501,190				6,077,754	6,101,659
11510 WP-Federal Assistance Res.	158,457			1,191		159,648	160,839
11515 WP-Wraparound	762,958					762,958	762,958
11520 Dependent Child Fund	73,886					73,886	73,886
11525 Children's Fund	79,223	6,219				73,004	66,785
11530 Title lve Waiver Fund	0			250,000		250,000	500,000
Total Human Services Dept	8,653,468	1,507,409	0	251,191	0	7,397,250	7,666,127
Child Support Services - Restricted:							
11555 DCSS - Child Support Enforcement	0					0	0
Dept of Health Services - Restricted:							
11605 Dept of Health Services	370,760	370,760				0	0
11610 Intergovernmental Transfer	0			89,757		89,757	179,514
11615 Audit Reserve	1,946,930			207,463		2,154,393	2,361,856
Total Dept of Health Services	2,317,690	370,760	0	297,220	0	2,244,150	2,541,370

Description (Identified by Fund Balance Component*) (1)	Estimated Fund Balance June 30,2015 (2)	Decreases or Cancellations		Increases or New		Total Estimated Fund Balance June 30, 2016 (7)	Total Estimated Fund Balance June 30, 2017 (8)
		Recommended (3)	Adopted by the Board of Supervisors (4)	Recommended (5)	Adopted by the Board of Supervisors (6)		
Public Health Funds - Restricted:							
11705 Animal Welfare Fund	253,757	11,667				242,090	230,423
11705 Animal Welfare Fund-Equipment	95,337			8,667		104,004	112,671
11710 PH - Fee Stabiliation Fund	238,077	225,111				12,966	12,966
11715 First 5 Sonoma County	15,761,433	3,205,252				12,556,181	9,350,929
11715 First 5 Sonoma County - Prepaid Exp	78,238					78,238	78,238
11720 Maddy Fund	253,261	139,122				114,139	114,139
11725 Maddy/Richie Fund	327,153					327,153	188,031
11730 PH - Tobacco Tax	855					855	855
11735 Hospital Preparedness Program	8,912					8,912	8,912
11740 Bioterrorism Program	13,474					13,474	13,474
11745 Vital Statistics Fund	111,036			69,812		180,848	250,660
11750 Solid Waste-EAG	1,405	1,405				0	0
Total Public Health Funds	17,142,938	3,582,557	0	78,479	0	13,638,860	10,361,298
Behavioral Health Funds - Restricted:							
11805 Driving Under The Influence	42,249	42,249				0	0
11810 Substance Use Memorial Fund	13,429	13,429				0	0
11815 Conditional Release Int. Fund	4,702	4,702				0	0
11830 Drug Abuse Educ/Prevention	310	310				0	0
11835 Alcohol and Drug Assessment	312	1				311	311
11840 MHSA-Community Services & Suppo	3,170,514	2,544,381				626,133	747,273
11845 MHSA-Capital	0					0	0
11850 MHSA-Early Intervention	2,040,557	1,461,878				578,679	202,753
11865 MHSA-Education/Training	0			1,375		1,375	2,750
11855 MHSA-Innovation	313,249	230,588				82,661	155
11860 MHSA-Prudent Reserve	910,227					910,227	910,227
Total Behavioral Health Funds	6,495,549	4,297,538	0	1,375	0	2,199,386	1,863,469
Health Policy, Plan & Eval - Restricted:							
11905 Child Safety Seats	8,373	8,373				0	0
1991 Realignment Funds - Restricted:							
11991 Health Realignment Fund 1991	4,992,060	2,207,475				2,784,585	577,110
11992 Mental Health Realignment 1991	2,385,189			12,298		2,397,487	2,409,785
Total 1991 Realignment Funds	7,377,249	2,207,475	0	12,298	0	5,182,072	2,986,895
11001 Total Special Revenue Funds	203,497,571	55,709,690	0	2,350,544	0	150,138,425	125,447,813
21000 Capital Projects (Assigned)	20,448,493	11,965,142			0	8,483,351	8,488,351
31000 Debt Service (Restricted)	13,947,373	500			0	13,946,873	13,946,373
Total Governmental Funds	333,860,232	85,059,208	0	4,294,964	0	253,095,988	242,354,840

Description (1)	Actual 2013-14 (2)	Estimated 2014-15 (3)	Recommended 2015-16 (4)	Recommended 2016-17 (5)
Summarization By Source:				
40000 Taxes:				
Property Taxes-CY Secured	180,771,245	191,816,307	198,494,143	204,451,367
Property Taxes-CY Unsecured	4,955,767	5,598,648	5,700,000	5,700,000
Property Taxes-CY Supplemental	3,244,460	2,798,646	2,800,000	2,800,000
Property Taxes-PY Secured	(16,535)	(23,999)	5,000	5,000
Property Taxes-PY Unsecured	191,127	120,000	75,000	75,000
Property Taxes-PY Supplemental	(2,860)	(10,000)	0	0
Sales/Use Taxes	34,221,909	29,884,162	33,679,528	34,714,710
In Lieu Local Sales/Use Taxes	4,252,240	4,615,838	4,800,472	4,992,490
Other Taxes	15,506,842	7,035,325	17,640,500	18,296,850
Penalties/Costs on Taxes	1,407	0	0	0
	243,125,602	241,834,927	263,194,643	271,035,417
41000 Licenses, Permits and Franchises	22,579,162	19,530,675	23,630,243	23,794,995
42000 Intergovernmental Revenues:				
Intergovernmental-State	324,247,753	300,429,361	336,826,781	336,166,964
Intergovernmental-Federal	65,234,800	91,100,402	83,975,993	94,177,817
Intergovernmental-Other	34,091,175	32,378,094	36,122,099	32,370,268
	423,573,728	423,907,857	456,924,873	462,715,049
43000 Fines, Forfeitures and Penalties	13,234,981	15,861,221	12,217,924	12,031,115
44000 Revenue From Use of Money and Property	7,231,874	6,736,378	6,703,095	6,442,350
45000 Charges for Current Services	53,447,333	51,446,690	61,152,605	61,167,546
46000 Miscellaneous Revenues	29,697,949	17,478,629	15,248,588	13,244,329
47000 Other Financing Sources*	12,080,350	4,567,453	4,838,905	1,244,750
48000 Residual Equity Transfers In	40,822	0	0	0
49000 Administrative Control Account	(1)	284,320	0	0
Total Summarization by Source	805,011,800	781,648,150	843,910,876	851,675,551

*Excludes 2013-14 Actual transfers totalling \$123,913,282, 2014-15 Estimated transfers totalling \$191,251,206, 2015-16 Recommended transfers totalling \$170,572,870, and 2016-17 Recommended transfers totalling \$155,887,015.

County of Sonoma
 State of California
 Summary of Additional Financing Sources by Source and Fund
 Governmental Funds
 Fiscal Year 2015-17

Description (1)	Actual 2013-14 (2)	Estimated 2014-15 (3)	Recommended 2015-16 (4)	Recommended 2016-17 (5)
Summarization by Fund:				
10003 General	396,926,315	399,131,285	404,362,703	412,024,787
10200 General Reserve	9,187,447	5,000,000	0	0
10500 ACO Funds	3,335,173	3,963,959	1,660,479	1,657,962
10002 General Fund	409,448,935	408,095,244	406,023,182	413,682,749
11010 Advertising	8,518,482	396,770	10,718,350	10,668,025
11050 Road	64,591,783	41,418,642	51,788,256	59,634,612
11100 Other Special Revenue Funds	31,352,491	29,812,586	33,691,427	33,944,060
11300 Public Safety Realignment	55,597,533	57,599,133	60,465,998	60,508,713
11400 Human Services Realignment	41,817,378	39,623,123	42,201,859	43,305,396
11500 Human Services Dept	134,376,276	143,240,670	158,409,637	158,302,120
11550 DCSS - Child Support Enforcement	11,468,611	14,486,203	14,693,867	14,693,867
11600 Dept of Health Services	50,448,616	115,841,805	124,749,150	117,672,518
11700 Public Health Funds	14,963,566	10,903,782	9,991,403	10,173,203
11800 Behavioral Health Funds	16,604,587	21,007,657	20,457,396	22,989,303
11900 Health Policy, Plan & Eval	22,107	8,194	5,165	5,165
11991 Health-Realign	20,553,019	16,867,733	14,303,190	14,303,190
11992 Mental Health-Realign	14,186,678	14,376,630	13,828,698	13,828,698
11001 Special Revenue Funds	464,501,127	505,582,928	555,304,396	560,028,870
20000 Capital Projects	10,400,252	25,517,917	30,158,217	8,444,750
31000 Debt Service	16,644,488	12,297,000	11,904,289	12,166,648
Subtotal	900,994,802	951,493,089	1,003,390,084	994,323,017
XX Transfers*	(95,983,002)	(169,844,939)	(159,479,208)	(142,647,466)
Total Summarization by Fund	805,011,800	781,648,150	843,910,876	851,675,551

*The following transfers within a fund have been eliminated from the above fund totals: 2013-14 Actuals - \$27,930,280, 2014-15 Estimated - \$21,406,267, 2015-16 Recommended - \$10,601,037, and 2016-17 Recommended - \$13,239,549. 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 2013-14 (2)	Estimated 2014-15 (3)	Recommended 2015-16 (4)	Recommended 2016-17
47000 <u>Other Financing Sources:</u>				
47XXX Operating/Residual Equity Transfers:				
10003 General	1,135,184	3,761,150	144,315	608,292
11010 Advertising	15,000	0	0	0
11100 Other Special Revenue Funds	238,889	239,973	239,976	239,976
11600 Dept of Health Services	23,229	0	0	0
11700 Public Health Fund	28,048	92,103	29,649	29,649
23000 Miscellaneous Capital Projects	0	450,000	4,424,965	366,833
	1,440,350	4,543,226	4,838,905	1,244,750
47110 Long Term Debt Proceeds:				
10003 General	8,455,000	24,227	0	0
11100 Other Special Revenue Funds	2,185,000	0	0	0
	10,640,000	24,227	0	0
47000 Total Other Financing Sources*	12,080,350	4,567,453	4,838,905	1,244,750
48000 <u>Residual Equity Transfers In</u>				
48004 Ret - Between Entities - BOS:				
11100 Other Special Revenue Funds	722	0	0	0
48005 Contributed Capital:				
11050 Road	40,100	0	0	0
	40,100	0	0	0
48000 Total Residual Equity Transfers In	40,822	0	0	0
49000 <u>Administrative Control Accounts</u>				
49001 Advances	(1)	284,320	0	0
49000 Total Administrative Control	(1)	284,320	0	0
Total All Governmental Funds	805,011,800	781,648,150	843,910,876	851,675,551

*Excludes 2013-14 Actual transfers totalling \$123,913,282, 2014-15 Estimated transfers totalling \$191,251,206, 2015-16 Recommended transfers totalling \$170,080,245, and 2016-17 Recommended transfers totalling \$155,887,015.

County of Sonoma
 State of California
 Summary of Financing Uses by Function and Fund
 Governmental Funds
 Fiscal Year 2015-17

Description (1)	Actual 2013-14 (2)	Estimated 2014-15 (3)	Recommended 2015-16 (4)	Recommended 2016-17 (5)
Summarization By Fund:				
10003 General	395,302,759	413,482,309	421,098,921	416,360,053
10500 ACO Funds	2,098,602	6,140,698	2,308,137	1,908,509
10002 Total General	397,401,361	419,623,007	423,407,058	418,268,562
11010 Advertising	7,968,162	8,539,493	11,217,376	10,965,526
11050 Road	65,056,808	55,604,841	60,553,410	67,858,313
11100 Other Special Revenue Funds	30,039,141	33,119,299	67,734,996	46,809,678
11300 2011 Public Safety Realignment	49,511,073	58,641,141	60,893,827	62,303,082
11400 Human Svcs-Realign	38,107,637	39,583,885	42,201,859	43,305,396
11500 `	131,776,265	140,814,574	159,917,046	158,308,339
11550 DCSS-Child Support Enf	11,468,611	11,331,889	14,693,867	14,693,867
11600 Dept of Health Services	56,594,131	117,953,769	125,119,910	117,672,518
11700 Public Health Funds	22,481,071	16,179,243	13,573,960	13,520,577
11800 Behavioral Health Funds	20,573,593	20,895,468	24,754,934	23,447,735
11900 Health Policy, Planning & Evaluation Funds	3,767	18,509	13,538	5,165
11991 Health-Realign	19,032,432	17,366,185	16,510,665	16,510,665
11992 Mental Health-Realign	14,798,551	15,033,096	13,828,698	13,828,698
11001 Total Special Revenue	467,411,242	535,081,392	611,014,086	589,229,559
20000 Total Capital Projects	10,041,447	14,131,396	42,123,359	8,444,750
31000 Total Debt Service	17,648,025	11,805,200	11,904,798	12,167,149
Subtotals	892,502,075	980,640,995	1,088,449,301	1,028,110,020
XX Operating Transfers*	(95,983,002)	(169,844,939)	(159,479,208)	(142,647,466)
Total Financing Uses	796,519,073	810,796,056	928,970,093	885,462,554

*The following transfers within a fund have been eliminated from the above fund totals: 2013-14 Actuals - \$27,930,280, 2014-15 Estimated - \$21,406,267, 2015-16 Recommended - \$10,601,037, and 2016-17 Recommended - \$13,052,852. 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 2013-14 (2)	Estimated 2014-15 (3)	Recommended 2015-16 (4)	Recommended 2016-17
<u>General:</u>				
<u>Legislative/Administrative</u>				
Board of Supervisors 150101XX	2,651,081	2,548,665	3,029,678	3,043,090
County Administrator 15020XXX	2,030,512	2,644,213	2,378,376	2,379,392
General Services-Admin 210101XX	832,967	926,942	854,288	854,738
Total Legislative/Administrative	5,514,560	6,119,820	6,262,342	6,277,220
<u>Finance</u>				
Assessment Appeals Board 15010200	4,274	32,600	45,917	46,703
Purchasing Agent 21030100	1,095,845	1,279,464	1,371,013	1,359,263
Assessor 13020100	8,488,734	9,195,223	9,483,663	9,748,542
Administrative Services 13020200	1	13,967	0	0
Assessor-Prop Char Data 13020300	13,497	39,981	18,584	18,998
Assessor-Prop Tax Admin 13020400	20,000	5,924	59,000	0
Auditor-Controller 110101XX	8,714,674	9,627,088	7,722,294	7,820,331
Treasurer-Tax Collector 110102XX	3,300,556	3,603,056	3,909,581	3,856,801
ACTTC-Audit 11010300	748,052	995,750	823,492	842,172
ACTTC-Administration 11010400	908,575	936,781	990,292	1,005,098
Total Finance	23,294,208	25,729,834	24,423,836	24,697,908
<u>Counsel</u>				
County Counsel 17010100	4,399,290	4,758,721	4,890,495	4,899,102
Total Counsel	4,399,290	4,758,721	4,890,495	4,899,102
<u>Human Resources</u>				
Human Resources 23010XXX	4,519,341	4,885,139	5,127,328	5,024,094
Total Human Resources	4,519,341	4,885,139	5,127,328	5,024,094
<u>Elections</u>				
Registrar of Voters 13030100	3,179,862	4,517,213	4,140,349	4,170,066
Total Elections	3,179,862	4,517,213	4,140,349	4,170,066
<u>Communications</u>				
Communications-Telephone 25010134	1,632,153	3,907,022	(122,362)	(111,182)
Total Communications	1,632,153	3,907,022	(122,362)	(111,182)
<u>Property Management</u>				
Energy Division 21030300	7,478,848	7,734,944	8,229,847	8,223,835
Real Estate Program 21020300	11,424,583	3,073,341	3,246,424	3,251,864
Facilities Operations 21020400	4,111,127	4,821,729	4,653,572	4,659,772
County Facilities ACO 21040100	0	100,000	379,226	0
Sonoma Co Energy Watch 21040301	307,950	224,690	381,426	381,426
Tidelands Leases Fund 21040500	25,394	87,393	255,085	94,821
Total Property Management	23,347,902	16,042,097	17,145,580	16,611,718

Description (Function, Activity and Budget Unit) (1)	Actual 2013-14 (2)	Estimated 2014-15 (3)	Recommended 2015-16 (4)	Recommended 2016-17
<u>General (Cont):</u>				
<u>Capital Improvements</u>				
Capital Improvements 40000000	10,041,447	13,901,089	41,943,359	8,259,750
Total Capital Improvements	10,041,447	13,901,089	41,943,359	8,259,750
<u>Promotion</u>				
Economic Development 19010100	2,275,509	2,874,623	3,153,000	2,968,875
Tourism Council 19010200	2,052,504	2,561,259	2,753,520	2,891,196
Advertising 16030100	1,261,538	0	2,079,606	2,063,616
Total Promotion	5,589,551	5,435,882	7,986,126	7,923,687
<u>Other General</u>				
Insurance 23010500	1,335,443	1,404,482	1,455,042	1,590,057
ADA Program 23011000	176,918	245,050	400,000	400,000
ISD-Administration 25010111	182,187	122,716	199,395	199,758
Applications-Maintenance 2501012X	2,661,580	4,416,374	4,837,357	4,542,205
Technical Services 2501013X	3,951,062	4,868,050	8,700,249	9,158,127
Records 25010151	1,173,900	1,052,275	1,061,714	1,070,631
Electronic Document Mgmt System 25010141	0	(9,091)	(24,000)	(24,000)
Reprographics 25010161	414,536	538,171	384,260	310,345
IS Replacement-A 25011001	0	73,629	0	0
IS Replacement-B 25011100	130,345	0	0	4,990
HRMS Fund 25012000	57,276	30,000	0	0
Architect 21020100	122,724	224,672	122,724	122,724
Architect-Local Projects 21020200				
County Garage 210304XX				
Co Car Replacement ACO 21040200				
Survey Monument Preservation 26010300				
Employee Benefits 16020100				
Other General Government 16020200				
Other Financing Sources/Uses 16021200				
Other Financing Sources/Uses - Courthouse Constr. 16010500				
Securitization/Endowment A 16020700				
Tobacco Deallocation 16021000				
Refuse Franchise Fees 16020400				
Medical Marijuana 16040100				
Assessment Appeals 16040200				
RDA Dissolution Distribution Fund 16021100				
Graton Casino Mitigation 16020800				
Open Space Spec Tax Account-Measure F 16040400				
Total Other General				
Total General				

