

County of Sonoma

Final Budget
Hearing
FY 2011-2012

June 13-24, 2011



County Of Sonoma Agenda Item Summary Report

Clerk of the Board Use Only	
Meeting Date / /	Held Until / /
Agenda Item No: _____	Agenda Item No: _____

Department: County Administrator

4/5 Vote Not Required

Contact:
Veronica A. Ferguson

Phone:
(707) 565-2431

Board Date:
6/13/2011

Deadline for Board Action:

AGENDA SHORT TITLE: Supplemental Budget Package

REQUESTED BOARD ACTION:

1. Approve or modify the Budget Hearings Schedule
2. Approve the Supplemental Budget Adjustments to incorporate changes that have occurred since the development of the Recommended Budget
3. Conduct the public hearings and direct staff to make any changes to the Recommended Budget as the Board so desires
4. Approve the concurrent resolution adopting the FY 2011-12 Budget for all the entities governed by the Board of Supervisors/Directors/Commissioners
5. Approve the resolution adopting the FY 2011-12 Budget for the Sonoma Valley County Sanitation District

CURRENT FISCAL YEAR FINANCIAL IMPACT

Requested Actions relate to FY 2011-12 Budget

Prior Board Action: Each year the Board adopts a budget for the coming fiscal year.

Alternatives – Results of Non-Approval: The adoption of a balanced budget is required by state law. The Board may adjust any appropriations as they see fit within the constraints of applicable law.



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VERONICA A. FERGUSON
COUNTY ADMINISTRATOR

LORI NORTON
DEPUTY COUNTY ADMINISTRATOR

CHRIS THOMAS
DEPUTY COUNTY ADMINISTRATOR

June 10, 2011

TO: Members of the Board of Supervisors

FROM: Veronica A. Ferguson, County Administrator

SUBJECT: FY 2011-12 Supplemental Budget and Budget Hearing Package

This package contains materials for the FY 2011-12 Budget Hearings. These materials include:

- A. Budget Hearings Schedule and Board Member Tracking Sheet
- B. Supplemental Budget Adjustments
- C. Recommended Budget Reduction list by Functional Area
- D. List of Potential Service Restorations subject to available resources
- E. Management and Line Staff information
- F. Advertising Budget staff report
- G. Draft resolutions for the adoption of the budget at the conclusion of the public hearings

The following provides some information regarding each of the attached items. The memo also recaps options for funding any service restorations that the Board may wish to employ during the budget deliberations.

A. Budget Hearings Schedule

The budget hearings begin on Monday, June 13 at 8:30 am and have been publicly noticed to continue through June 24, 2011, the maximum allowed under state law. The attachment contains a more detailed schedule and will be updated after Board action on Monday morning.

B. Supplemental Budget Adjustments

We are submitting adjustments to 16 individual budgets to address changes that have occurred since the preparation of the Recommended Budget. In total, they increase appropriations by \$3.8 million funded by \$3.7 million in revenues and reimbursements and \$65,000 in available non-general fund balances. The most significant adjustments and restorations are:

Transitioning the County Radio Operations from ISD to the Sheriff's Office which for the same county cost will allow for the restoration of servicing end-user radios and improve public safety radio coordination in the County.

Restoring funding for the Sheriff's Office Bomb Unit with available monies previously set aside for audits of the consolidated computer aided dispatch system.

Transitioning the community based organization grant funding from the Human Services Commission to the Community Development Commission with reduced staffing costs

Restoring PRMD and County Counsel Code enforcement efforts through the use of permitting revenues collected in prior years no longer needed for completing permitting work as well as increasing those efforts associated with vacation rental operations funded by Transient Occupancy Tax revenues.

Providing for continued event operations during the transition of responsibilities for the Veteran's Memorial Buildings from Regional Parks to General Services at no additional County General Fund cost.

Funding partial restoration of 4H and Master Gardener programs by way of recognizing unclaimed gas tax revenues dedicated to California Department of Agriculture programs administered through the Ag Commissioners office, support for which is also provided by the County's efforts with the University of California Cooperative Extension.

C. Recommended Budget Reduction list by Functional Area

This attachment provides a summary of the reductions included in the Recommended Budget primarily to address the structural deficit the County faced in its General Fund but also some necessary in other funds either to address the economy or to reflect impacts from state and federal actions. This attachment has been updated to identify where some restorations were included in the supplemental adjustments package.

D. List of Potential Service Restorations subject to available resources

This attachment contains a list of services that the Board may wish to restore with any available resources. The list was compiled to reflect some of the highest priority services identified for potential restoration as the Recommended Budget was communicated to the Board and public.

E. Management and Line Staff Information

This package includes historical information regarding management and line staff allocations. We recommend continuing to monitor and report on the distribution of management and line staff in the County to seek optimal levels but do not have specific recommendations about those optimal levels at this time.

F. Advertising Budget staff report

The attached staff report continues the practice of bringing final recommendations based upon the Board's policy direction in the spring of each year and advertising requests. Funding recommendations total \$6.8 million which is about \$440,000 more than FY 10-11 associated with one-time designations for Economic Development initiatives and programs to promote tourist safety.