Description (Function, Activity and Budget Unit) (1)	Actual 2013-14 (2)	Estimated 2014-15 (3)	Recommended 2015-16 (4)	Recommended 2016-17
<u>Public Protection:</u>				
<u>Judicial</u>				
Sheriff-Court Security 30014700	296,516	307,935	288,362	290,320
D.A.-Criminal 18010101	17,111,698	17,840,496	18,223,719	18,228,983
D.A.-Victim Witness 18010102	1,360,457	1,677,529	1,713,661	1,708,398
D.A.-Consumer Protection Fund 18010400	626,171	685,361	909,301	909,301
D.A.-SCATT 18010500	408,620	444,003	892,784	892,784
D.A.-Family Justice Center 18010600	432,062	584,239	691,698	691,699
D.A.-FJC-SB635 18010700	59,000	66,211	0	0
D.A.-Asset Forfeiture 18010800	0	5,000	5,075	5,075
District Attorney Revocation 18013000	168,369	104,000	73,704	73,704
D.A. Local Law Enforcement Services 18013500	141,597	114,749	114,749	114,749
Public Defender 28010100	8,946,203	9,089,085	9,542,100	9,616,050
Public Defender Revocation 28010200	159,328	163,359	80,250	80,250
Grand Jury 16010100	62,787	0	90,212	92,047
Court Support Operations 16010200	10,654,281	10,932,155	11,126,533	11,132,756
Courts-Alternate Dispute Res 16010300	132,748	90,572	96,493	97,010
Total Judicial	40,559,837	42,104,694	43,848,641	43,933,126
<u>Police Protection</u>				
Sheriff-Admin 300101XX	7,393,532	7,726,658	7,265,037	7,297,832
Law Enforcement-Admin 300102XX	3,089,313	3,336,137	3,468,448	3,539,635
Sheriff-Dispatch 30012000	3,954,524	3,931,875	4,216,678	4,219,357
Sheriff-Radio 30012300	1,394,736	1,142,541	1,401,386	1,373,261
Sheriff-Helicopter 300143XX	1,452,456	1,588,445	1,570,764	1,578,675
Sheriff-Civil 30012100	713,483	692,637	758,631	791,377
Sheriff-Marine Unit 300144XX	827,445	920,665	865,204	868,059
Sheriff-Patrol 300140XX	29,178,478	30,684,998	30,522,814	30,534,955
Sheriff-Windsor 300141XX	4,760,378	4,774,801	5,026,300	5,082,515
Sheriff-Sonoma 300142XX	3,281,006	3,242,153	3,417,695	3,420,096
Sheriff-Investigation 300145XX	8,036,824	7,960,370	7,332,043	7,314,350
Sheriff-Services-Records 30012200	1,748,516	2,222,565	2,047,430	2,054,620
Sheriff Trial Court Security 30016400	6,439,044	7,272,665	7,436,639	7,436,639
Shf Local Law Enf Svc St Cops 30016500	188,600	100,000	100,000	100,000
Shf Local Law Enf Svc Cal-Ema 30016600	212,501	224,914	244,771	244,771
Shf Local Comm Corp AB 109 (LED) 300167XX	193,058	221,631	219,955	219,955
JAG 30016800	41,895	46,531	0	0
Sheriff-DMV ID Fee 30017400	563,928	1,717,340	1,060,191	1,060,191
Sheriff-Training 30010300	1,540,430	1,303,036	1,830,412	1,830,412
Total Police Protection	75,010,147	79,109,962	78,784,398	78,966,700

Description (Function, Activity and Budget Unit) (1)	Actual 2013-14 (2)	Estimated 2014-15 (3)	Recommended 2015-16 (4)	Recommended 2016-17
<u>Public Protection (Cont):</u>				
<u>Detention & Correction</u>				
Sheriff-Transportation 30014800	1,279,692	1,292,326	1,416,961	1,420,933
Detention-North County Detention Facility 30020400	4,708,734	3,982,757	4,890,045	4,912,175
Detention-Main Jail 30020300	28,250,724	28,528,502	30,691,709	30,746,841
Detention-Administration 30020100	17,768,797	21,511,891	19,963,095	20,310,078
Detention-Jail Industries 30020500	94,075	141,250	163,470	158,470
Detention-Training 30020200	1,070,534	1,113,016	1,119,780	1,119,780
Shf Local Law Enf Svc Booking 30026000	791,066	791,165	791,066	791,066
Shf Local Law Enf Svc St Cops 30026100	141,935	110,000	130,000	130,000
Shf Local Comm Corr AB 109 (DD) 30026200	2,936,496	3,752,446	4,146,155	4,146,155
Adult Supervision 270111XX	6,081,237	6,912,281	6,680,527	6,763,960
Probation-Juvenile Supervision 270121XX	2,518,708	2,566,214	1,842,081	1,841,306
Probation-Administration 270101XX	3,629,905	4,314,602	3,979,497	3,839,866
Prob - Adult Realignment 270112XX	(56,872)	988	0	(23,150)
Probation-Juvenile Grant Funds 27012200	376,182	238,503	246,091	175,742
Adult Investigations 270110XX	1,970,319	2,000,672	2,500,351	2,508,327
Juvenile Investigations 270120XX	1,893,160	1,969,604	2,103,997	2,101,944
Probation Radio and Equipment Replacement 27016000	(49,013)	(774)	0	0
Probation-CCPIF 27017000	133,069	719,585	899,189	921,669
Probation Services AB 109 27017100	5,868,574	6,362,681	8,596,056	7,596,178
Prob - Youthful Offender Block Grant 270175XX	669,412	1,174,418	1,318,966	1,335,070
Prob - Juv Probation & Camp Funding 27017700	1,805,848	2,081,577	2,315,588	2,315,588
Prob - Juv Justice Crime Prevent A 27017600	1,087,900	1,357,784	1,539,680	1,545,185
AB109 Contingency 27017200	704,333	597,362	0	1,491,770
Juvenile Halls 270140XX	13,656,102	13,571,785	14,535,705	14,722,163
Probation Camp 270145XX	1,931,310	1,989,651	2,068,706	2,160,598
Supervised Adult Crews 27013000	843,887	900,002	890,656	910,887
Probation-SAC Ops & Replacement 270163XX	969,149	490,527	1,627,419	1,627,418
Prob-Juvenile Funds				
Total Detention & Correction	101,075,263	108,470,815	114,456,790	115,570,019
<u>Protection Inspection</u>				
Agricultural Commissioner 10010100	4,487,495	4,680,942	4,868,796	4,885,536
Sealer Weights & Measures 10010200	909,048	964,541	943,774	960,192
W & M Transaction Verification 10010300	1,002	5,050	5,100	5,100
Total Protection Inspection	5,397,545	5,650,533	5,817,670	5,850,828
<u>Other Protection</u>				
Co Ctr Parking Enforce 21040400	88,577	112,008	121,710	121,999
Recorder-Modernization 13010300	849,146	1,625,095	2,700,392	179,772
Recorder-Micrographics 13010400	22,058	80,080	87,784	90,124
Clerk/Recorder VRIP 13010500	15,037	8,175	42,099	42,786
Social Security Truncation Prog 13010600	45,986	27,500	11,000	11,500
Recorder-Operations Fund 13010100	1,975,801	2,278,361	2,588,355	2,642,052
County Clerk Operations Fund 13010200	743,294	829,459	842,467	843,830

Description (Function, Activity and Budget Unit) (1)	Actual 2013-14 (2)	Estimated 2014-15 (3)	Recommended 2015-16 (4)	Recommended 2016-17
<u>Public Protection (Cont):</u>				
<u>Other Protection (Cont)</u>				
PRMD-Administration 260101XX	15,075,590	19,431,446	20,519,686	20,315,629
ARM-Mitigation Fund 26010200	0	0	33,445	33,445
PRMD Planning Admin Fund 26010400	244,797	0	334,966	334,966
Sheriff-Coroner 30014600	1,877,161	2,205,266	2,148,322	2,153,830
Animal Care & Control 22020106	4,754,930	5,182,383	5,212,077	5,212,077
PH Animal Welfare Fund 22020200	412,016	69,400	25,000	25,000
Fish & Wildlife 10010400	28,259	56,779	38,835	39,354
Abalone Preservation Fund 10010500	0	0	750	750
Emergency Management 20010100	1,122,403	1,951,149	1,385,280	1,369,171
Emergency Mgmt-Oper Area Grants 20010200	821,846	1,183,240	577,882	576,402
Hazardous Materials Fund 20010300	1,444,370	1,460,314	1,542,494	1,551,606
Total Other Protection	29,521,271	36,500,655	38,212,544	35,544,293
Total Public Protection	251,564,063	271,836,659	281,120,043	279,864,966
<u>Public Ways/Facilities:</u>				
<u>Public Ways</u>				
Road Administration 340101XX	65,011,206	54,475,703	60,378,215	67,684,674
Public Works-Special Projects 34020100	115,300	136,694	134,444	135,066
Public Works-District Formation 34020200	259,359	424,960	515,845	16,556
Public Works-Water Systems 34020300	283	13,254	75,017	86,137
Total Public Ways	65,386,148	55,050,611	61,103,521	67,922,433
Total Public Ways/Facilities	65,386,148	55,050,611	61,103,521	67,922,433
<u>Health/Sanitation:</u>				
<u>Health</u>				
HS-Administration 22010101	619,393	2,387,765	3,119,584	3,119,584
PH-Environmental Health 22020102	1,087,878	1,193,957	1,106,133	1,106,133
PH-Program Support 22020101	(5,542,056)	2,674,339	2,784,195	2,784,195
PH-Disease Control & Surv 22020107	2,273,184	2,402,092	2,691,723	2,691,723
PH-Family Health 22020103	3,695,971	4,634,575	5,005,950	5,005,950
PH-Women Infants & Children 22020104	2,429,335	2,455,176	2,473,154	2,473,154

Description (Function, Activity and Budget Unit) (1)	Actual 2013-14 (2)	Estimated 2014-15 (3)	Recommended 2015-16 (4)	Recommended 2016-17
<u>Health/Sanitation (Cont):</u>				
<u>Health (Cont)</u>				
PH-Special Clinical Services 22020108	324,356	370,381	371,340	371,340
PH-Emergency Medical Services 22020109	923,228	1,035,576	1,271,521	1,271,521
PH-Children's Medical Services 22020105	5,955,426	5,898,688	6,142,948	6,142,948
PH-Clinical Lab 22020110	1,123,367	1,186,487	1,286,107	1,286,107
PH-PH Preparedness 22020111	(148,394)	1,190,913	1,080,108	1,080,108
BH Program Support 22030101	(11,535,879)	2,687,731	2,858,041	2,858,041
BH Acute/Forensic Services 22030102	9,165,793	10,189,963	10,605,982	8,605,982
BH Adult Contracted Services 22030103	10,564,971	11,574,881	11,706,405	11,706,405
BH Youth & Family Services 22030104	5,953,622	10,633,595	11,116,377	11,116,377
BH Mental Health Services Act 22030105	5,961,916	26,947,256	31,181,853	29,821,504
BH Substance Use Disorders 22030106	7,921,400	10,121,222	11,026,281	10,983,825
HPPE Policy, Strategy & Eval 22040103	4,869,992	4,133,861	2,840,101	2,840,101
HPPE Healthy Communities 22040102	2,854,562	3,322,961	3,363,272	3,363,169
HPPE Program Support 22040101	(3,130,778)	2,803,464	3,092,258	3,092,258
P&P-TT-Education 22050600	139,483	0	0	0
PH First 5 Sonoma County 22020300	12,368,929	8,921,297	6,750,817	6,750,817
PH Maddy Fund 22020500	280,300	312,302	297,914	297,914
PH Maddy/Richie Fund 22020600	543,648	652,486	503,026	503,026
Solid Waste Enforcement 22051000	25,242	0	0	0
PH Fee Stabilization Fund 22020400	3,758,659	4,528,045	4,502,639	4,276,123
HPPE Child Safety Seats 22040200	3,767	18,509	13,538	5,165
MHSA - Community Svcs & Support 22051600	12,019,107	0	0	0
MHSA - Capital 22051700	1,308,660	0	0	0
MHSA - Early Intervention 22051800	2,948,086	0	0	0
MHSA - Education/Training 22052100	222,035	0	0	0
MHSA - Innovation 22051900	1,553,432	0	0	0
BH Memorial Fund 22030300	4,250	14,545	13,504	75
BH ConRel Interim Fund 22030400	33,613	15,000	12,002	0
Hospital Preparedness Program 22050700	311,407	0	0	0
Health Realignment 1991 22050100	17,532,432	2,631,160	171,318	171,318
Behavioral Health Account 2011 22050200	8,100,185	0	0	0
Mental Health Realignment 1991 22050300	14,798,551	0	0	0
BH Driving Under the Influence 22030200	2,262,630	2,301,833	2,415,426	2,415,426
Vital Statistics Fund 22050900	45,000	0	0	0
Bioterrorism Program 22050800	788,366	0	0	0
Intergovernmental Transfer 22050500	6,177,654	0	0	0
Total Health	130,592,723	127,240,060	129,803,517	126,140,289
Total Health/Sanitation	130,592,723	127,240,060	129,803,517	126,140,289

Description (Function, Activity and Budget Unit) (1)	Actual 2013-14 (2)	Estimated 2014-15 (3)	Recommended 2015-16 (4)	Recommended 2016-17
<u>Public Assistance:</u>				
<u>Administration</u>				
Discretionary General Fund 24010300	353,270	353,270	353,270	353,270
WP-Realignment 24030610	(20,122,009)	(19,153,355)	(14,577,126)	(15,430,242)
WP-Adoptions 24030640	5,357,758	6,386,607	5,280,847	5,360,191
WP-Case Service 24030641	1,430,053	2,979,297	4,631,536	4,881,536
WP-Adult Other Case Services 24030650	228,826	392,038	386,048	386,048
WP-IHSS & Public Authority 24030651	16,317,500	16,778,396	18,000,000	18,720,000
WP-Refugees 24030621	12,701	33,260	36,145	36,145
WP-Wraparound 24039100	2,424,469	2,752,109	5,184,000	5,184,000
AB 85 Family Support Fund 24020300	0	353,064	0	0
Human Svcs Realign-Operating 24020100	26,147,132	29,241,415	31,649,154	32,476,210
Cal Works MOE 24020400	11,960,505	9,989,406	10,552,705	10,829,186
Human Services AB 118 24020200	19,902,827	25,810,406	24,446,148	25,057,202
Title IV e Waiver Fund 24020700	0	9,718,471	8,945,195	9,217,532
Human Services - Program Administration 240301XX	99,222,159	95,347,381	112,944,965	110,816,562
Total Administration	163,235,191	180,981,765	207,832,887	207,887,640
<u>Aid Programs</u>				
WP-Foster Care 24030642	14,342,383	7,099,889	1,040,519	1,040,519
WP-TANF 24030630	4,690,721	10,019,574	9,598,500	9,598,500
Dependent Child Fund 24020500	31,043	19,720	64,916	64,916
Total Aid Programs	19,064,147	17,139,183	10,703,935	10,703,935
<u>General Relief</u>				
WP-General Assistance 24030622	576,059	834,583	895,165	895,165
Total General Relief	576,059	834,583	895,165	895,165
<u>Veterans Services</u>				
Veterans Services 24030155	606,369	727,696	759,749	753,429
Total Veterans Services	606,369	727,696	759,749	753,429
<u>Other Assistance</u>				
Area Agency on Aging 24030153	2,954,625	3,775,118	3,416,726	3,392,501
MSSP - Senior Services 24030154	869,343	1,262,212	1,251,131	1,247,818
PA/PG/PC 24030156	1,150,366	1,466,282	1,491,109	1,495,186
Human Services Commission 24030143	156,135	222,296	159,760	155,380
DCSS-Child Support Enforcement 12010100	11,468,611	11,331,889	14,693,867	14,693,867
Total Other Assistance	16,599,080	18,057,797	21,012,593	20,984,752
Total Public Assistance	200,080,846	217,741,024	241,204,329	241,224,921

Description (Function, Activity and Budget Unit) (1)	Actual 2013-14 (2)	Estimated 2014-15 (3)	Recommended 2015-16 (4)	Recommended 2016-17
<u>Education:</u>				
<u>Agricultural Education</u>				
Agricultural Extension 35010100	836,740	801,652	982,660	982,660
Total Agricultural Education	836,740	801,652	982,660	982,660
Total Education	836,740	801,652	982,660	982,660
<u>Recreation/Cultural Services:</u>				
<u>Recreation Facilities</u>				
Regional Parks Ops & Maintenance 290101XX	8,971,870	9,952,441	9,965,515	9,943,775
Park Planning 29010200	343,374	348,013	366,369	382,793
Recreation, Health & Education 290103XX	1,132,948	1,221,249	1,338,831	1,385,700
Business Strategy & Development 29010400	247,054	126,659	121,738	126,278
Spring Lake Park 29010500	2,098,243	2,456,896	2,519,063	2,552,679
Equip Replacement Fund 29010600	0	0	359	424
Reg Parks Restricted Donations 29010700	0	44,940	45,000	45,000
Sonoma/Gual Park Mit 29010800	0	0	4,667	5,506
Clov/Healds Park Mit 29010900	0	0	359	424
Russ Riv/Seb Park Mit 29011000	0	0	359	424
Santa Rosa Park Mit 29011100	0	0	359	424
RP-Cot/Pet Park Mit 29011200	0	0	599	706
Sonoma Vly Park Mit 29011300	0	0	359	424
Larkfld/Wik Spec Pln Park Mt. 29011400	0	0	359	424
Total Recreation Facilities	12,793,489	14,150,198	14,363,936	14,444,981
<u>Veterans Memorial Buildings</u>				
Veterans/Community Buildings 21030200	625,117	627,787	654,985	651,756
Total Veterans Memorial Buildings	625,117	627,787	654,985	651,756
Total Recreation/Cultural Services	13,418,606	14,777,985	15,018,921	15,096,737
<u>Debt Service:</u>				
<u>Retirement of Long-Term Debt</u>				
Retirement of Long-Term Debt 42000000	17,648,025	11,805,200	11,904,798	12,167,149
Total Retirement of Long-Term Debt	17,648,025	11,805,200	11,904,798	12,167,149
Total Debt Service	17,648,025	11,805,200	11,904,798	12,167,149
Grand Total Financing Uses by Function*	796,519,073	810,057,385	919,675,135	874,808,036

*Excludes 2013-14 Actual transfers totalling \$123,913,282, 2014-15 Estimated transfers totalling \$191,251,206, 2015-16 Recommended transfers totalling \$170,080,245, and 2016-17 Recommended transfers totalling \$155,887,015.

District Name (1)	Total Financing Sources				Total Financing Uses		
	Unallocated Fund Balance June 30,2015 (2)	Decreases to Fund Balance (3)	Additional Financing Sources (4)	Total Financing Sources (5)	Financing Uses (6)	Increases to Fund Balance (7)	Total Financing Uses (8)
<u>County Service Areas:</u>							
13105-13130 #40-Fire Services	0	171,414	6,653,523	6,824,937	6,824,937		6,824,937
15015-15065 #41-Lighting	0	44,285	33,822	78,107	92,000	12,940	104,940
15045-15055 #41-Parks-Sonoma Valley	0	111,056	195,026	306,082	279,249		279,249
Total County Service Areas	0	326,755	6,882,371	7,209,126	7,196,186	12,940	7,209,126
13015 Rio Nido GHAD	0	9,341	659	10,000	10,000		10,000
13025-13050 No Air Poll Control	0	484,836	2,023,998	2,508,834	2,507,628	1,206	2,508,834
15101-15120 Lighting Districts	0	1,060,102	679,304	1,739,406	1,739,406		1,739,406
13305-13325 Community Facilities	0	4,253	250,100	254,353	254,353		254,353
13335-13360 Permanent Road Districts	0	3,935	60,624	64,559	51,265	13,294	64,559
<u>Sonoma County Water Agency:</u>							
14015 General Fund	0	1,790,043	6,316,717	8,106,760	8,106,760		8,106,760
14020 Spring Lake Park	0	155,398	2,323,471	2,478,869	2,478,869		2,478,869
14025 Waste/Recycled Wat Loan	0		0	0			0
14030 Sustainability Fund	0	879,951	303,300	1,183,251	1,183,251		1,183,251
14105-14135 Special Revenue Funds	0	3,786,896	14,969,076	18,755,972	18,250,703	505,269	18,755,972
34105 Warm Springs Dam-DS	0	5,276,072	1,009,500	6,285,572	6,285,572		6,285,572
Total Sonoma County Water Agency	0	11,888,360	24,922,064	36,810,424	36,305,155	505,269	36,810,424
13395 IHSS Public Authority	0		1,373,912	1,373,912	1,373,912		1,373,912
13605-13635 So Co Ag Pres/OSD	0	886,500	42,946,226	43,832,726	40,632,726	3,200,000	43,832,726
<u>Community Development:</u>							
46000 Community Development	0	2,064,270	45,187,058	47,251,328	47,251,328		47,251,328
Total Community Development	0	2,064,270	45,187,058	47,251,328	47,251,328	0	47,251,328
Total Special Districts & Other Agencies	0	16,728,352	124,326,316	141,054,668	137,321,959	3,732,709	141,054,668

District Name (1)	Total Financing Sources				Total Financing Uses		
	Unallocated Fund Balance June 30,2015 (2)	Decreases to Fund Balance (3)	Additional Financing Sources (4)	Total Financing Sources (5)	Financing Uses (6)	Increases to Fund Balance (7)	Total Financing Uses (8)
<u>County Service Areas:</u>							
13105-13130 #40-Fire Services	0	104,081	6,726,440	6,830,521	6,830,522	0	6,830,522
15015-15065 #41-Lighting	0	0	33,822	33,822		33,822	33,822
15045-15055 #41-Parks-Sonoma Valley	0	44,745	195,026	239,771	239,771		239,771
Total County Service Areas	0	148,826	6,955,288	7,104,114	7,070,293	33,822	7,104,115
13015 Rio Nido GHAD	0	9,403	597	10,000	10,000	0	10,000
13025-13050 No Air Poll Control	0	454,848	2,059,304	2,514,152	2,512,985	1,167	2,514,152
15101-15120 Lighting Districts	0	0	679,304	679,304	576,030	103,274	679,304
13305-13325 Community Facilities	0	5,114	250,100	255,214	255,214	0	255,214
13335-13360 Permanent Road Districts	0	4,268	60,626	64,894	52,284	12,610	64,894
<u>Sonoma County Water Agency:</u>							
14015 General Fund	0	726,635	6,484,260	7,210,895	7,210,895	0	7,210,895
14020 Spring Lake Park	0	144,403	2,384,044	2,528,447	2,528,447	0	2,528,447
14025 Waste/Recycled Wat Loan	0	0	0	0	0	0	0
14030 Sustainability Fund	0	738,179	303,300	1,041,479	1,041,479	0	1,041,479
14105-14135 Special Revenue Funds	0	4,032,290	14,533,942	18,566,232	18,041,799	524,432	18,566,231
34105 Warm Springs Dam-DS	0	5,275,573	1,010,000	6,285,573	6,285,573	0	6,285,573
Total Sonoma County Water Agency	0	10,917,080	24,715,546	35,632,626	35,108,193	524,432	35,632,625
13395 IHSS Public Authority	0	0	1,380,925	1,380,925	1,380,925	0	1,380,925
13605-13635 So Co Ag Pres/OSD	0	0	30,977,776	30,977,776	27,712,776	3,265,000	30,977,776
<u>Community Development:</u>							
46000 Community Development	0	3,268,001	43,600,634	46,868,635	46,868,635	0	46,868,635
Total Community Development	0	3,268,001	43,600,634	46,868,635	46,868,635	0	46,868,635
Total Special Districts & Other Agencies	0	14,807,540	110,680,100	125,487,640	121,547,335	3,940,305	125,487,640

Fund Name (1)	Total Estimated Fund Balance June 30, 2015 (2)	Less: Obligated Fund Balance				Less: Unassigned Fund Balance (7)	Total Unallocated Fund Balance June 30, 2015 (8)
		Nonspendable (3)	Restricted (4)	Committed (5)	Assigned (6)		
<u>County Service Areas:</u>							
131XX #40-Fire Services	2,343,337		2,343,337				0
15XXX #41-Lighting	438,296		438,296				0
150XX #41-Parks-Sonoma Valley	355,880		355,880				0
Total County Service Areas	3,137,513	0	3,137,513	0	0	0	0
13015 Rio Nido GHAD	110,757		110,757				0
130XX No Air Poll Control	2,447,472		2,447,472				0
15101-15120 Lighting Districts	4,804,047		4,804,047				0
13305-13325 Community Facilities	76,263		76,263				0
13335-13360 Permanent Road Districts	601,523		601,523				0
<u>Sonoma County Water Agency:</u>							
14015 General Fund	8,949,917		8,949,917				0
14020 Spring Lake Park	1,802,552		1,802,552				0
14025 Waste/Recycled Water	584,892		584,892				0
14030 Sustainability Fund	1,048,604		1,048,604				0
14105-14135 Special Revenue Funds	19,724,137		19,724,137				0
34105 Warm Springs Dam-DS	7,307,930		7,307,930				0
Total Sonoma County Water Agency	39,418,032	0	39,418,032	0	0	0	0
13395 IHSS Public Authority	1,334,391		1,334,391				0
13605-13635 So Co Ag Pres/OSD	14,352,264		14,352,264				0
46000 Community Development	87,481,613		87,481,613				0
Total Special Districts & Other Agencies	153,763,875	0	153,763,875	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.

Fund Name (1)	Total Estimated Fund Balance June 30, 2016 (2)	Less: Obligated Fund Balance				Less: Unassigned Fund Balance (7)	Total Unallocated Fund Balance June 30, 2016 (8)
		Nonspendable (3)	Restricted (4)	Committed (5)	Assigned (6)		
<u>County Service Areas:</u>							
131XX #40-Fire Services	2,171,923		2,343,337				(171,414)
15XXX #41-Lighting	406,951		438,296				(31,345)
150XX #41-Parks-Sonoma Valley	245,347		355,880				(110,533)
Total County Service Areas	2,824,221	0	3,137,513	0	0	0	(313,292)
13015 Rio Nido GHAD	101,416		110,757				(9,341)
130XX No Air Poll Control	1,963,842		2,447,472				(483,630)
15101-15120 Lighting Districts	3,743,945		4,804,047				(1,060,102)
13305-13325 Community Facilities	72,010		76,263				(4,253)
13335-13360 Permanent Road Districts	610,882		601,523				9,359
<u>Sonoma County Water Agency:</u>							
14015 General Fund	7,159,874		8,949,917				(1,790,043)
14020 Spring Lake Park	1,647,154		1,802,552				(155,398)
14025 Waste/Recycled Water	584,892		584,892				0
14030 Sustainability Fund	738,179		1,048,604				(310,425)
14105-14135 Special Revenue Funds	17,380,084		19,724,137				(2,344,053)
34105 Warm Springs Dam-DS	5,275,573		7,307,930				(2,032,357)
Total Sonoma County Water Agency	32,785,756	0	39,418,032	0	0	0	(6,632,276)
13395 IHSS Public Authority	1,334,391		1,334,391				0
13605-13635 So Co Ag Pres/OSD	16,665,764		14,352,264				2,313,500
46000 Community Development	75,864,196		87,481,613				(11,617,417) 0
Total Special Districts & Other Agencies	135,966,423	0	153,763,875	0	0	0	(17,797,452)

*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.

	Estimated Fund Balance June 30, 2015 (2)	Decreases or Cancellations		Increases or New		Total Estimated Fund Balance June 30, 2016 (7)	Total Estimated Fund Balance June 30, 2017 (8)
		Recommended (3)	Adopted by the Board of Supervisors (4)	Recommended (5)	Adopted by the Board of Supervisors (6)		
<u>County Service Areas:</u>							
13105-30500 #40-Fire Services	1,784,674	96,433				1,688,241	1,644,033
13105-30400 #40-Fire Services-Equip	10,000					10,000	10,000
13115 #40-Dry Creek	166,989					166,989	166,989
13120 #40-Sea Ranch	229,503	57,981				171,522	127,649
13125 #40-Fitch Mountain	60,208					60,208	60,208
13130 #40-Wilmar	91,963	17,000				74,963	58,963
Subtotal CSA #40	2,343,337	171,414	0	0	0	2,171,923	2,067,842
15015 #41-Light-Roseland	302,043					302,043	334,983
15025 #41-Light-Meadowlark	18,555			12,940		31,495	31,614
15035 #41-Light-A.L.W.-Z5	26,864	4,881				21,983	22,150
15045 #41-Parks-Sonoma Vly	271,897	26,833				245,064	200,602
15050 #41-Parks-SV-Ernie Smith	84,266	83,983				283	0
15055 #41-Parks-SV-Larson	240	240				0	0
15065 #41-Light-ABC	90,834	39,404				51,430	52,026
15101-15120 #41-Lighting Services	4,804,047	1,060,102				3,743,945	3,847,219
Subtotal CSA #41	5,598,746	1,215,443	0	12,940	0	4,396,243	4,488,594
Total County Service Areas	7,942,083	1,386,857	0	12,940	0	6,568,166	6,556,436
<u>Hazardous Abatement:</u>							
13015 Rio Nido GHAD	110,757	9,341				101,416	92,013
Total Hazardous Abatement	110,757	9,341	0	0	0	101,416	92,013
<u>Air Pollution Control:</u>							
13025 No Air Poll Control	855,427	261,461				593,966	361,428
13030 NSCAPCD-VPMP	981,313	97,711				883,602	786,956
13035 NSCAPCD-DMV Moyer	368,405	74,399				294,006	219,607
13040 NSCAPCD-Carl Moyer	13,084			1,206		14,290	15,457
13045 NSCAPCD-GAMP	113,447	25,000				88,447	63,447
13050 NSCAPCD-Community Prog	115,796	26,265				89,531	63,266
Total Air Pollution Control	2,447,472	484,836	0	1,206	0	1,963,842	1,510,161
<u>Community Facilities:</u>							
13305 CFD #4 Wilmar	11,034					11,034	11,034
13315 CFD #5 Dry Creek	11,306					11,306	11,306
13325 CFD #7 Mayacamas	53,923	4,253				49,670	44,556
Total Community Facilities	76,263	4,253	0	0	0	72,010	66,896
<u>Permanent Roads:</u>							
13335-13355 Permanent Roads	160,748	3,935		10,743		167,556	173,811
13360 Canon Manor Maint/Oper	440,775			2,551		443,326	445,413
Total Permanent Roads	601,523	3,935	0	13,294	0	610,882	619,224

	Estimated Fund Balance June 30, 2015 (2)	Decreases or Cancellations		Increases or New		Total Estimated Fund Balance June 30, 2016 (7)	Total Estimated Fund Balance June 30, 2017 (8)
		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	8,624,917	1,790,043				6,834,874	6,108,239
14015-30400 General-Contingencies	75,000					75,000	75,000
14015 General-Restricted Assets	250,000					250,000	250,000
14020 Spring Lake Park	1,802,552	155,398				1,647,154	1,502,751
14025 Waste/Recycled Wat Loan	584,892					584,892	584,892
14030 Sustainability Fund	1,618,130	879,951				738,179	0
14105 Laguna Mark (1A)	2,315,237	234,947				2,080,290	2,067,978
14110 Petaluma (2A)	6,911,488	429,838				6,481,650	6,052,670
14115 Vly of the Moon (3A)	1,279,372			505,269		1,784,641	2,309,073
14120 Low Russ Riv (5A)	1,909,443	231,566				1,677,877	1,451,308
14125 North Coast (7A)	98,643	14,064				84,579	70,291
14130 South Coast (8A)	2,071,421	77,255				1,994,166	1,920,906
14135 Warm Springs Dam	6,076,107	2,799,226				3,276,881	0
34105 Warm Springs Dam-DS	10,551,645	5,276,072				5,275,573	0
Total Sonoma County Water Agency	44,168,847	11,888,360	0	505,269	0	32,785,756	22,393,108
<u>IHSS Public Authority:</u>							
13395 IHSS Public Authority	1,334,391					1,334,391	1,334,391
Total IHSS Public Authority	1,334,391	0	0	0	0	1,334,391	1,334,391
<u>Open Space District:</u>							
13605-30500 So Co Ag Pres/OSD	1,199,704					1,199,704	1,199,704
13605-30200 SCAPOSD-Restricted Assets	316,377					316,377	316,377
13610 SCAPOSD-Fiscal Oversight Commission	40,374					40,374	40,374
13615 SCAPOSD-Stew Reserve	11,020,222			3,200,000		14,220,222	17,450,222
13620 SCAPOSD-Cooley Reserve	159,954					159,954	159,954
13625 SCAPOSD-Moore Grant Conserv	0					0	0
13635 SCAPOSD-O & M - Reserved	1,415,633	886,500				529,133	564,133
13635 SCAPOSD-O & M - Other Commitments	200,000					200,000	200,000
Total Open Space District	14,352,264	886,500	0	3,200,000	0	16,665,764	19,930,764
<u>Community Development:</u>							
46000 Community Development *	77,928,466	2,064,270				75,864,196	72,596,195
Total Community Development	77,928,466	2,064,270	0	0	0	75,864,196	72,596,195
Total Special Districts & Other Agencies	148,962,066	16,728,352	0	3,732,709	0	135,966,423	125,099,188

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		
<u>ADMINISTRATIVE AND FISCAL SERVICES</u>											
Board of Supervisors/County Administrator	X										
County Counsel	X										
Human Resources	X										
General Services	X										
Information Systems	X										
Employee Benefits	X										
Other General Government	X										
Auditor-Controller-Treasurer-Tax Collector	X										
County Clerk/Assessor	X										
Recorder		X									
Retirement of Long-Term Debt										X	
<u>JUSTICE SERVICES</u>											
Court Support		X									
Grand Jury		X									
Probation		X									
District Attorney		X									
Public Defender		X									
Sheriff		X									
<u>HEALTH & HUMAN SERVICES</u>											
Health Services				X							
Human Services					X						
Child Support Services					X						
<u>DEVELOPMENT SERVICES</u>											
Permit and Resources Management		X									
Fire and Emergency Services		X									
Transportation and Public Works			X								
Economic Development	X										
Regional Parks								X			
<u>OTHER COUNTY SERVICES</u>											
Agricultural Commissioner		X									
University of California Cooperative Extension						X					
Advertising	X										
<u>CAPITAL IMPROVEMENTS</u>											
Capital Improvements	X										

BVM SONOMA COUNTY BUDGET - POSITION ALLOCATION								
					15-16	15-16	15-16	
EFS Section	Old Index	Scale Code	DIV SECT CLASSIFICATION	RANGE	BASE	REQ'D	RECOM	
AGRICULTURAL COMMISSIONER'S OFFICE								
100101	70102							
		0002	OFFICE ASSISTANT II	16.19	0.80	0.80	0.80	
		0003	SENIOR OFFICE ASSISTANT	18.44	1.00	1.00	1.00	
		0100	RECEPTIONIST	18.44	1.00	1.00	1.00	
		0402	ACCOUNT CLERK II	18.44	0.75	0.75	0.75	
		0403	SENIOR ACCOUNT CLERK	20.33	1.00	1.00	1.00	
		4320	WILDLIFE SPECIALIST	20.67	1.00	1.00	1.00	
		0025	EXECUTIVE SECRETARY	22.69	1.00	1.00	1.00	
		1125	AGRICULTURAL BIOLOGIST-STANDARD SPECIALIST III	25.85	6.75	6.75	6.75	
		1126	SENIOR AGRICULTURAL BIOLOGIST\STANDARD SPECIALIST	27.16	3.00	3.00	3.00	
		0826	DEPARTMENT ANALYST	29.82	1.00	1.00	1.00	
		1137	DEPUTY AGRICULTURAL COMMISSION	29.88	3.00	3.00	3.00	
		0988	ENVIRONMENTAL SPECIALIST	30.02	1.00	1.00	1.00	
		1008	ENGINEERING TECHNICIAN IV	33.56	1.00	1.00	1.00	
		1138	CHIEF DEPUTY AGRICULTURAL COMMISSIONER	35.11	1.00	1.00	1.00	
		0827	ADMINISTRATIVE SERVICES OFFICER I	35.21	1.00	1.00	1.00	
		1140	ASSISTANT AGRICULTURAL COMMISSIONER	40.39	1.00	1.00	1.00	
		1014	SENIOR ENGINEER	44.19	1.00	1.00	1.00	
		1142	AGRICULTURAL COMMISSIONER-SEALER	63.94	1.00	1.00	1.00	
		PERMANENT POSITIONS				27.30	27.30	27.30
100102	70201							
		1125	AGRICULTURAL BIOLOGIST-STANDARD SPECIALIST III	25.85	4.00	4.00	4.00	
		1126	SENIOR AGRICULTURAL BIOLOGIST\STANDARD SPECIALIST	27.16	1.00	1.00	1.00	
		1108	CHIEF DEPUTY SEALER	35.11	1.00	1.00	1.00	
		PERMANENT POSITIONS				6.00	6.00	6.00
AGRICULTURAL COMMISSIONER'S OFFICE TOTAL					33.30	33.30	33.30	
AUDITOR-CONTROLLER TRESURERER-TAX COLLECTOR								
110101	22012							
		0402	ACCOUNT CLERK II	18.44	2.00	2.00	2.00	
		0403	SENIOR ACCOUNT CLERK	20.33	6.00	6.00	6.00	
		0404	ACCOUNTING TECHNICIAN	21.53	2.00	2.00	2.00	
		0405	ACCOUNTING ASSISTANT	22.48	8.00	8.00	8.00	
		7384	AUDITORS PAYROLL TECHNICIAN CONFIDENTIAL	23.37	6.00	6.00	6.00	
		0416	ACCOUNTANT II	28.37	9.00	9.00	9.00	
		7416	ACCOUNTANT II CONFIDENTIAL	29.22	1.00	1.00	1.00	
		0826	DEPARTMENT ANALYST	29.82	1.00	1.00	1.00	
		0421	ACCOUNTANT/AUDITOR II	32.52	9.00	9.00	9.00	
		0417	ACCOUNTANT III	33.59	1.00	1.00	1.00	
		0419	SUPERVISING ACCOUNTANT	35.46	5.00	5.00	5.00	
		0160	DEPARTMENT INFORMATION SYSTEMS COORDINATOR	35.63	1.00	1.00	1.00	
		0410	PAYROLL MANAGER AUDITOR CONTROLLER'S OFFICE	41.52	1.00	1.00	1.00	
		0161	DEPARTMENT INFORMATION SYSTEMS MANAGER	42.52	1.00	1.00	1.00	
		0438	ACCOUNTING MANAGER AUDITOR CONTROLLER'S OFFICE	43.67	4.00	4.00	4.00	
		0440	ASSISTANT AUDITOR-CONTROLLER	55.15	1.00	1.00	1.00	
		PERMANENT POSITIONS				58.00	58.00	58.00
110102	022103							
		0402	ACCOUNT CLERK II	18.44	3.00	3.00	3.00	
		0403	SENIOR ACCOUNT CLERK	20.33	7.00	7.00	7.00	
		0404	ACCOUNTING TECHNICIAN	21.53	2.00	2.00	2.00	
		0405	ACCOUNTING ASSISTANT	22.48	1.00	1.00	1.00	
		0810	ADMINISTRATIVE AIDE	23.56	1.00	1.00	1.00	
		0823	ADMINISTRATIVE AIDE CONFIDENTIAL	23.56	1.00	1.00	1.00	
		0826	DEPARTMENT ANALYST	29.82	1.00	1.00	1.00	
		0421	ACCOUNTANT/AUDITOR II	32.52	2.00	2.00	2.00	
		0429	TREASURY MANAGER	40.18	1.00	1.00	1.00	
		0431	TAX COLLECTION MANAGER	40.18	1.00	1.00	1.00	
		0426	INVESTMENT AND DEBT OFFICER	41.52	1.00	1.00	1.00	
		0433	ASSISTANT TREASURER-TAX COLLECTOR	50.05	1.00	1.00	1.00	
		PERMANENT POSITIONS				22.00	22.00	22.00

110103	022335						
		0421	ACCOUNTANT/AUDITOR II	32.52	5.00	5.00	5.00
		0419	SUPERVISING ACCOUNTANT	35.46	1.00	1.00	1.00
		0427	AUDIT MANAGER	43.67	1.00	1.00	1.00
		PERMANENT POSITIONS			7.00	7.00	7.00
110104	022905						
		0823	ADMINISTRATIVE AIDE CONFIDENTIAL	23.56	1.00	1.00	1.00
		0826	DEPARTMENT ANALYST	29.82	2.00	2.00	2.00
		0827	ADMINISTRATIVE SERVICES OFFICER I	35.21	1.00	1.00	1.00
		8108	AUDITOR CONTROLLER/TREASURER/TAX COLLECTOR	100.97	1.00	1.00	1.00
		PERMANENT POSITIONS			5.00	5.00	5.00
AUDITOR-CONTROLLER TRESURERER-TAX COLLECTOR TOTAL					92.00	92.00	92.00
DEPARTMENT OF CHILD SUPPORT SERVICES							
120101	060020	0049	LEGAL PROCESSOR II	18.44	9.00	9.00	9.00
		0402	ACCOUNT CLERK II	18.44	1.00	1.00	1.00
		0050	SENIOR LEGAL PROCESSOR	20.26	10.00	10.00	10.00
		0412	CHILD SUPPORT FINANCIAL WORKER II	20.33	7.00	7.00	7.00
		0021	LEGAL SECRETARY II	21.19	1.00	1.00	1.00
		0413	SENIOR CHILD SUPPORT FINANCIAL WORKER	21.53	1.00	1.00	1.00
		0382	PAYROLL CLERK	21.59	1.00	1.00	1.00
		0584	CHILD SUPPORT OFFICER II	22.15	32.00	32.00	32.00
		0586	CHILD SUPPORT OFFICER III	23.78	13.50	13.50	13.50
		7022	EXECUTIVE LEGAL SECRETARY CONFIDENTIAL	24.71	1.00	1.00	1.00
		0588	CHILD SUPPORT SERVICES SUPERVISOR	27.22	9.00	9.00	9.00
		0880	PROGRAM PLANNING AND EVALUATION ANALYST	30.90	1.00	1.00	1.00
		0159	DEPARTMENT INFORMATION SYSTEMS SPECIALIST II	31.61	2.00	2.00	2.00
		0828	ADMINISTRATIVE SERVICES OFFICER II	40.50	1.00	1.00	1.00
		3087	HUMAN SERVICES SECTION MANAGER	41.61	2.00	2.00	2.00
		0875	ASSISTANT DIRECTOR CHILD SUPPORT SERVICES	47.42	1.00	1.00	1.00
		4044	CHILD SUPPORT ATTORNEY IV	54.38	4.00	4.00	4.00
		0876	DIRECTOR OF CHILD SUPPORT SERVICES	63.61	1.00	1.00	1.00
		PERMANENT POSITIONS			97.50	97.50	97.50
DEPARTMENT OF CHILD SUPPORT SERVICES TOTAL					97.50	97.50	97.50
CLERK-RECORDER-ASSESSOR							
130101	24505						
		0100	RECEPTIONIST	18.44	1.00	1.00	1.00
		0205	MICROGRAPHIC TECHNICIAN II	18.44	4.00	4.00	4.00
		0212	DOCUMENT RECORDER II	20.26	7.00	7.00	7.00
		0206	SUPERVISING MICROGRAPHIC TECHNICIAN	20.27	1.00	1.00	1.00
		0213	DOCUMENT RECORDER III	23.69	1.00	1.00	1.00
		0217	CHIEF DEPUTY COUNTY CLERK-RECORDER	40.18	1.00	1.00	1.00
		PERMANENT POSITIONS			15.00	15.00	15.00
130102	24604						
		0049	LEGAL PROCESSOR II	18.44	3.00	3.00	3.00
		0050	SENIOR LEGAL PROCESSOR	20.26	1.00	1.00	1.00
		0052	LEGAL STAFF SUPERVISOR	23.69	1.00	1.00	1.00
		PERMANENT POSITIONS			5.00	5.00	5.00
130201	21014						
		0391	ASSESSMENT CLERK	18.64	10.00	10.00	10.00
		1506	APPRAISER AIDE	19.50	4.00	4.00	4.00
		0392	ASSESSMENT PROCESS SPECIALIST	20.94	9.00	9.00	9.00
		1531	CADASTRAL MAPPING TECHNICIAN II	22.80	3.00	3.00	3.00
		0393	ASSESSMENT PROCESS SUPERVISOR	23.06	2.00	2.00	2.00
		1533	CADASTRAL MAPPING SUPERVISOR	26.79	1.00	1.00	1.00
		0394	ASSESSORS CHANGE OF OWNERSHIP SUPERVISOR	28.21	1.00	1.00	1.00
		1512	APPRAISER III	28.80	19.00	19.00	19.00
		0457	AUDITOR-APPRAISER II	29.50	6.00	6.00	6.00
		0159	DEPARTMENT INFORMATION SYSTEMS SPECIALIST II	31.61	2.75	2.75	2.75
		1513	APPRAISER IV	33.20	4.00	4.00	4.00
		0460	SUPERVISING AUDITOR-APPRAISER	34.50	1.00	1.00	1.00
		0396	ASSESSMENT PROCESS MANAGER	40.18	1.00	1.00	1.00
		1520	CHIEF APPRAISER	44.18	1.00	1.00	1.00

		1522	CHIEF OF ASSESSMENT STANDARDS	44.18	1.00	1.00	1.00
		1525	CHIEF DEPUTY ASSESSOR	54.53	1.00	1.00	1.00
		PERMANENT POSITIONS			66.75	66.75	66.75
130202	21022						
		0402	ACCOUNT CLERK II	18.44	1.00	1.00	1.00
		7025	EXECUTIVE SECRETARY CONFIDENTIAL	23.37	1.00	1.00	1.00
		0416	ACCOUNTANT II	28.37	1.00	1.00	1.00
		7416	ACCOUNTANT II CONFIDENTIAL	29.22	1.00	1.00	1.00
		0826	DEPARTMENT ANALYST	29.82	1.00	1.00	1.00
		0827	ADMINISTRATIVE SERVICES OFFICER I	35.21	1.00	1.00	1.00
		0437	DEPARTMENT ACCOUNTING MANAGER	38.59	1.00	1.00	1.00
		8105	COUNTY CLERK-RECORDER-ASSESSOR	81.22	1.00	1.00	1.00
		PERMANENT POSITIONS			8.00	8.00	8.00
130301	19307						
		0311	STOREKEEPER	18.33	1.00	1.00	1.00
		0263	ELECTION SPECIALIST II	18.46	5.00	5.00	5.00
		0264	SENIOR ELECTION SPECIALIST	20.28	3.00	3.00	3.00
		0810	ADMINISTRATIVE AIDE	23.56	1.00	1.00	1.00
		0267	ELECTION SERVICES SUPERVISOR	25.21	1.00	1.00	1.00
		0159	DEPARTMENT INFORMATION SYSTEMS SPECIALIST II	31.61	1.00	1.00	1.00
		3084	PROGRAM DEVELOPMENT MANAGER	37.42	1.00	1.00	1.00
		0057	CHIEF DEPUTY REGISTRAR OF VOTERS	50.29	1.00	1.00	1.00
		PERMANENT POSITIONS			14.00	14.00	14.00
CLERK-RECORDER-ASSESSOR TOTAL					108.75	108.75	108.75
140101	611012						
		0002	OFFICE ASSISTANT II	16.19	4	4	4
		0003	SENIOR OFFICE ASSISTANT	18.44	1.00	1.00	1.00
		0402	ACCOUNT CLERK II	18.44	2.00	2.00	2.00
		0404	ACCOUNTING TECHNICIAN	21.53	2.00	2.00	2.00
		9138	COMMUNITY DEVELOPMENT SPEC II	22.31	7.00	7.00	7.00
		7025	EXECUTIVE SECRETARY CONFIDENTIAL	23.37	1.00	1.00	1.00
		0009	SENIOR OFFICE SUPPORT SUPERVISOR	24.03	1.00	1.00	1.00
		9127	EMPLOYMENT HOUSING COUNSELOR	24.32	1.00	1.00	1.00
		9137	SENIOR COMMUNITY DEVELOPMENT SPECIALIST	26.79	2.00	2.00	2.00
		0416	ACCOUNTANT II	28.37	1.00	1.00	1.00
		9136	SUPERVISING COMMUNITY DEVELOPMENT SPECIALIST	28.40	1.00	1.00	1.00
		9112	HOUSING REHABILITATION SPECIAL	28.70	4.00	4.00	4.00
		9135	COMMUNITY DEVELOPMENT ASSOCIATE	33.63	7.00	6.00	6.00
		0827	ADMINISTRATIVE SERVICES OFFICER I	35.21	1.00	1.00	1.00
		0419	SUPERVISING ACCOUNTANT	35.46	1.00	1.00	1.00
		9124	AFFORDABLE HOUSING ASSISTANT MANAGER	38.38	1.00	1.00	1.00
		9125	COMMUNITY DEVELOPMENT ASSISTANT MANAGER	38.38	1.00	1.00	1.00
		9102	COMMUNITY DEVELOPMENT MANAGER	47.39	1.00	1.00	1.00
		0849	SPECIAL PROJECTS DIRECTOR PROJECT	50.56	1.00	1.00	1.00
		9126	ASSISTANT EXECUTIVE DIRECTOR CDC	50.76	2.00	2.00	2.00
		9101	EXECUTIVE DIRECTOR SONOMA COUNTY CDC	65.03	1.00	1.00	1.00
		PERMANENT POSITIONS			43.00	42.00	42.00
COMMUNITY DEVELOPMENT COMMISSION TOTAL					43.00	42.00	42.00
BOARD OF SUPERVISORS & COUNTY ADMINISTRATOR							
150101	001016						
		7003	SENIOR OFFICE ASSISTANT CONFIDENTIAL	19.00	1.00	1.00	1.00
		7023	SECRETARY CONFIDENTIAL	20.80	2.00	2.00	2.00
		0810	ADMINISTRATIVE AIDE	23.56	2.00	2.00	2.00
		0851	BOARD OF SUPERVISORS AIDE	23.56	3.75	3.75	3.75
		0852	BOARD OF SUPERVISORS STAFF ASSISTANT	32.04	5.00	5.00	5.00
		0031	CHIEF DEPUTY CLERK OF THE BOARD	36.27	1.00	1.00	1.00
		8000	SUPERVISOR	66.34	5.00	5.00	5.00
		PERMANENT POSITIONS			19.75	19.75	19.75
150201	002014						
		0810	ADMINISTRATIVE AIDE	23.56	0.75	0.75	0.75
		0823	ADMINISTRATIVE AIDE CONFIDENTIAL	23.56	2.00	3.00	3.00
		7027	EXECUTIVE ASST CAO CONFIDENTIAL	25.72	1.00	1.00	1.00

		0838	ADMINISTRATIVE ANALYST III	40.50	5.80	6.80	6.80
		0844	LAFCO EXECUTIVE OFFICER	43.78	1.00	1.00	1.00
		0839	PRINCIPAL ADMINISTRATIVE ANALYST	48.26	1.00	1.00	1.00
		0837	DEPUTY COUNTY ADMINISTRATOR	56.80	3.00	3.00	3.00
		0840	ASSISTANT COUNTY ADMINISTRATOR	78.54	1.00	1.00	1.00
		0845	COUNTY ADMINISTRATOR	113.73	1.00	1.00	1.00
		PERMANENT POSITIONS			16.55	18.55	18.55
BOARD OF SUPERVISORS & COUNTY ADMINISTRATOR TOTAL					36.30	38.30	38.30
170101	005017						
		7101	RECEPTIONIST CONFIDENTIAL	19.00	1.00	1.00	1.00
		7021	LEGAL SECRETARY II CONFIDENTIAL	21.83	1.00	1.00	1.00
		7404	ACCOUNTING TECHNICIAN CONFIDENTIAL	22.18	1.00	1.00	1.00
		7019	LEGAL ASSISTANT CONFIDENTIAL	23.54	7.00	7.00	7.00
		0827	ADMINISTRATIVE SERVICES OFFICER I	35.21	1.00	1.00	1.00
		4034	DEPUTY COUNTY COUNSEL IV	56.15	21.00	21.00	21.00
		4028	CHIEF DEPUTY COUNTY COUNSEL	59.77	4.00	4.00	4.00
		4030	ASSISTANT COUNTY COUNSEL	65.78	1.00	1.00	1.00
		4035	COUNTY COUNSEL	99.56	1.00	1.00	1.00
		PERMANENT POSITIONS			38.00	38.00	38.00
COUNTY COUNSEL TOTAL					38.00	38.00	38.00
180101	042101						
	042127	0049	LEGAL PROCESSOR II	18.44	19.00	19.00	19.00
		0023	SECRETARY	20.19	1.75	1.75	1.75
		0050	SENIOR LEGAL PROCESSOR	20.26	2.00	2.00	2.00
		7403	SENIOR ACCOUNT CLERK CONFIDENTIAL	20.94	1.00	1.00	1.00
		0571	VICTIM CLAIMS SPECIALIST II	21.04	2.00	2.00	2.00
		0021	LEGAL SECRETARY II	21.19	6.00	6.00	6.00
		7404	ACCOUNTING TECHNICIAN CONFIDENTIAL	22.18	1.00	1.00	1.00
		0019	LEGAL ASSISTANT	22.86	4.00	4.00	4.00
		0810	ADMINISTRATIVE AIDE	23.56	1.00	1.00	1.00
		0052	LEGAL STAFF SUPERVISOR	23.69	1.00	1.00	1.00
		0575	VICTIM CLAIMS SUPERVISOR	23.97	1.00	1.00	1.00
		3222	VICTIM WITNESS ADVOCATE II	24.49	8.00	8.00	8.00
		7022	EXECUTIVE LEGAL SECRETARY CONFIDENTIAL	24.71	1.00	1.00	1.00
		0826	DEPARTMENT ANALYST	29.82	2.00	2.00	2.00
		0159	DEPARTMENT INFORMATION SYSTEMS SPECIALIST II	31.61	1.00	1.00	1.00
		3085	DEPARTMENT PROGRAM MANAGER	32.52	1.00	1.00	1.00
		4212	DISTRICT ATTORNEY INVESTIGATOR II	39.22	12.00	12.00	12.00
		0828	ADMINISTRATIVE SERVICES OFFICER II	40.50	1.00	1.00	1.00
		4215	SENIOR DISTRICT ATTORNEY INVESTIGATOR	44.56	1.00	1.00	1.00
		4020	DEPUTY DISTRICT ATTORNEY IV	54.38	44.00	44.00	44.00
		4225	CHIEF CRIMINAL INVESTIGATOR	56.78	1.00	1.00	1.00
		4025	CHIEF DEPUTY DISTRICT ATTORNEY	59.77	5.00	5.00	5.00
		4039	ASSISTANT DISTRICT ATTORNEY LIMITED TERM	65.78	1.00	1.00	1.00
		8101	DISTRICT ATTORNEY	97.67	1.00	1.00	1.00
		PERMANENT POSITIONS			118.75	118.75	118.75
180106	042804						
		0810	ADMINISTRATIVE AIDE	23.56	1.00	1.00	1.00
		3085	DEPARTMENT PROGRAM MANAGER	32.52	1.00	1.00	1.00
		PERMANENT POSITIONS			2.00	2.00	2.00
DISTRICT ATTORNEY'S OFFICE TOTAL					120.75	120.75	120.75
ECONOMIC DEVELOPMENT BOARD							
190101	030015						
		0810	ADMINISTRATIVE AIDE	23.56	5.50	3.50	3.50
		3085	DEPARTMENT PROGRAM MANAGER	32.52	5.75	6.75	6.75
		0850	BUSINESS DEVELOPMENT MANAGER	43.34	1.00	1.00	1.00
		0741	EXECUTIVE DIRECTOR, ECONOMIC DEVELOPMENT BOARD	56.80	1.00	1.00	1.00
		PERMANENT POSITIONS			13.25	12.25	12.25
ECONOMIC DEVELOPMENT BOARD TOTAL					13.25	12.25	12.25
EMERGENCY MANAGEMENT DIVISION							

200101	079301						
		0777	DEPUTY EMERGENCY SERVICES COORDINATOR	29.82	2.00	2.00	2.00
		3085	DEPARTMENT PROGRAM MANAGER	32.52	1.00	1.00	1.00
		0780	EMERGENCY SERVICES COORDINATOR	41.81	1.00	1.00	1.00
		0849	SPECIAL PROJECTS DIRECTOR PROJECT	50.56	1.00	1.00	1.00
		PERMANENT POSITIONS			5.00	5.00	5.00
200103	079509						
		0003	SENIOR OFFICE ASSISTANT	18.44	0.50	0.50	0.50
		4519	FIRE INSPECTOR II	35.81	4.00	4.00	4.00
		4516	FIRE SERVICES OFFICER	46.03	1.00	1.00	1.00
		PERMANENT POSITIONS			5.50	5.50	5.50
200201	649103						
		0310	MATERIALS HANDLER	17.54	1.00	1.00	1.00
		0003	SENIOR OFFICE ASSISTANT	18.44	1.00	1.00	1.00
		0402	ACCOUNT CLERK II	18.44	0.00	0.00	0.00
		0403	SENIOR ACCOUNT CLERK	20.33	1.00	1.00	1.00
		0810	ADMINISTRATIVE AIDE	23.56	1.75	1.75	1.75
		0827	ADMINISTRATIVE SERVICES OFFICER I	35.21	1.00	1.00	1.00
		4513	SENIOR FIRE INSPECTOR	39.39	1.00	1.00	1.00
		4518	ASSISTANT FIRE CHIEF	53.10	1.00	1.00	1.00
		4520	DIRECTOR OF FIRE AND EMERGENCY SERVICES	66.51	1.00	1.00	1.00
		PERMANENT POSITIONS			8.75	8.75	8.75
200202	649129						
		4519	FIRE INSPECTOR II	35.81	2.00	2.00	2.00
		4513	SENIOR FIRE INSPECTOR	39.39	1.00	1.00	1.00
		4518	ASSISTANT FIRE CHIEF	53.10	1.00	1.00	1.00
		PERMANENT POSITIONS			4.00	4.00	4.00
EMERGENCY MANAGEMENT DIVISION TOTAL					23.25	23.25	23.25
GENERAL SERVICES							
210101	010108						
		0402	ACCOUNT CLERK II	18.44	2.00	2.00	2.00
		0023	SECRETARY	20.19	0.50	0.50	0.50
		0403	SENIOR ACCOUNT CLERK	20.33	1.00	1.00	1.00
		0404	ACCOUNTING TECHNICIAN	21.53	1.00	1.00	1.00
		7382	PAYROLL CLERK CONFIDENTIAL	22.24	1.00	1.00	1.00
		7025	EXECUTIVE SECRETARY CONFIDENTIAL	23.37	1.00	1.00	1.00
		0419	SUPERVISING ACCOUNTANT	35.46	1.00	1.00	1.00
		0828	ADMINISTRATIVE SERVICES OFFICER II	40.50	1.00	1.00	1.00
		0868	GENERAL SERVICES DEPUTY DIRECTOR	52.79	1.00	1.00	1.00
		0870	GENERAL SERVICES DIRECTOR	68.69	1.00	1.00	1.00
		PERMANENT POSITIONS			10.50	10.50	10.50
210201	010124						
		0003	SENIOR OFFICE ASSISTANT	18.44	3.00	3.00	3.00
		0810	ADMINISTRATIVE AIDE	23.56	2.00	2.00	2.00
		1036	PROJECT SPECIALIST	31.83	3.00	3.00	3.00
		0155	BUSINESS SYSTEMS ANALYST	32.36	1.00	1.00	1.00
		1037	SENIOR PROJECT SPECIALIST	36.57	3.00	3.00	3.00
		1038	CAPITAL PROJECT MANAGER	39.27	2.00	2.00	2.00
		1048	SENIOR CAPITAL PROJECT MANAGER	42.10	2.00	2.00	2.00
		0868	GENERAL SERVICES DEPUTY DIRECTOR	52.79	1.00	1.00	1.00
		PERMANENT POSITIONS			17.00	17.00	17.00
210203	010546						
		0023	SECRETARY	20.19	0.50	0.50	0.50
		0826	DEPARTMENT ANALYST	29.82	2.00	2.00	2.00
		0763	REAL ESTATE MANAGER	41.50	1.00	1.00	1.00
		PERMANENT POSITIONS			3.50	3.50	3.50
210204	010553						
		0002	OFFICE ASSISTANT II	16.19	1.00	1.00	1.00
		5327	JANITORIAL SERVICES SUPERVISOR	19.58	1.00	1.00	1.00
		0810	ADMINISTRATIVE AIDE	23.56	2.00	2.00	2.00
		5335	BUILDING MECHANIC II	28.04	29.00	29.00	29.00

		0826	DEPARTMENT ANALYST	29.82	1.00	1.00	1.00
		1036	PROJECT SPECIALIST	31.83	2.00	2.00	2.00
		5361	ASSISTANT BUILDING SUPERINTENDENT	33.48	3.00	3.00	3.00
		5362	ASSISTANT FACILITY MANAGER	42.06	1.00	1.00	1.00
		PERMANENT POSITIONS			40.00	40.00	40.00
210301	010207						
		0003	SENIOR OFFICE ASSISTANT	18.44	1.00	1.00	1.00
		0335	BUYER	25.07	5.00	5.00	5.00
		0826	DEPARTMENT ANALYST	29.82	1.00	1.00	1.00
		0337	ASSISTANT PURCHASING AGENT	35.22	2.00	2.00	2.00
		0339	PURCHASING AGENT	40.51	1.00	1.00	1.00
		PERMANENT POSITIONS			10.00	10.00	10.00
210302	010256						
		1273	EVENT SERVICES WORKER	20.49	0.50	0.50	0.50
		1275	EVENTS SERVICES SUPERVISOR	28.19	1.00	1.00	1.00
		PERMANENT POSITIONS			1.50	1.50	1.50
210303	010538						
		0003	SENIOR OFFICE ASSISTANT	18.44	3.00	3.00	3.00
		0810	ADMINISTRATIVE AIDE	23.56	3.00	4.00	4.00
		0826	DEPARTMENT ANALYST	29.82	4.00	4.00	4.00
		3085	DEPARTMENT PROGRAM MANAGER	32.52	2.00	2.00	2.00
		5364	ENERGY & SUSTAINABILITY PROGRAM MANAGER	44.22	1.00	1.00	1.00
		PERMANENT POSITIONS			13.00	14.00	14.00
210304	010603						
		5213	MOTOR POOL ATTENDANT	14.93	1.00	1.00	1.00
		0003	SENIOR OFFICE ASSISTANT	18.44	3.00	3.00	3.00
		5223	AUTOMOTIVE TECHNICIAN	24.98	6.00	6.00	6.00
		5210	WELDER	26.96	1.00	1.00	1.00
		5226	HEAVY EQUIPMENT MECHANIC II	26.96	6.00	6.00	6.00
		5230	AUTO FLEET MAINTENANCE SUPERVISOR	29.51	1.00	1.00	1.00
		0826	DEPARTMENT ANALYST	29.82	1.00	1.00	1.00
		5229	HEAVY EQUIPMENT FLEET MAINTENANCE SUPERVISOR	32.01	1.00	1.00	1.00
		5235	ASSISTANT FLEET MANAGER	37.85	1.00	1.00	1.00
		5240	FLEET MANAGER	44.02	1.00	1.00	1.00
		PERMANENT POSITIONS			22.00	22.00	22.00
GENERAL SERVICES TOTAL					117.50	118.50	118.50
DEPARTMENT OF HEALTH SERVICES							
220101	161101						
		0311	STOREKEEPER	18.33	2.00	2.00	2.00
		0003	SENIOR OFFICE ASSISTANT	18.44	4.00	4.00	4.00
		0100	RECEPTIONIST	18.44	1.00	1.00	1.00
		0402	ACCOUNT CLERK II	18.44	3.00	3.00	3.00
		0023	SECRETARY	20.19	1.00	1.00	1.00
		0403	SENIOR ACCOUNT CLERK	20.33	4.50	4.50	4.50
		7023	SECRETARY CONFIDENTIAL	20.80	1.00	1.00	1.00
		0404	ACCOUNTING TECHNICIAN	21.53	4.00	4.00	4.00
		0382	PAYROLL CLERK	21.59	3.00	3.00	3.00
		7025	EXECUTIVE SECRETARY CONFIDENTIAL	23.37	1.00	1.00	1.00
		0810	ADMINISTRATIVE AIDE	23.56	5.00	5.00	5.00
		0416	ACCOUNTANT II	28.37	10.00	10.00	10.00
		0826	DEPARTMENT ANALYST	29.82	7.00	7.00	7.00
		0880	PROGRAM PLANNING AND EVALUATION ANALYST	30.90	2.00	2.00	2.00
		0159	DEPARTMENT INFORMATION SYSTEMS SPECIALIST II	31.61	7.00	7.00	7.00
		0417	ACCOUNTANT III	33.59	2.00	2.00	2.00
		0827	ADMINISTRATIVE SERVICES OFFICER I	35.21	2.00	2.00	2.00
		0419	SUPERVISING ACCOUNTANT	35.46	2.00	2.00	2.00
		0437	DEPARTMENT ACCOUNTING MANAGER	38.59	1.00	1.00	1.00
		0828	ADMINISTRATIVE SERVICES OFFICER II	40.50	2.00	2.00	2.00
		0118	SYSTEMS SOFTWARE ANALYST	40.63	1.00	1.00	1.00
		2420	PATIENT CARE ANALYST	40.78	1.00	1.00	1.00
		0161	DEPARTMENT INFORMATION SYSTEMS MANAGER	42.52	1.00	1.00	1.00
		0848	COMPLIANCE AND DEPARTMENT RISK MANAGER	43.13	1.00	1.00	1.00
		0850	BUSINESS DEVELOPMENT MANAGER	43.34	1.00	1.00	1.00

		0842	DEPARTMENT ADMINISTRATIVE SERVICES DIRECTOR	45.61	1.00	1.00	1.00
		0849	SPECIAL PROJECTS DIRECTOR PROJECT	50.56	1.00	1.00	1.00
		2676	ASSISTANT DIRECTOR OF HEALTH SERVICES	61.92	1.00	1.00	1.00
		2677	DIRECTOR OF HEALTH SERVICES	76.30	1.00	1.00	1.00
		2675	HEALTH OFFICER	80.65	1.00	1.00	1.00
		PERMANENT POSITIONS			74.50	74.50	74.50
220201	164057						
	164105	4304	ANIMAL CARE ASSISTANT	13.77	6.00	6.00	6.00
	164204	3372	PUBLIC HEALTH AIDE II	15.14	8.10	8.10	8.10
	164350	4307	LEAD ANIMAL CARE ASSISTANT	15.14	1.00	1.00	1.00
	164402	0002	OFFICE ASSISTANT II	16.19	2.00	2.00	2.00
	164659	2609	ENVIRONMENTAL HEALTH TECHNICIAN	17.64	1.00	1.00	1.00
	164709	0003	SENIOR OFFICE ASSISTANT	18.44	12.67	12.67	12.67
	164808	0402	ACCOUNT CLERK II	18.44	6.20	6.00	6.00
	164855	0501	CLINIC CLERK	18.44	1.00	1.00	1.00
		3375	PUBLIC HEALTH ASSISTANT	18.80	9.80	9.80	9.80
		2105	PUBLIC HEALTH LABORATORY TECHNICIAN II	19.03	3.00	3.00	3.00
		4303	ANIMAL HEALTH TECHNICIAN	19.70	4.50	4.50	4.50
		0542	VITAL STATISTICS TECHNICIAN	19.82	3.00	3.00	3.00
		0023	SECRETARY	20.19	2.00	2.00	2.00
		0534	MEDICAL SECRETARY	20.19	0.75	0.75	0.75
		0403	SENIOR ACCOUNT CLERK	20.33	2.90	2.50	2.50
		4301	ANIMAL CONTROL OFFICER II	20.67	13.00	13.00	13.00
		0810	ADMINISTRATIVE AIDE	23.56	7.00	7.00	7.00
		2605	PUBLIC HEALTH INVESTIGATOR	23.61	1.00	1.00	1.00
		3002	SOCIAL SERVICE WORKER II	24.32	3.00	3.00	3.00
		4306	SUPERVISING ANIMAL CONTROL OFFICER	24.70	3.00	3.00	3.00
		3003	SOCIAL SERVICE WORKER III	25.98	6.75	6.75	6.75
		2185	NUTRITIONIST	26.27	3.50	3.50	3.50
		2632	HEALTH INFORMATION SPECIALIST II	27.23	1.00	1.00	1.00
		2187	SUPERVISING NUTRITIONIST	29.32	1.00	1.00	1.00
		2612	ENVIRONMENTAL HEALTH SPECIALIST II	29.68	0.72	0.72	0.72
		0826	DEPARTMENT ANALYST	29.82	2.00	2.00	2.00
		2122	PUBLIC HEALTH MICROBIOLOGIST II	30.06	3.75	4.00	4.00
		2503	BEHAVIORAL HEALTH CLINICIAN	30.60	2.50	2.50	2.50
		2629	SENIOR LACTATION CONSULTANT	30.73	0.90	0.90	0.90
		0880	PROGRAM PLANNING AND EVALUATION ANALYST	30.90	5.00	5.00	5.00
		3010	SOCIAL SERVICE SUPERVISOR I	30.99	2.00	2.00	2.00
		2663	ADVANCED LIFE SUPPORT COORDINATOR	31.50	1.00	0.00	0.00
		2614	ENVIRONMENTAL HEALTH SPECIALIST III	31.66	1.26	1.26	1.26
		2307	OCCUP THERAPIST II CHILD THERAPY PROGRAM	32.86	5.00	5.00	5.00
		2317	PHYS THERAPIST II CHILD THERAPY PROGRAM	32.86	5.35	5.35	5.35
		2662	EMERGENCY MEDICAL SERVICES COORDINATOR	33.05	3.00	3.00	3.00
		2615	SUPERVISING ENVIRONMENTAL HEALTH SPECIALIST	34.23	0.69	0.69	0.69
		2564	PUBLIC HEALTH NURSE II	34.35	28.80	28.80	28.80
		0827	ADMINISTRATIVE SERVICES OFFICER I	35.21	1.00	1.00	1.00
		2012	STAFF NURSE II	35.55	3.70	4.20	4.20
		2634	HEALTH PROGRAM MANAGER	36.37	5.00	5.00	5.00
		2565	SENIOR PUBLIC HEALTH NURSE	36.93	12.00	12.00	12.00
		2570	SUPERVISING PUBLIC HEALTH NURSE	38.53	7.00	7.00	7.00
		2319	CHIEF THERAPIST CHILDREN'S THERAPY PROGRAM	39.09	1.00	1.00	1.00
		2616	ENVIRONMENTAL HEALTH PROGRAM MANAGER	39.51	1.00	1.00	1.00
		1916	NURSE PRACTITIONER/PHYSICIAN'S ASSISTANT	39.55	1.05	1.25	1.25
		0828	ADMINISTRATIVE SERVICES OFFICER II	40.50	1.00	1.00	1.00
		2665	REGIONAL EMERGENCY MEDICAL SERVICES MANAGER	44.13	1.00	1.00	1.00
		2621	ENVIRONMENTAL HEALTH AND SAFETY SECTION MANAGER	45.67	1.00	1.00	1.00
		2574	FAMILY HEALTH SECTION MANAGER	45.81	1.00	1.00	1.00
		4310	ANIMAL CARE AND CONTROL DIRECTOR	45.81	1.00	1.00	1.00
		2125	PUBLIC HEALTH LABORATORY DIRECTOR	46.97	1.00	1.00	1.00
		2541	HEALTH SERVICES DIVISION DIRECTOR	61.92	1.00	1.00	1.00
		2535	PUBLIC HEALTH PHYSICIAN	73.11	0.70	0.70	0.70
		2673	DEPUTY PUBLIC HEALTH OFFICER	76.80	1.00	1.00	1.00
		2537	FORENSIC PSYCHIATRIST	88.84	0.50	0.50	0.50
		PERMANENT POSITIONS			206.09	205.44	205.44
220203	068163						
		0003	SENIOR OFFICE ASSISTANT	18.44	1.00	1.00	1.00
		0810	ADMINISTRATIVE AIDE	23.56	1.00	1.00	1.00

		2632	HEALTH INFORMATION SPECIALIST II	27.23	2.75	3.00	3.00
		2634	HEALTH PROGRAM MANAGER	36.37	1.00	1.00	1.00
		2637	FIRST 5 SECTION MANAGER	44.13	1.00	1.00	1.00
		PERMANENT POSITIONS			6.75	7.00	7.00
220204	068312						
		0810	ADMINISTRATIVE AIDE	23.56	1.00	1.00	1.00
		2612	ENVIRONMENTAL HEALTH SPECIALIST II	29.68	8.78	8.78	8.78
		2625	DAIRY INSPECTOR	30.28	2.00	2.00	2.00
		2614	ENVIRONMENTAL HEALTH SPECIALIST III	31.66	5.74	5.74	5.74
		2615	SUPERVISING ENVIRONMENTAL HEALTH SPECIALIST	34.23	2.31	2.31	2.31
		PERMANENT POSITIONS			19.83	19.83	19.83
220301	165102						
	165219	0003	SENIOR OFFICE ASSISTANT	18.44	20.70	20.00	20.00
	165318	0100	RECEPTIONIST	18.44	2.00	2.00	2.00
	165506	0402	ACCOUNT CLERK II	18.44	3.00	3.00	3.00
	165610	2466	CLIENT SUPPORT SPECIALIST	18.70	1.50	1.50	1.50
		2680	AODS ASSISTANT II	18.70	1.00	1.00	1.00
		0023	SECRETARY	20.19	3.00	3.00	3.00
		0403	SENIOR ACCOUNT CLERK	20.33	3.50	2.50	2.50
		2263	MEDICAL RECORD CLERK III	20.36	2.00	2.00	2.00
		2681	AODS ASSISTANT III	20.73	1.00	1.00	1.00
		0472	ELIGIBILITY WORKER II	21.04	3.00	3.00	3.00
		0404	ACCOUNTING TECHNICIAN	21.53	2.00	2.00	2.00
		2007	LICENSED VOCATIONAL NURSE II	22.60	1.00	1.00	1.00
		2082	PSYCHIATRIC TECHNICIAN	22.60	1.50	1.50	1.50
		0474	ELIGIBILITY WORKER III	22.82	1.00	1.00	1.00
		0810	ADMINISTRATIVE AIDE	23.56	3.00	3.00	3.00
		2470	SENIOR CLIENT SUPPORT SPECIALIST	23.65	21.00	20.00	20.00
		2683	AODS COUNSELOR II	26.14	12.34	12.04	12.04
		2684	AODS SPECIALIST	27.26	5.00	5.00	5.00
		0826	DEPARTMENT ANALYST	29.82	2.00	3.00	3.00
		2503	BEHAVIORAL HEALTH CLINICIAN	30.60	82.83	83.83	83.83
		2505	BEHAVIORAL HEALTH CLINICAL SPECIALIST	32.93	7.00	8.00	8.00
		0827	ADMINISTRATIVE SERVICES OFFICER I	35.21	1.00	1.00	1.00
		2091	PSYCHIATRIC NURSE	35.88	15.50	15.50	15.50
		2634	HEALTH PROGRAM MANAGER	36.37	10.30	10.30	10.30
		2013	SUPERVISING STAFF NURSE	39.21	1.00	1.00	1.00
		1916	NURSE PRACTITIONER/PHYSICIAN'S ASSISTANT	39.55	1.60	1.60	1.60
		0828	ADMINISTRATIVE SERVICES OFFICER II	40.50	1.00	1.00	1.00
		2420	PATIENT CARE ANALYST	40.78	7.00	7.00	7.00
		2015	CLIENT CARE MANAGER	42.51	3.00	3.00	3.00
		2530	ADULT, YOUTH AND FAMILY SERVICES SECTION MANAGER	44.13	1.00	1.00	1.00
		2531	COMMUNITY MENTAL HEALTH SECTION MANAGER	44.13	1.00	1.00	1.00
		2694	Substance Use Disorder & Comm Recvry Svcs Sect Mgr	44.13	1.00	1.00	1.00
		2532	ACUTE FORENSICS SECTION MANAGER	45.81	1.00	1.00	1.00
		2541	HEALTH SERVICES DIVISION DIRECTOR	61.92	1.00	1.00	1.00
		2534	STAFF PSYCHIATRIST	76.54	7.95	7.95	7.95
		2540	BEHAVIORAL HEALTH MEDICAL DIRECTOR	86.40	0.90	0.90	0.90
		2537	FORENSIC PSYCHIATRIST	88.84	2.03	2.03	2.03
		PERMANENT POSITIONS			235.65	235.65	235.65
220302	068908						
		0002	OFFICE ASSISTANT II	16.19	2.00	2.00	2.00
		0003	SENIOR OFFICE ASSISTANT	18.44	1.00	1.00	1.00
		0402	ACCOUNT CLERK II	18.44	1.00	1.00	1.00
		2460	AODS INTAKE INTERVIEWER	18.70	2.00	2.00	2.00
		2683	AODS COUNSELOR II	26.14	6.30	6.30	6.30
		2684	AODS SPECIALIST	27.26	1.00	1.00	1.00
		2634	HEALTH PROGRAM MANAGER	36.37	0.70	0.70	0.70
		PERMANENT POSITIONS			14.00	14.00	14.00
220401	161101						
	167058	0002	OFFICE ASSISTANT II	16.19	1.00	1.00	1.00
	167106	0003	SENIOR OFFICE ASSISTANT	18.44	3.60	3.60	3.60
		0810	ADMINISTRATIVE AIDE	23.56	2.00	2.00	2.00
		2632	HEALTH INFORMATION SPECIALIST II	27.23	11.00	11.00	11.00
		2635	SENIOR HEALTH INFORMATION SPECIALIST	29.27	1.00	1.00	1.00

		0826	DEPARTMENT ANALYST	29.82	1.00	1.00	1.00
		0880	PROGRAM PLANNING AND EVALUATION ANALYST	30.90	7.00	7.00	7.00
		2630	BIostatistician	32.19	4.00	4.00	4.00
		0827	ADMINISTRATIVE SERVICES OFFICER I	35.21	1.00	1.00	1.00
		2634	HEALTH PROGRAM MANAGER	36.37	6.00	6.00	6.00
		2636	HEALTH SERVICES SECTION MANAGER	44.13	1.00	1.00	1.00
		2671	HEALTHY COMMUNITIES SECTION MANAGER	44.13	1.00	1.00	1.00
		2674	DIRECTOR OF HEALTH PROGRAM PLANNING AND EVALUATION	48.78	1.00	1.00	1.00
		PERMANENT POSITIONS			40.60	40.60	40.60
DEPARTMENT OF HEALTH SERVICES TOTAL					597.42	597.02	597.02
HUMAN RESOURCES DEPARTMENT							
230101	006015						
		7003	SENIOR OFFICE ASSISTANT CONFIDENTIAL	19.00	2.00	2.00	2.00
		7023	SECRETARY CONFIDENTIAL	20.80	1.00	1.00	1.00
		7803	HUMAN RESOURCES TECHNICIAN CONFIDENTIAL	22.66	6.00	6.00	6.00
		7025	EXECUTIVE SECRETARY CONFIDENTIAL	23.37	1.00	1.00	1.00
		0826	DEPARTMENT ANALYST	29.82	1.00	1.00	1.00
		7159	DEPT INFO SYSTEMS SPECIALIST II CONFIDENTIAL	32.56	1.00	1.00	1.00
		0804	HUMAN RESOURCES ANALYST III PROJECT	35.21	1.00	1.00	1.00
		0807	HUMAN RESOURCES ANALYST III	35.21	9.00	9.00	9.00
		0827	ADMINISTRATIVE SERVICES OFFICER I	35.21	1.00	1.00	1.00
		0808	SUPERVISING HUMAN RESOURCES ANALYST	40.45	1.00	1.00	1.00
		0809	TRAINING MANAGER	41.46	1.00	1.00	1.00
		0161	DEPARTMENT INFORMATION SYSTEMS MANAGER	42.52	1.00	1.00	1.00
		0813	RECRUITMENT & CLASSIFICATION MANAGER	46.52	1.00	1.00	1.00
		0814	EMPLOYEE RELATIONS MANAGER	57.47	1.00	1.00	1.00
		0815	ASSISTANT HUMAN RESOURCES DIRECTOR	58.45	1.00	1.00	1.00
		0816	DIRECTOR HUMAN RESOURCES	70.47	1.00	1.00	1.00
		PERMANENT POSITIONS			30.00	30.00	30.00
230110	006403						
		0807	HUMAN RESOURCES ANALYST III	35.21	1.00	1.00	1.00
		PERMANENT POSITIONS			1.00	1.00	1.00
230201	596023						
		7003	SENIOR OFFICE ASSISTANT CONFIDENTIAL	19.00	3.50	3.50	3.50
		7403	SENIOR ACCOUNT CLERK CONFIDENTIAL	20.94	1.00	1.00	1.00
		7803	HUMAN RESOURCES TECHNICIAN CONFIDENTIAL	22.66	3.00	3.00	3.00
		0823	ADMINISTRATIVE AIDE CONFIDENTIAL	23.56	1.00	1.00	1.00
		0826	DEPARTMENT ANALYST	29.82	1.00	1.00	1.00
		0417	ACCOUNTANT III	33.59	1.00	1.00	1.00
		0767	RISK MANAGEMENT ANALYST II	34.97	9.00	9.00	9.00
		0768	RISK MANAGEMENT ANALYST III	40.23	5.00	5.00	5.00
		0811	EQUAL EMPLOYMENT OPPORTUNITY MANAGER	43.37	1.00	1.00	1.00
		0765	RISK MANAGER	46.26	1.00	1.00	1.00
		PERMANENT POSITIONS			26.50	26.50	26.50
HUMAN RESOURCES DEPARTMENT TOTAL					57.50	57.50	57.50
HUMAN SERVICES DEPARTMENT							
240301	159014	0002	OFFICE ASSISTANT II	16.19	23.50	25.50	25.50
	159022	0003	SENIOR OFFICE ASSISTANT	18.44	61.00	68.00	68.00
	159030	0007	OFFICE SUPPORT SUPERVISOR	21.85	15.00	17.00	17.00
	159048	0023	SECRETARY	20.19	2.00	2.00	2.00
	159063	0069	DEPUTY PUBLIC ADMINISTRATOR/GUARDIAN/CONSERVATOR	24.93	5.00	5.00	5.00
	159097	0070	SUPERVISING PUBLIC ADMIN/GUARDIAN/CONSERVATOR	28.18	1.00	1.00	1.00
		0071	CHIEF DEPUTY PUBLIC ADMIN/GUARDIAN/CONSERVATOR	36.27	1.00	1.00	1.00
		0098	TELEPHONE OPERATOR	16.45	3.00	3.00	3.00
		0100	RECEPTIONIST	18.44	3.00	3.00	3.00
		0157	DEPARTMENT INFORMATION SYSTEMS TECHNICIAN II	24.00	0.00	1.00	1.00
		0159	DEPARTMENT INFORMATION SYSTEMS SPECIALIST II	31.61	5.00	5.00	5.00
		0161	DEPARTMENT INFORMATION SYSTEMS MANAGER	42.52	3.00	3.00	3.00
		0170	SENIOR DEPARTMENT INFORMATION SYSTEMS MANAGER	48.89	1.00	1.00	1.00
		0172	HUMAN SERVICES NETWORK ANALYST	36.04	3.00	3.00	3.00
		0173	HUMAN SERVICES SYSTEMS & PROGRAMMING ANALYST	34.99	6.00	8.00	8.00
		0174	COMPUTER LAB SUPPORT SPECIALST	24.00	1.00	1.00	1.00
		0175	PUBLIC ASSISTANCE SYSTEMS MANAGER	42.52	1.00	1.00	1.00

		0176	PUBLIC ASSISTANCE SYSTEMS SPECIALIST	32.57	6.00	7.00	7.00
		0178	SUPERVISING PUBLIC ASSISTANCE SYSTEMS TECHNICIAN	28.56	1.00	1.00	1.00
		0179	PUBLIC ASSISTANCE SYSTEMS TECHNICIAN	25.96	4.00	4.00	4.00
		0204	MICROGRAPHIC TECHNICIAN I	16.73	9.00	9.00	9.00
		0205	MICROGRAPHIC TECHNICIAN II	18.44	3.00	3.00	3.00
		0310	MATERIALS HANDLER	17.54	3.00	3.00	3.00
		0311	STOREKEEPER	18.33	2.00	2.00	2.00
		0312	SENIOR STOREKEEPER	20.34	1.00	1.00	1.00
		0382	PAYROLL CLERK	21.59	2.00	2.00	2.00
		0402	ACCOUNT CLERK II	18.44	15.00	16.00	16.00
		0403	SENIOR ACCOUNT CLERK	20.33	9.80	10.80	10.80
		0404	ACCOUNTING TECHNICIAN	21.53	3.00	3.00	3.00
		0416	ACCOUNTANT II	28.37	3.00	3.00	3.00
		0417	ACCOUNTANT III	33.59	4.00	4.00	4.00
		0419	SUPERVISING ACCOUNTANT	35.46	1.00	1.00	1.00
		0472	ELIGIBILITY WORKER II	21.04	172.25	182.25	182.25
		0474	ELIGIBILITY WORKER III	22.82	45.00	48.00	48.00
		0476	ELIGIBILITY SUPERVISOR	25.78	27.00	30.00	30.00
		0477	PROGRAM SPECIALIST	27.98	2.00	3.00	3.00
		0606	VETERANS CLAIMS WORKER II	21.33	4.00	4.00	4.00
		0608	SENIOR VETERANS CLAIMS WORKER	23.39	1.00	1.00	1.00
		0610	VETERANS SERVICE OFFICER	35.29	1.00	1.00	1.00
		0810	ADMINISTRATIVE AIDE	23.56	14.00	16.00	16.00
		0823	ADMINISTRATIVE AIDE CONFIDENTIAL	23.56	1.00	1.00	1.00
		0826	DEPARTMENT ANALYST	29.82	2.00	1.00	1.00
		0827	ADMINISTRATIVE SERVICES OFFICER I	35.21	5.00	6.00	6.00
		0828	ADMINISTRATIVE SERVICES OFFICER II	40.50	1.00	1.00	1.00
		0842	DEPARTMENT ADMINISTRATIVE SERVICES DIRECTOR	45.61	1.00	1.00	1.00
		0880	PROGRAM PLANNING AND EVALUATION ANALYST	30.90	30.50	34.50	34.50
		3002	SOCIAL SERVICE WORKER II	24.32	3.00	3.00	3.00
		3003	SOCIAL SERVICE WORKER III	25.98	44.50	42.50	42.50
		3004	SOCIAL SERVICE WORKER IV	29.08	130.75	135.75	135.75
		3010	SOCIAL SERVICE SUPERVISOR I	30.99	7.00	7.00	7.00
		3011	SOCIAL SERVICE SUPERVISOR II	32.51	21.00	21.00	21.00
		3021	CHILDREN'S RESIDENTIAL CARE COUNSELOR II	23.62	23.00	22.00	22.00
		3024	SUPERV CHILD RESIDENTIAL CARE COUNSELOR	30.09	3.00	3.00	3.00
		3026	VALLEY OF THE MOON CHILDREN'S HOME MANAGER	37.42	1.00	1.00	1.00
		3030	EMPLOYMENT & TRAINING SPECIALIST	22.82	32.50	32.50	32.50
		3031	SENIOR EMPLOYMENT & TRAINING SPECIALIST	24.61	5.00	5.00	5.00
		3032	SUPERVISING EMPLOYMENT & TRAINING SPECIALIST	27.09	6.00	6.00	6.00
		3037	EMPLOYMENT & TRAINING COUNSELOR II	25.98	32.00	37.00	37.00
		3038	EMPLOYMENT & TRAINING COORDINATOR	27.26	10.00	10.00	10.00
		3039	SUPERVISING EMPLOYMENT & TRAINING COUNSELOR	30.99	5.00	6.00	6.00
		3084	PROGRAM DEVELOPMENT MANAGER	37.42	10.00	10.00	10.00
		3087	HUMAN SERVICES SECTION MANAGER	41.61	10.00	11.00	11.00
		3088	ASSISTANT DIRECTOR HUMAN SERVICES	61.21	2.00	2.00	2.00
		3089	HUMAN SERVICES DIVISION DIRECTOR	48.76	4.00	4.00	4.00
		3090	DIRECTOR OF HUMAN SERVICES	72.23	1.00	1.00	1.00
		3112	JUVENILE CORRECTIONAL COUNSELOR II	23.62	5.00	5.00	5.00
		3114	JUVENILE CORRECTIONAL COUNSELOR IV	30.09	3.00	3.00	3.00
		3350	HOME CARE SUPPORT SPECIALIST	18.80	4.00	5.00	5.00
		3352	HUMAN SERVICES AIDE II	17.47	18.00	18.00	18.00
		3353	SOCIAL WORK ASSISTANT	18.77	9.00	9.00	9.00
		3372	PUBLIC HEALTH AIDE II	15.14	2.00	2.00	2.00
		4246	WELFARE FRAUD INVESTIGATOR II	34.51	4.00	4.00	4.00
		4249	CHIEF WELFARE FRAUD INVESTIGATOR	42.41	1.00	1.00	1.00
		4251	SENIOR WELFARE FRAUD INVESTIGATOR	36.97	1.00	1.00	1.00
		5370	RESIDENTIAL SERVICE WORKER	15.66	3.00	3.00	3.00
		6228	COOK	17.65	2.00	2.00	2.00
		6230	CHEF	20.89	0.75	0.75	0.75
		7007	OFFICE SUPPORT SUPERVISOR CONFIDENTIAL	22.50	1.00	1.00	1.00
		7023	SECRETARY CONFIDENTIAL	20.80	3.00	3.00	3.00
		7025	EXECUTIVE SECRETARY CONFIDENTIAL	23.37	1.00	1.00	1.00
		7382	PAYROLL CLERK CONFIDENTIAL	22.24	3.00	3.00	3.00
			PERMANENT POSITIONS		919.55	969.55	969.55
240501	693010						
		9300	IHSS PUBLIC AUTHORITY MANAGER	47.78	1.00	1.00	1.00
			PERMANENT POSITIONS		1.00	1.00	1.00

HUMAN SERVICES DEPARTMENT TOTAL					920.55	970.55	970.55
INFORMATION SYSTEMS DEPARTMENT							
250101	007104	0226	REPROGRAPHICS TECHNICIAN II	18.28	1.00	1.00	1.00
	007112	0307	MAIL, MATERIALS AND RECORDS HANDLER II	18.33	4.00	4.00	4.00
	007138	0311	STOREKEEPER	18.33	1.00	1.00	1.00
	007161	0003	SENIOR OFFICE ASSISTANT	18.44	2.00	2.00	2.00
	007179	0227	REPROGRAPHICS TECHNICIAN III	19.91	3.00	3.00	3.00
	007187	0309	MAIL, MATERIALS AND RECORDS SUPERVISOR	21.08	1.00	1.00	1.00
	007195	0228	REPROGRAPHICS SUPERVISOR	21.97	1.00	1.00	1.00
		0232	GRAPHICS DESIGNER PHOTOGRAPHER	21.97	2.00	2.00	2.00
		0810	ADMINISTRATIVE AIDE	23.56	6.00	6.00	6.00
		1222	GEOGRAPHIC INFORMATION TECHNICIAN II	27.85	4.00	4.00	4.00
		0826	DEPARTMENT ANALYST	29.82	3.00	3.00	3.00
		0152	INFORMATION TECHNOLOGY ANALYST II	30.64	16.00	15.00	15.00
		1710	SENIOR COMMUNICATIONS TECHNICIAN	32.06	1.00	1.00	1.00
		0130	PROGRAMMER ANALYST	32.36	5.00	5.00	5.00
		0058	RECORDS AND INFORMATION MANAGER	34.28	1.00	1.00	1.00
		0827	ADMINISTRATIVE SERVICES OFFICER I	35.21	2.00	2.00	2.00
		0154	INFORMATION TECHNOLOGY ANALYST III	37.71	4.00	5.00	5.00
		0129	SENIOR PROGRAMMER ANALYST	38.69	16.50	17.50	17.50
		0163	SENIOR BUSINESS SYSTEMS ANALYST	38.69	3.00	3.00	3.00
		0141	NETWORK ANALYST	39.46	5.00	5.00	5.00
		0828	ADMINISTRATIVE SERVICES OFFICER II	40.50	1.00	1.00	1.00
		0118	SYSTEMS SOFTWARE ANALYST	40.63	13.00	14.00	14.00
		0140	SENIOR NETWORK ANALYST	42.42	3.00	3.00	3.00
		1715	COMMUNICATIONS MANAGER	44.02	1.00	1.00	1.00
		0143	INFORMATION SYSTEMS PROJECT MANAGER	46.10	11.00	11.00	11.00
		0149	INFORMATION SYSTEM DIVISION DIRECTOR	52.99	3.00	3.00	3.00
		0150	INFORMATION SYSTEM DIRECTOR	68.72	1.00	1.00	1.00
PERMANENT POSITIONS					114.50	116.50	116.50
INFORMATION SYSTEMS DEPARTMENT TOTAL					114.50	116.50	116.50
PERMIT & RESOURCES MANAGEMENT DEPARTMENT							
260101	025015	0002	OFFICE ASSISTANT II	16.19	1.00	1.00	1.00
		0098	TELEPHONE OPERATOR	16.45	1.00	1.00	1.00
		0003	SENIOR OFFICE ASSISTANT	18.44	9.00	9.00	9.00
		0023	SECRETARY	20.19	3.00	3.00	3.00
		0403	SENIOR ACCOUNT CLERK	20.33	1.00	1.00	1.00
		0404	ACCOUNTING TECHNICIAN	21.53	1.00	1.00	1.00
		0382	PAYROLL CLERK	21.59	1.00	1.00	1.00
		0810	ADMINISTRATIVE AIDE	23.56	1.00	1.00	1.00
		0552	PERMIT TECHNICIAN II	23.99	5.00	5.00	5.00
		1222	GEOGRAPHIC INFORMATION TECHNICIAN II	27.85	2.00	2.00	2.00
		1007	ENGINEERING TECHNICIAN III	27.96	3.00	3.00	3.00
		1405	BUILDING INSPECTOR II	29.40	6.00	6.00	6.00
		2612	ENVIRONMENTAL HEALTH SPECIALIST II	29.68	4.00	4.00	4.00
		1223	SENIOR GEOGRAPHIC INFORMATION TECHNICIAN	29.81	1.00	1.00	1.00
		0826	DEPARTMENT ANALYST	29.82	1.00	1.00	1.00
		1426	BUILDING PLANS EXAMINER II	30.89	2.00	2.00	2.00
		1192	CODE ENFORCEMENT INSPECTOR II	30.90	4.00	4.00	4.00
		0159	DEPARTMENT INFORMATION SYSTEMS SPECIALIST II	31.61	3.00	3.00	3.00
		2614	ENVIRONMENTAL HEALTH SPECIALIST III	31.66	5.00	5.00	5.00
		1407	SENIOR BUILDING INSPECTOR	31.82	3.00	3.00	3.00
		0990	SENIOR ENVIRONMENTAL SPECIALIST	32.27	4.00	4.00	4.00
		1203	PLANNER III	33.36	14.00	14.00	14.00
		1428	SENIOR BUILDING PLANS EXAMINER	33.40	3.00	3.00	3.00
		1193	SENIOR CODE ENFORCEMENT INSPECTOR	33.42	3.00	3.00	3.00
		1008	ENGINEERING TECHNICIAN IV	33.56	1.00	1.00	1.00
		0417	ACCOUNTANT III	33.59	1.00	1.00	1.00
		2615	SUPERVISING ENVIRONMENTAL HEALTH SPECIALIST	34.23	1.00	1.00	1.00
		1240	CUSTOMER SERVICE SUPERVISOR	35.06	1.00	1.00	1.00
		0827	ADMINISTRATIVE SERVICES OFFICER I	35.21	1.00	1.00	1.00
		1440	SUPERVISING BUILDING INSPECTOR	36.34	1.00	1.00	1.00
		1401	SUPERVISING PLANNER	36.70	3.00	3.00	3.00
		1194	CODE ENFORCEMENT SUPERVISOR	36.75	1.00	1.00	1.00
		1000	LICENSED LAND SURVEYOR	37.74	1.00	1.00	1.00

		1012	ENGINEER	40.12	5.00	5.00	5.00
		0828	ADMINISTRATIVE SERVICES OFFICER II	40.50	1.00	1.00	1.00
		0161	DEPARTMENT INFORMATION SYSTEMS MANAGER	42.52	1.00	1.00	1.00
		1210	PRMD DIVISION MANAGER	43.85	3.00	3.00	3.00
		1014	SENIOR ENGINEER	44.19	2.00	2.00	2.00
		1015	ENGINEERING DIVISION MANAGER	48.44	1.00	1.00	1.00
		1209	BUILDING DIVISION MANAGER	48.44	1.00	1.00	1.00
		1213	DEPUTY DIRECTOR/PLANNING	50.47	1.00	1.00	1.00
		1016	DEPUTY DIRECTOR ENGINEERING CONSTRUCTION	55.69	1.00	1.00	1.00
		1215	DIRECTOR PRMD	66.65	1.00	1.00	1.00
		PERMANENT POSITIONS			109.00	109.00	109.00
PERMIT & RESOURCES MANAGEMENT DEPARTMENT TOTAL					109.00	109.00	109.00
PROBATION DEPARTMENT							
270101	043125						
		0003	SENIOR OFFICE ASSISTANT	18.44	0.50	0.50	0.50
		0402	ACCOUNT CLERK II	18.44	4.60	4.60	4.60
		0403	SENIOR ACCOUNT CLERK	20.33	2.00	2.00	2.00
		0404	ACCOUNTING TECHNICIAN	21.53	1.00	1.00	1.00
		0025	EXECUTIVE SECRETARY	22.69	1.00	1.00	1.00
		0810	ADMINISTRATIVE AIDE	23.56	1.00	1.00	1.00
		0416	ACCOUNTANT II	28.37	1.00	1.00	1.00
		0826	DEPARTMENT ANALYST	29.82	1.00	1.00	1.00
		0159	DEPARTMENT INFORMATION SYSTEMS SPECIALIST II	31.61	1.00	1.00	1.00
		0155	BUSINESS SYSTEMS ANALYST	32.36	1.00	1.00	1.00
		3085	DEPARTMENT PROGRAM MANAGER	32.52	1.00	1.00	1.00
		0827	ADMINISTRATIVE SERVICES OFFICER I	35.21	1.00	1.00	1.00
		0419	SUPERVISING ACCOUNTANT	35.46	1.00	1.00	1.00
		0828	ADMINISTRATIVE SERVICES OFFICER II	40.50	1.00	1.00	1.00
		0161	DEPARTMENT INFORMATION SYSTEMS MANAGER	42.52	1.00	1.00	1.00
		3238	DEPUTY CHIEF PROBATION OFFICER	51.91	2.00	2.00	2.00
		3240	CHIEF PROBATION OFFICER	63.82	1.00	1.00	1.00
		PERMANENT POSITIONS			22.10	22.10	22.10
270110	043158						
		0049	LEGAL PROCESSOR II	18.44	1.00	0.00	1.00
		0023	SECRETARY	20.19	0.00	1.00	0.00
		3225	PROBATION OFFICER II	26.49	3.00	3.00	3.00
		3227	PROBATION OFFICER III	29.92	9.00	9.00	9.00
		3229	PROBATION OFFICER IV	35.97	2.00	2.00	2.00
		PERMANENT POSITIONS			15.00	15.00	15.00
270111	043109						
		0049	LEGAL PROCESSOR II	18.44	3.00	3.00	3.00
		3220	PROBATION ASSISTANT	19.31	1.00	1.00	1.00
		0050	SENIOR LEGAL PROCESSOR	20.26	5.00	5.00	5.00
		0052	LEGAL STAFF SUPERVISOR	23.69	1.00	1.00	1.00
		3225	PROBATION OFFICER II	26.49	10.00	10.00	10.00
		3227	PROBATION OFFICER III	29.92	23.00	23.00	23.00
		3229	PROBATION OFFICER IV	35.97	4.00	4.00	4.00
		3234	PROBATION DIVISION DIRECTOR II	42.21	2.00	2.00	2.00
		PERMANENT POSITIONS			49.00	49.00	49.00
270112	043133						
		3220	PROBATION ASSISTANT	19.31	2.00	2.00	2.00
		0050	SENIOR LEGAL PROCESSOR	20.26	1.00	1.00	1.00
		0050	SENIOR LEGAL PROCESSOR	20.26	1.00	1.00	1.00
		0810	ADMINISTRATIVE AIDE	23.56	1.00	1.00	1.00
		3225	PROBATION OFFICER II	26.49	2.00	2.00	2.00
		3225	PROBATION OFFICER II	26.49	4.00	4.00	4.00
		0826	DEPARTMENT ANALYST	29.82	1.00	1.00	1.00
		3227	PROBATION OFFICER III	29.92	10.00	10.00	10.00
		3227	PROBATION OFFICER III	29.92	2.00	2.00	2.00
		3227	PROBATION OFFICER III	29.92	1.00	1.00	1.00
		3227	PROBATION OFFICER III	29.92	2.00	2.00	2.00
		3229	PROBATION OFFICER IV	35.97	2.00	2.00	2.00
		3229	PROBATION OFFICER IV	35.97	1.00	1.00	1.00
		PERMANENT POSITIONS			30.00	30.00	30.00

270120	043166						
		0049	LEGAL PROCESSOR II	18.44	1.00	1.00	1.00
		0050	SENIOR LEGAL PROCESSOR	20.26	2.00	2.00	2.00
		0052	LEGAL STAFF SUPERVISOR	23.69	1.00	1.00	1.00
		3225	PROBATION OFFICER II	26.49	2.00	2.00	2.00
		3227	PROBATION OFFICER III	29.92	8.00	8.00	8.00
		3229	PROBATION OFFICER IV	35.97	1.00	1.00	1.00
		PERMANENT POSITIONS			15.00	15.00	15.00
270121	043117						
		0049	LEGAL PROCESSOR II	18.44	1.00	1.00	1.00
		3220	PROBATION ASSISTANT	19.31	1.00	1.00	1.00
		0023	SECRETARY	20.19	1.00	1.00	1.00
		0050	SENIOR LEGAL PROCESSOR	20.26	3.00	3.00	3.00
		3225	PROBATION OFFICER II	26.49	1.00	1.00	1.00
		0826	DEPARTMENT ANALYST	29.82	1.00	1.00	1.00
		3227	PROBATION OFFICER III	29.92	11.00	11.00	11.00
		3085	DEPARTMENT PROGRAM MANAGER	32.52	1.00	1.00	1.00
		3229	PROBATION OFFICER IV	35.97	4.00	4.00	4.00
		3234	PROBATION DIVISION DIRECTOR II	42.21	1.00	1.00	1.00
		PERMANENT POSITIONS			25.00	25.00	25.00
270122	043141						
		0810	ADMINISTRATIVE AIDE	23.56	1.00	1.00	1.00
		3225	PROBATION OFFICER II	26.49	4.00	4.00	4.00
		3227	PROBATION OFFICER III	29.92	4.00	4.00	4.00
		PERMANENT POSITIONS			9.00	9.00	9.00
270130	044602						
		3106	PROBATION INDUSTRIES CREW SUPERVISOR	26.92	7.00	7.00	7.00
		3107	PROBATION INDUSTRIES FIELD SUPERVISOR	30.21	1.00	1.00	1.00
		3232	PROBATION DIVISION DIRECTOR I	38.35	1.00	1.00	1.00
		PERMANENT POSITIONS			9.00	9.00	9.00
270140	044206						
		5370	RESIDENTIAL SERVICE WORKER	15.66	1.00	1.00	1.00
		6228	COOK	17.65	4.00	4.00	4.00
		3220	PROBATION ASSISTANT	19.31	1.00	1.00	1.00
		0023	SECRETARY	20.19	1.00	1.00	1.00
		6230	CHEF	20.89	1.00	1.00	1.00
		3112	JUVENILE CORRECTIONAL COUNSELOR II	23.62	71.00	71.00	71.00
		3113	JUVENILE CORRECTIONAL COUNSELOR III	27.01	8.00	8.00	8.00
		3114	JUVENILE CORRECTIONAL COUNSELOR IV	30.09	8.00	8.00	8.00
		3232	PROBATION DIVISION DIRECTOR I	38.35	2.00	2.00	2.00
		3234	PROBATION DIVISION DIRECTOR II	42.21	1.00	1.00	1.00
		PERMANENT POSITIONS			98.00	98.00	98.00
270145	044305						
		0023	SECRETARY	20.19	1.00	1.00	1.00
		6230	CHEF	20.89	1.00	1.00	1.00
		3112	JUVENILE CORRECTIONAL COUNSELOR II	23.62	4.00	4.00	4.00
		3106	PROBATION INDUSTRIES CREW SUPERVISOR	26.92	2.00	2.00	2.00
		3113	JUVENILE CORRECTIONAL COUNSELOR III	27.01	8.00	7.00	8.00
		3227	PROBATION OFFICER III	29.92	0.00	1.00	0.00
		3114	JUVENILE CORRECTIONAL COUNSELOR IV	30.09	1.00	1.00	1.00
		3232	PROBATION DIVISION DIRECTOR I	38.35	1.00	1.00	1.00
		PERMANENT POSITIONS			18.00	18.00	18.00
PROBATION DEPARTMENT TOTAL					290.10	290.10	290.10
PUBLIC DEFENDER'S OFFICE							
280101	045013	0049	LEGAL PROCESSOR II	18.44	3.00	3.00	3.00
		0402	ACCOUNT CLERK II	18.44	1.00	1.00	1.00
		0021	LEGAL SECRETARY II	21.19	6.00	6.00	6.00
		0052	LEGAL STAFF SUPERVISOR	23.69	1.00	1.00	1.00
		0827	ADMINISTRATIVE SERVICES OFFICER I	35.21	1.00	1.00	1.00
		4196	PUBLIC DEFENDER INVESTIGATOR II	39.22	7.00	7.00	7.00
		4180	SENIOR PUBLIC DEFENDER INVESTIGATOR	42.01	1.00	1.00	1.00

		4054	DEPUTY PUBLIC DEFENDER IV	54.38	26.00	26.00	26.00
		4048	CHIEF DEPUTY PUBLIC DEFENDER	59.77	1.00	1.00	1.00
		4049	ASSISTANT PUBLIC DEFENDER	65.78	1.00	1.00	1.00
		4050	PUBLIC DEFENDER	77.03	1.00	1.00	1.00
		PERMANENT POSITIONS			49.00	49.00	49.00
PUBLIC DEFENDER'S OFFICE TOTAL					49.00	49.00	49.00
REGIONAL PARKS DEPARTMENT							
290101	032102						
		5405	PARKS GROUNDS MAINTENANCE WORKER II	20.49	17.00	17.00	17.00
		1200	PLANNING TECHNICIAN	20.66	1.00	1.00	1.00
		4406	PARK RANGER I	21.67	10.00	10.00	10.00
		5412	PARKS GROUNDS MAINTENANCE SUPERVISOR	23.71	2.00	2.00	2.00
		4408	PARK RANGER II	23.76	3.00	3.00	3.00
		4070	AQUATIC SPECIALIST	28.19	1.00	1.00	1.00
		4410	PARK RANGER III	28.19	3.00	3.00	3.00
		0826	DEPARTMENT ANALYST	29.82	1.00	1.00	1.00
		1267	PARK MANAGER	43.91	1.00	1.00	1.00
		PERMANENT POSITIONS			39.00	39.00	39.00
290102	032110						
		0003	SENIOR OFFICE ASSISTANT	18.44	1.00	1.00	1.00
		1200	PLANNING TECHNICIAN	20.66	1.00	1.00	1.00
		1253	PARK PLANNER II	31.39	4.00	4.00	4.00
		3085	DEPARTMENT PROGRAM MANAGER	32.52	1.00	1.00	1.00
		1254	SENIOR PARK PLANNER	37.68	1.00	1.00	1.00
		1258	PARK PLANNING MANAGER	42.63	1.00	1.00	1.00
		PERMANENT POSITIONS			9.00	9.00	9.00
290103	032128						
		1274	PARK PROGRAM ASSISTANT	20.22	1.00	1.00	1.00
		0810	ADMINISTRATIVE AIDE	23.56	2.00	2.00	2.00
		0823	ADMINISTRATIVE AIDE CONFIDENTIAL	23.56	1.00	1.00	1.00
		0904	MARKETING SPECIALIST	24.99	1.00	1.00	1.00
		1259	RECREATION AND EDUCATION SERVICES MANAGER	40.50	1.00	1.00	1.00
		PERMANENT POSITIONS			6.00	6.00	6.00
290104	032136						
		0002	OFFICE ASSISTANT II	16.19	2.00	2.00	2.00
		0003	SENIOR OFFICE ASSISTANT	18.44	2.00	2.00	2.00
		0402	ACCOUNT CLERK II	18.44	3.00	3.00	3.00
		0023	SECRETARY	20.19	1.00	1.00	1.00
		1276	BOOKING & RESERVATION COORDINATOR	21.43	1.00	1.00	1.00
		0382	PAYROLL CLERK	21.59	1.00	1.00	1.00
		7025	EXECUTIVE SECRETARY CONFIDENTIAL	23.37	1.00	1.00	1.00
		0826	DEPARTMENT ANALYST	29.82	2.00	2.00	2.00
		0828	ADMINISTRATIVE SERVICES OFFICER II	40.50	1.00	1.00	1.00
		1268	DEPUTY DIRECTOR REGIONAL PARKS	51.39	1.00	1.00	1.00
		1270	DIRECTOR OF REGIONAL PARKS	64.25	1.00	1.00	1.00
		PERMANENT POSITIONS			16.00	16.00	16.00
290105	032201						
		5405	PARKS GROUNDS MAINTENANCE WORKER II	20.49	2.00	2.00	2.00
		4406	PARK RANGER I	21.67	3.00	3.00	3.00
		0810	ADMINISTRATIVE AIDE	23.56	1.00	1.00	1.00
		5412	PARKS GROUNDS MAINTENANCE SUPERVISOR	23.71	1.00	1.00	1.00
		4408	PARK RANGER II	23.76	1.00	1.00	1.00
		4410	PARK RANGER III	28.19	1.00	1.00	1.00
		1277	ENVIRONMENTAL DISCOVERY CENTER COORDINATOR	29.82	1.00	1.00	1.00
		PERMANENT POSITIONS			10.00	10.00	10.00
290301	290106						
		0023	SECRETARY	20.19	0.00	1.00	1.00
		5331	BUILDING MECHANIC I	24.77	0.00	1.00	1.00
		5506	MARINA ATTENDANT	20.49	1.00	1.00	1.00
		5507	SENIOR MARINA ATTENDANT	21.93	1.00	1.00	1.00
		5510	MARINA SUPERVISOR	32.19	1.00	1.00	1.00
		PERMANENT POSITIONS			3.00	5.00	5.00

REGIONAL PARKS TOTAL				83.00	85.00	85.00	
SHERIFF'S OFFICE							
300101	040105						
		0311	STOREKEEPER	18.33	1.00	1.00	1.00
		0003	SENIOR OFFICE ASSISTANT	18.44	1.00	1.00	1.00
		0402	ACCOUNT CLERK II	18.44	1.00	1.00	1.00
		0403	SENIOR ACCOUNT CLERK	20.33	4.00	4.00	4.00
		7023	SECRETARY CONFIDENTIAL	20.80	1.00	1.00	1.00
		7403	SENIOR ACCOUNT CLERK CONFIDENTIAL	20.94	1.00	1.00	1.00
		7382	PAYROLL CLERK CONFIDENTIAL	22.24	1.00	1.00	1.00
		7025	EXECUTIVE SECRETARY CONFIDENTIAL	23.37	0.00	0.00	0.00
		0810	ADMINISTRATIVE AIDE	23.56	2.00	2.00	2.00
		0027	EXECUTIVE ASST TO SHERIFF	24.71	1.00	1.00	1.00
		0416	ACCOUNTANT II	28.37	1.00	1.00	1.00
		0826	DEPARTMENT ANALYST	29.82	6.00	6.00	6.00
		0159	DEPARTMENT INFORMATION SYSTEMS SPECIALIST II	31.61	3.50	3.50	3.50
		0827	ADMINISTRATIVE SERVICES OFFICER I	35.21	1.00	1.00	1.00
		0419	SUPERVISING ACCOUNTANT	35.46	1.00	1.00	1.00
		4081	DEPUTY SHERIFF II	36.65	1.00	1.00	1.00
		4157	CORRECTIONAL SERGEANT	36.76	1.00	1.00	1.00
		0437	DEPARTMENT ACCOUNTING MANAGER	38.59	0.00	0.00	0.00
		0828	ADMINISTRATIVE SERVICES OFFICER II	40.50	2.00	2.00	2.00
		0161	DEPARTMENT INFORMATION SYSTEMS MANAGER	42.52	1.00	1.00	1.00
		4095	SHERIFFS SERGEANT	43.08	4.00	4.00	4.00
		0842	DEPARTMENT ADMINISTRATIVE SERVICES DIRECTOR	45.61	1.00	1.00	1.00
		4114	SHERIFFS LIEUTENANT	51.93	1.00	1.00	1.00
		4120	SHERIFFS CAPTAIN	59.45	1.00	1.00	1.00
		8103	SHERIFF-CORONER	92.89	1.00	1.00	1.00
PERMANENT POSITIONS				38.50	38.50	38.50	
300102	040121						
		3397	COMMUNITY SERVICES OFFICER II	19.91	2.00	2.00	2.00
		0826	DEPARTMENT ANALYST	29.82	1.00	1.00	1.00
		4124	ASSISTANT SHERIFF	67.83	1.00	1.00	1.00
PERMANENT POSITIONS				4.00	4.00	4.00	
300120	040204						
		1692	COMMUNICATIONS DISPATCHER II	26.47	18.50	18.50	18.50
		1694	SENIOR COMMUNICATIONS DISPATCHER	27.74	5.00	5.00	5.00
		1696	SUPERVISING COMMUNICATIONS DISPATCHER	31.46	5.00	5.00	5.00
		1698	COMMUNICATIONS DISPATCH MANAGE	40.25	1.00	1.00	1.00
PERMANENT POSITIONS				29.50	29.50	29.50	
300121	040402						
		0049	LEGAL PROCESSOR II	18.44	2.00	2.00	2.00
		3397	COMMUNITY SERVICES OFFICER II	19.91	1.00	1.00	1.00
		0028	CIVIL BUREAU SPECIALIST	24.03	1.00	1.00	1.00
		3085	DEPARTMENT PROGRAM MANAGER	32.52	1.00	1.00	1.00
PERMANENT POSITIONS				5.00	5.00	5.00	
300122	040709						
		0049	LEGAL PROCESSOR II	18.44	6.00	6.00	6.00
		3397	COMMUNITY SERVICES OFFICER II	19.91	6.00	6.00	6.00
		0050	SENIOR LEGAL PROCESSOR	20.26	3.00	3.00	3.00
		0052	LEGAL STAFF SUPERVISOR	23.69	3.00	3.00	3.00
		0060	SHERIFFS INFORMATION BUREAU MANAGER	35.21	1.00	1.00	1.00
PERMANENT POSITIONS				19.00	19.00	19.00	
300123	040253						
		1705	COMMUNICATIONS TECHNICIAN II	29.16	3.00	3.00	3.00
		1710	SENIOR COMMUNICATIONS TECHNICIAN	32.06	1.00	1.00	1.00
PERMANENT POSITIONS				4.00	4.00	4.00	
300140	040501						
		3397	COMMUNITY SERVICES OFFICER II	19.91	4.00	4.00	4.00
		4081	DEPUTY SHERIFF II	36.65	107.00	107.00	107.00
		4095	SHERIFFS SERGEANT	43.08	12.00	12.00	12.00

		4114	SHERIFFS LIEUTENANT	51.93	4.00	4.00	4.00
		4120	SHERIFFS CAPTAIN	59.45	1.00	1.00	1.00
		PERMANENT POSITIONS			128.00	128.00	128.00
300141	040550						
		0049	LEGAL PROCESSOR II	18.44	1.00	1.00	1.00
		3397	COMMUNITY SERVICES OFFICER II	19.91	1.00	1.00	1.00
		0810	ADMINISTRATIVE AIDE	23.56	1.00	1.00	1.00
		4081	DEPUTY SHERIFF II	36.65	17.00	17.00	17.00
		4095	SHERIFFS SERGEANT	43.08	2.00	2.00	2.00
		4114	SHERIFFS LIEUTENANT	51.93	1.00	1.00	1.00
		PERMANENT POSITIONS			23.00	23.00	23.00
300142	040568						
		3397	COMMUNITY SERVICES OFFICER II	19.91	2.00	2.00	2.00
		0810	ADMINISTRATIVE AIDE	23.56	1.00	1.00	1.00
		4081	DEPUTY SHERIFF II	36.65	10.00	10.00	10.00
		4095	SHERIFFS SERGEANT	43.08	2.00	2.00	2.00
		4114	SHERIFFS LIEUTENANT	51.93	1.00	1.00	1.00
		PERMANENT POSITIONS			16.00	16.00	16.00
300143	040303						
		0701	HELICOPTER PILOT	37.47	1.00	1.00	1.00
		4095	SHERIFFS SERGEANT	43.08	1.00	1.00	1.00
		PERMANENT POSITIONS			2.00	2.00	2.00
300144	040451						
		4081	DEPUTY SHERIFF II	36.65	2.00	2.00	2.00
		4095	SHERIFFS SERGEANT	43.08	1.00	1.00	1.00
		PERMANENT POSITIONS			3.00	3.00	3.00
300145	040600						
		0003	SENIOR OFFICE ASSISTANT	18.44	1.00	1.00	1.00
		0023	SECRETARY	20.19	2.00	2.00	2.00
		4081	DEPUTY SHERIFF II	36.65	23.00	23.00	23.00
		4095	SHERIFFS SERGEANT	43.08	6.00	6.00	6.00
		4114	SHERIFFS LIEUTENANT	51.93	1.00	1.00	1.00
		PERMANENT POSITIONS			33.00	33.00	33.00
300146	240804						
		2103	FORENSIC ASSISTANT	21.39	2.00	2.00	2.00
		4081	DEPUTY SHERIFF II	36.65	4.00	4.00	4.00
		4095	SHERIFFS SERGEANT	43.08	1.00	1.00	1.00
		PERMANENT POSITIONS			7.00	7.00	7.00
300147	040758						
		4154	CORRECTIONAL DEPUTY II	28.68	6.00	6.00	6.00
		4081	DEPUTY SHERIFF II	36.65	29.00	29.00	29.00
		4095	SHERIFFS SERGEANT	43.08	2.00	2.00	2.00
		4114	SHERIFFS LIEUTENANT	51.93	1.00	1.00	1.00
		PERMANENT POSITIONS			38.00	38.00	38.00
300148	040766						
		4081	DEPUTY SHERIFF II	36.65	4.00	4.00	4.00
		4095	SHERIFFS SERGEANT	43.08	1.00	1.00	1.00
		PERMANENT POSITIONS			5.00	5.00	5.00
300201	041509						
		5320	JANITOR	15.95	5.00	5.00	5.00
		6226	ASSISTANT COOK	16.10	3.00	1.00	1.00
		6228	COOK	17.65	10.00	12.00	12.00
		0049	LEGAL PROCESSOR II	18.44	3.00	3.00	3.00
		3391	DETENTION ASSISTANT	19.31	16.00	16.00	16.00
		0023	SECRETARY	20.19	1.00	1.00	1.00
		6230	CHEF	20.89	2.00	2.00	2.00
		3392	SUPERVISING DETENTION ASSISTANT	21.70	2.00	2.00	2.00
		4154	CORRECTIONAL DEPUTY II	28.68	17.00	17.00	17.00
		0060	SHERIFFS INFORMATION BUREAU MANAGER	35.21	1.00	1.00	1.00
		4157	CORRECTIONAL SERGEANT	36.76	3.00	3.00	3.00

		4164	CORRECTIONAL LIEUTENANT	51.93	3.00	3.00	3.00
		4130	SHERIFFS CAPTAIN CORRECTIONS	59.45	1.00	1.00	1.00
		4124	ASSISTANT SHERIFF	67.83	1.00	1.00	1.00
		PERMANENT POSITIONS			68.00	68.00	68.00
300203	041301						
		0049	LEGAL PROCESSOR II	18.44	22.60	22.60	22.60
		0023	SECRETARY	20.19	1.00	1.00	1.00
		0050	SENIOR LEGAL PROCESSOR	20.26	2.00	2.00	2.00
		0052	LEGAL STAFF SUPERVISOR	23.69	3.00	3.00	3.00
		4154	CORRECTIONAL DEPUTY II	28.68	135.00	135.00	135.00
		4157	CORRECTIONAL SERGEANT	36.76	14.00	14.00	14.00
		4164	CORRECTIONAL LIEUTENANT	51.93	4.00	4.00	4.00
		4130	SHERIFFS CAPTAIN CORRECTIONS	59.45	1.00	1.00	1.00
		PERMANENT POSITIONS			182.60	182.60	182.60
300204	041202						
		0049	LEGAL PROCESSOR II	18.44	4.40	4.40	4.40
		4154	CORRECTIONAL DEPUTY II	28.68	22.00	22.00	22.00
		4157	CORRECTIONAL SERGEANT	36.76	4.00	4.00	4.00
		PERMANENT POSITIONS			30.40	30.40	30.40
SHERIFF'S OFFICE TOTAL					636.00	636.00	636.00
AGRICULTURE PRESERVATION & OPEN SPACE DISTRICT							
310101	697029	1280	OSD RECEPTIONIST	19.00	1.00	1.00	1.00
		0404	ACCOUNTING TECHNICIAN	21.53	1.00	1.00	1.00
		1284	OSD TECHNICIAN	22.53	1.00	1.00	1.00
		1284	OSD TECHNICIAN	22.53	2.00	2.00	2.00
		1282	OSD EXECUTIVE SECRETARY	23.37	1.00	1.00	1.00
		0902	OSD PUBLIC INFORMATION SPECIALIST	23.55	1.00	1.00	1.00
		0810	ADMINISTRATIVE AIDE	23.56	2.00	2.00	2.00
		1298	OSD ACQUISITION ASSISTANT	24.36	1.00	1.00	1.00
		1283	OSD ASSISTANT PLANNER	25.54	1.00	1.00	1.00
		1292	OSD CONSERVATION GIS ANALYST	25.76	1.00	1.00	1.00
		1285	OSD ASSOCIATE PLANNER	30.04	2.00	2.00	2.00
		1285	OSD ASSOCIATE PLANNER	30.04	1.00	1.00	1.00
		1285	OSD ASSOCIATE PLANNER	30.04	2.50	2.50	2.50
		1297	OSD COMMUNITY RELATIONS SPECIALIST	34.39	1.00	1.00	1.00
		1286	OSD STEWARD COORDINATOR	34.50	1.00	1.00	1.00
		1288	OSD LAND ACQUISITION SPECIALIST	36.77	1.00	1.00	1.00
		1288	OSD LAND ACQUISITION SPECIALIST	36.77	1.00	1.00	1.00
		1301	OSD ADMINISTRATIVE-FISCAL MANAGER	38.61	1.00	1.00	1.00
		1299	OSD PROGRAM MANAGER	41.32	1.00	1.00	1.00
		1299	OSD PROGRAM MANAGER	41.32	1.00	1.00	1.00
		1299	OSD PROGRAM MANAGER	41.32	1.00	1.00	1.00
		1290	OSD GENERAL MANAGER	64.25	1.00	1.00	1.00
		PERMANENT POSITIONS			26.50	26.50	26.50
AGRICULTURE PRESERVATION & OPEN SPACE DISTRICT TOTAL					26.50	26.50	26.50
WATER AGENCY							
330101	672105	0002	OFFICE ASSISTANT II	16.19	4.00	4.00	4.00
		0003	SENIOR OFFICE ASSISTANT	18.44	4.00	4.00	4.00
		0402	ACCOUNT CLERK II	18.44	3.00	3.00	3.00
		0023	SECRETARY	20.19	1.00	1.00	1.00
		0403	SENIOR ACCOUNT CLERK	20.33	2.00	2.00	2.00
		0404	ACCOUNTING TECHNICIAN	21.53	1.00	1.00	1.00
		5082	WATER AGENCY MAINTENANCE WORKER II	22.00	9.00	9.00	9.00
		0318	MATERIALS EQUIPMENT SPECIALIST	22.24	1.00	1.00	1.00
		7382	PAYROLL CLERK CONFIDENTIAL	22.24	1.00	1.00	1.00
		0914	WATER AGENCY RESOURCE PROGRAMS TECHNICIAN II	22.60	4.00	4.00	4.00
		7025	EXECUTIVE SECRETARY CONFIDENTIAL	23.37	1.00	1.00	1.00
		0810	ADMINISTRATIVE AIDE	23.56	3.00	3.00	3.00
		5222	AUTOMOTIVE MECHANIC	24.61	1.00	1.00	1.00
		5086	WATER AGENCY MAINTENANCE WORKER III	25.49	8.00	8.00	8.00
		5226	HEAVY EQUIPMENT MECHANIC II	26.96	2.00	2.00	2.00
		1007	ENGINEERING TECHNICIAN III	27.96	10.00	10.00	10.00
		5087	WATER AGENCY LEAD MAINTENANCE WORKER	28.05	4.00	4.00	4.00

		0416	ACCOUNTANT II	28.37	1.00	1.00	1.00	
		5032	VEGETATION CONTROL ADVISOR	28.49	1.00	1.00	1.00	
		1223	SENIOR GEOGRAPHIC INFORMATION TECHNICIAN	29.81	1.00	1.00	1.00	
		0826	DEPARTMENT ANALYST	29.82	2.00	2.00	2.00	
		0981	WATER AGENCY PROGRAMS SPECIALIST II	29.83	6.00	6.00	6.00	
		0985	TECHNICAL WRITING SPECIALIST	30.81	9.75	9.75	9.75	
		0917	WATER AGENCY ENVIRONMENTAL SPECIALIST II	31.23	5.00	5.00	5.00	
		1052	RIGHT OF WAY AGENT II	31.57	1.00	1.00	1.00	
		0159	DEPARTMENT INFORMATION SYSTEMS SPECIALIST II	31.61	1.00	1.00	1.00	
		1036	PROJECT SPECIALIST	31.83	1.00	1.00	1.00	
		0984	WATER AGENCY SENIOR PROGRAMS SPECIALIST	32.07	4.00	4.00	4.00	
		0130	PROGRAMMER ANALYST	32.36	3.00	3.00	3.00	
		1008	ENGINEERING TECHNICIAN IV	33.56	1.00	1.00	1.00	
		0918	WATER AGENCY SENIOR ENVIRONMENTAL SPECIALIST	33.57	7.00	7.00	7.00	
		0767	RISK MANAGEMENT ANALYST II	34.97	1.00	1.00	1.00	
		0827	ADMINISTRATIVE SERVICES OFFICER I	35.21	1.00	1.00	1.00	
		5129	WATER AGENCY MECHANIC	35.23	18.00	18.00	18.00	
		1056	SUPERVISING RIGHT OF WAY AGENT	35.68	1.00	1.00	1.00	
		5112	ELECTRICIAN/INSTRUMENTATION TECHNICIAN	38.28	7.00	7.00	7.00	
		1219	WATER AGENCY CAD-GIS COORDINATOR	38.61	1.00	1.00	1.00	
		0129	SENIOR PROGRAMMER ANALYST	38.69	1.00	1.00	1.00	
		5126	WATER AGENCY SENIOR PLANT OPERATOR	38.73	16.00	16.00	16.00	
		5132	WATER AGENCY LEAD MECHANIC	38.92	6.00	6.00	6.00	
		5091	WATER AGENCY SENIOR NETWORK ANALYST	39.65	2.00	2.00	2.00	
		0768	RISK MANAGEMENT ANALYST III	40.23	1.00	1.00	1.00	
		5098	WATER AGENCY ENVIRONMENTAL COMPLIANCE INSPECTOR	40.43	2.00	2.00	2.00	
		5142	WATER AGENCY CHEMIST	40.43	4.00	4.00	4.00	
		0828	ADMINISTRATIVE SERVICES OFFICER II	40.50	2.00	2.00	2.00	
		0982	WATER AGENCY PRINCIPAL PROGRAM SPECIALIST	42.32	4.00	4.00	4.00	
		0986	TECHNICAL WRITING MANAGER	42.32	1.00	1.00	1.00	
		0919	WATER AGENCY PRINCIPAL ENVIRONMENTAL SPECIALIST	43.97	4.00	4.00	4.00	
		0911	WATER AGENCY GOVERNMENTAL AFFAIRS MANAGER	48.66	1.00	1.00	1.00	
		0136	ENGINEERING PROGRAMMING MANAGER	48.70	1.00	1.00	1.00	
		0996	WATER AGENCY ENVIRONMENTAL RESOURCES MANAGER	48.70	2.00	2.00	2.00	
		5057	WATER AGENCY COORDINATOR	48.70	9.00	9.00	9.00	
		0999	WATER AGENCY LAND SURVEYOR	49.90	1.00	1.00	1.00	
		1026	WATER AGENCY CAPITAL PROJECTS MANAGER	52.33	0.00	0.00	0.00	
		1032	WATER AGENCY ENGINEER IV	54.17	18.00	18.00	18.00	
		1033	WATER AGENCY HYDROGEOLOGIST IV	54.17	2.00	2.00	2.00	
		0910	WATER AGENCY DIVISION MGR ADMINISTRATIVE SERVICES	55.15	1.00	1.00	1.00	
		1024	WATER AGENCY PRINCIPAL ENGINEER	55.52	6.00	6.00	6.00	
		0994	WATER AGENCY DIV MGR - ENVIR RES & PUBLIC AFFAIRS	55.99	1.00	1.00	1.00	
		1017	DEPUTY CHIEF ENGINEER	59.74	1.00	1.00	1.00	
		0912	WATER AGENCY ASSISTANT GENERAL MANAGER	68.14	2.00	2.00	2.00	
		1019	WATER AGENCY CHIEF ENGINEER/DIR OF GRNDWATER MGT	76.08	1.00	1.00	1.00	
		1020	WATER AGENCY GENERAL MANAGER	85.12	1.00	1.00	1.00	
		PERMANENT POSITIONS				221.75	221.75	221.75
		WATER AGENCY TOTAL				221.75	221.75	221.75
		TRANSPORTATION & PUBLIC WORKS						
	340101	035014						
		0003	SENIOR OFFICE ASSISTANT	18.44	3.00	3.00	3.00	
		0320	YARD CLERK	18.44	1.00	1.00	1.00	
		0023	SECRETARY	20.19	1.00	1.00	1.00	
		0403	SENIOR ACCOUNT CLERK	20.33	3.00	3.00	3.00	
		5015	MAINTENANCE WORKER II	20.49	25.00	25.00	25.00	
		5030	VEGETATION SPECIALIST	21.14	1.00	1.00	1.00	
		0007	OFFICE SUPPORT SUPERVISOR	21.85	1.00	1.00	1.00	
		0318	MATERIALS EQUIPMENT SPECIALIST	22.24	1.00	1.00	1.00	
		7382	PAYROLL CLERK CONFIDENTIAL	22.24	1.00	1.00	1.00	
		5061	BRIDGE WORKER	22.36	4.00	4.00	4.00	
		7025	EXECUTIVE SECRETARY CONFIDENTIAL	23.37	1.00	1.00	1.00	
		5017	MAINTENANCE WORKER III	23.71	26.50	26.50	26.50	
		5073	TRAFFIC PAINT & SIGN WORKER	23.71	4.00	4.00	4.00	
		5063	SENIOR BRIDGE WORKER	25.14	3.00	3.00	3.00	
		1222	GEOGRAPHIC INFORMATION TECHNICIAN II	27.85	1.00	1.00	1.00	
		1007	ENGINEERING TECHNICIAN III	27.96	7.00	7.00	7.00	
		5032	VEGETATION CONTROL ADVISOR	28.49	1.00	1.00	1.00	

		5050	MAINTENANCE SUPERVISOR	28.95	5.50	5.50	5.50	
		5076	TRAFFIC MAINTENANCE SUPERVISOR	28.95	1.00	1.00	1.00	
		1009	TRAFFIC SIGNAL TECHNICIAN	29.25	1.00	1.00	1.00	
		0826	DEPARTMENT ANALYST	29.82	4.00	4.00	4.00	
		5066	BRIDGE SUPERVISOR	30.66	1.00	1.00	1.00	
		3085	DEPARTMENT PROGRAM MANAGER	32.52	1.00	1.00	1.00	
		5055	PUBLIC WORKS FLEET EQUIPMENT MANAGER	33.11	1.00	1.00	1.00	
		1008	ENGINEERING TECHNICIAN IV	33.56	5.00	5.00	5.00	
		0827	ADMINISTRATIVE SERVICES OFFICER I	35.21	1.00	1.00	1.00	
		1000	LICENSED LAND SURVEYOR	37.74	1.00	1.00	1.00	
		5058	PUBLIC WORKS OPERATIONS COORDINATOR	38.20	2.00	2.00	2.00	
		1012	ENGINEER	40.12	6.00	6.00	6.00	
		0828	ADMINISTRATIVE SERVICES OFFICER II	40.50	1.00	1.00	1.00	
		1055	RIGHT OF WAY MANAGER	42.29	1.00	1.00	1.00	
		0161	DEPARTMENT INFORMATION SYSTEMS MANAGER	42.52	1.00	1.00	1.00	
		1373	ROAD OPERATIONS DIVISION MANAGER	43.94	1.00	1.00	1.00	
		1014	SENIOR ENGINEER	44.19	4.00	4.00	4.00	
		1015	ENGINEERING DIVISION MANAGER	48.44	1.00	1.00	1.00	
		1039	DEPUTY DIRECTOR TRANSPORTATION & OPERATIONS	63.49	1.00	1.00	1.00	
		1041	DEPUTY DIRECTOR ENGINEERING & MAINTENANCE	63.49	1.00	1.00	1.00	
		1042	DIRECTOR OF TRANSPORTATION & PUBLIC WORKS	73.73	1.00	1.00	1.00	
		PERMANENT POSITIONS				126.00	126.00	126.00
340301	291013							
		0002	OFFICE ASSISTANT II	16.19	1.00	1.00	1.00	
		0003	SENIOR OFFICE ASSISTANT	18.44	1.00	1.00	1.00	
		0704	AIRPORT OPERATIONS SPECIALIST	22.52	6.00	6.00	6.00	
		0810	ADMINISTRATIVE AIDE	23.56	1.00	1.00	1.00	
		0904	MARKETING SPECIALIST	24.99	1.00	1.00	1.00	
		0712	AIRPORT OPERATIONS SUPERVISOR	26.21	1.00	1.00	1.00	
		1052	RIGHT OF WAY AGENT II	31.57	1.00	1.00	1.00	
		0713	ASSISTANT AIRPORT MANAGER	38.20	1.00	1.00	1.00	
		0714	AIRPORT MANAGER	48.43	1.00	1.00	1.00	
		PERMANENT POSITIONS				14.00	14.00	14.00
340401	292169							
		0002	OFFICE ASSISTANT II	16.19	1.00	1.00	1.00	
		0003	SENIOR OFFICE ASSISTANT	18.44	1.00	1.00	1.00	
		1374	TRANSIT SPECIALIST II	31.63	3.00	3.00	3.00	
		1377	TRANSIT SYSTEMS MANAGER	46.09	1.00	1.00	1.00	
		PERMANENT POSITIONS				6.00	6.00	6.00
340501	286104							
		0003	SENIOR OFFICE ASSISTANT	18.44	1.00	1.00	1.00	
		5155	DISPOSAL WORKER I	20.53	15.02	0.00	0.00	
		0810	ADMINISTRATIVE AIDE	23.56	1.00	0.00	0.00	
		5157	DISPOSAL WORKER II	23.71	6.00	0.00	0.00	
		5188	REFUSE ENFORCEMENT SPECIALIST	24.47	1.00	1.00	1.00	
		1007	ENGINEERING TECHNICIAN III	27.96	2.00	0.00	0.00	
		5335	BUILDING MECHANIC II	28.04	1.00	0.00	0.00	
		5160	DISPOSAL SUPERVISOR	28.08	2.00	0.00	0.00	
		5186	WASTE MANAGEMENT SPECIALIST II	28.30	3.00	3.00	3.00	
		0826	DEPARTMENT ANALYST	29.82	1.00	1.00	1.00	
		1192	CODE ENFORCEMENT INSPECTOR II	30.90	1.00	0.00	0.00	
		5340	LANDFILL FACILITIES SPECIALIST	33.37	1.00	1.00	1.00	
		1008	ENGINEERING TECHNICIAN IV	33.56	1.00	0.00	0.00	
		1012	ENGINEER	40.12	1.00	0.00	0.00	
		1081	PROFESSIONAL GEOLOGIST	40.12	1.00	1.00	1.00	
		5180	INTEGRATED WASTE OPERATIONS DIVISION MANAGER	43.94	1.00	1.00	1.00	
		5191	WASTE MANAGEMENT AGENCY EXECUTIVE DIRECTOR	43.94	1.00	1.00	1.00	
		1014	SENIOR ENGINEER	44.19	1.00	0.00	0.00	
		PERMANENT POSITIONS				41.02	10.00	10.00
341601	689018							
		0003	SENIOR OFFICE ASSISTANT	18.44	1.00	1.00	1.00	
		0980	AIR QUALITY SPECIALIST III	30.39	3.00	3.00	3.00	
		1029	AIR QUALITY ENGINEER	39.33	1.00	1.00	1.00	
		1031	AIR QUALITY MANAGER	46.17	1.00	1.00	1.00	
		PERMANENT POSITIONS				6.00	6.00	6.00

TRANSPORTATION & PUBLIC WORKS TOTAL				193.02	162.00	162.00
UC COOPERATIVE EXTENSION						
350101	071019	1122	SENIOR AGRICULTURAL PROGRAM ASSISTANT	19.87	2.00	2.00
		0810	ADMINISTRATIVE AIDE	23.56	0.00	1.00
		0826	DEPARTMENT ANALYST	29.82	2.00	2.00
		3085	DEPARTMENT PROGRAM MANAGER	32.52	1.00	1.00
		PERMANENT POSITIONS		5.00	6.00	6.00
UC COOPERATIVE EXTENSION TOTAL				5.00	6.00	6.00
FAIRGROUNDS						
802401	315010	5320	JANITOR	15.95	1.00	1.00
		0748	FAIRGROUNDS MAINTENANCE WORKER	17.28	7.00	7.00
		0311	STOREKEEPER	18.33	1.00	1.00
		0003	SENIOR OFFICE ASSISTANT	18.44	1.00	1.00
		0742	SIMULCAST ATTENDANT	18.44	0.75	0.75
		0023	SECRETARY	20.19	2.00	2.00
		0757	FAIRGROUND PREMIUM EXHIBIT ASSISTANT	20.19	1.00	1.00
		0743	SENIOR SIMULCAST ATTENDANT	20.28	1.00	1.00
		0749	SENIOR FAIRGROUNDS MAINTENANCE WORKER	20.98	6.00	6.00
		0404	ACCOUNTING TECHNICIAN	21.53	2.00	2.00
		5222	AUTOMOTIVE MECHANIC	24.61	1.00	1.00
		5226	HEAVY EQUIPMENT MECHANIC II	26.96	1.00	1.00
		5335	BUILDING MECHANIC II	28.04	4.00	4.00
		0756	INTERIM EVENTS COORDINATOR	34.48	1.00	1.00
		0759	MARKETING AND PROMOTIONS COORDINATOR	34.48	1.00	1.00
		0758	PREMIUM AND EXHIBIT COORDINATOR	35.46	1.00	1.00
		5355	FAIR GROUNDS BUILDING SUPERINTENDENT	37.25	1.00	1.00
		0761	FAIR FINANCIAL SERVICES OFFICER	38.61	1.00	1.00
		0755	DEPUTY FAIR MANAGER	40.78	1.00	1.00
		0750	FAIR MANAGER	55.71	1.00	1.00
		PERMANENT POSITIONS		35.75	35.75	35.75
FAIRGROUNDS TOTAL				35.75	35.75	35.75
COUNTY OF SONOMA TOTAL				4062.69	4087.27	4087.27