G. Draft resolutions adopting the budget at the conclusion of the public hearings

These resolutions (one concurrent for the full Board sitting as Supervisors, District Directors, and Commissioners and one for the 3 member Sonoma Valley Sanitation District Board) provide the vehicles in accordance with state law to adopt a budget for the 2011-12 fiscal year. They are based upon the County Administrator's Recommended Budget, Supplemental Budget Adjustments thereto, and any service restorations or further actions directed by the Board during the Budget Hearings. The resolution has four exhibits. One lists all the changes to the Recommended Budget directed by the Board during the hearings. The second identifies all the separate entities governed by the Board whose budget is being adopted. The third is the position allocation list for the budget year. The fourth contains the new fund balance classifications per the Government Accounting Standards Board (GASB) Statement number 54 which seeks to establish standard categories of funds for improved comparability between governments.

The first and third exhibits will be compiled during the budget hearings to reflect the Board actions. The second exhibit is standard and matches the public notice. The fourth exhibit identifies the fund balance classifications as noted in the financial policies on pages 4 and 5 of the recommended budget for public record and carries out the direction the Board provided in the January Budget Policy Workshop.

County Resolution

The County resolution itself contains language authorizing staff to take administrative actions with respect to the adoption of the budget and the close of books for the current fiscal year. Many of these, such as reserving, adjusting and designating available balances, have been standard for several years so that we can show balances on some of the required state schedules and will now be reported in accordance with the new GASB fund balance classifications. The resolution also lists the hierarchy for expending funds available in these classifications when more than one might be used and reconfirms the Board's prior commitments to allocate 75% of the annual Transient Occupancy Tax revenues to promote county economic development and tourism.

Other administrative and ministerial actions are requested. These include: adjust appropriations as necessary to cover Voluntary Separation Incentive Program payments, the transfer of County Radio to the Sheriff's Office, and re-budgeted appropriations for continuing projects based upon actual project work completed. Any increases to appropriations for County General Government Capital Projects will come back to the Board.

The resolution also authorizes staff to automatically increase County General Fund Appropriations for Contingencies with any available County General Fund Balance at year-end, beyond the \$10 million assumed in the Recommended Budget. Conversely, nominal amounts short of the estimate would be balanced by reducing the Appropriations for Contingencies. This is similar to the Board's past practice of delegated authority with respect to unused contract encumbrances and allows for all the available County General Fund resources not previously designated to be consolidated in one location for the Board's use.

The resolution also directs the Human Resources Director and the County Administrator to adjust, with any technical corrections, the departmental position allocation lists in accordance with the adopted budget and return to the Board in December with a review of vacant positions and recommendations with respect to deleting those positions that have remained vacant for more than six months at that point. The resolution also serves as the final authorization for any layoffs included in the adopted budget.

Finally, the resolution contains findings associated with the on-going efforts to remove barriers to access under the Americans with Disabilities Act and with respect to the Sonoma County Water Agency and the Warm Springs Dam Project as in prior years.

Options for Funding Service Restorations

As the Board begins the budget hearing deliberations we wanted to recap for you the options we have found to date for funding any service restorations you may wish to make. They are:

	<u>Ongoing</u>	<u>One-time</u>
1. Using up to 60% of Appropriations for Contingencies (Total \$5.0 million)	\$3.0 M	
2. Additional funds from improved Prop 172 sales tax revenues (public safety only)	\$2.3 M	
3. Additional funds from improved local sales tax revenues	<u>\$0.6 M</u>	
	\$5.9M	
A. Tax Loss Reserve Fund (Teeter) ¹	Not Recommended	\$8.0 M
B. Tobacco Securitization (Capital Projects only) ¹	Not Recommended	\$17.4 M
C. Uncommitted Retirement Deposits ¹	Not Recommended	\$4.5 M
D. General Fund Reserve ²	Not Recommended	\$28.0 M
E. General Fund Discretionary (GASB 54 – Unassigned) ²	Not Recommended	<u>\$7.0 M</u>
		\$64.9M

¹ One Time use only --- remaining \$14 million for 2% assessment levy reserve

² Represents total of \$35 million (10% of GF revenues.)

Need to Retain Contingencies and Reserves

We will keep a running tally of any service restorations and remaining resources available as the hearings progress but want to offer one final cautionary note: the following list shows some remaining unknowns this year for which the Board may wish to ensure a sufficient amount of contingency and reserve funding.

State Budget impacts (including loss of VLF, potential changes to IHSS, and more*)	\$4-14M
Federal Budget impacts	\$2-10M
Real Estate Market Double Dip	\$2-5 M
Special election and second language election impacts	\$.6 -1M

**local funding impacts only, not counting impacts to clients and not assuming a total cuts state budget*

Conclusion

In conclusion, it is clear that the County is navigating incredibly difficult fiscal times. We have balanced the Budget through a collaborative and deliberative process that reflects a complete command of our situation and a full understanding of the challenges that remain before us. The Budget addresses both the short term gap and provides longer term direction for the increasing changes coming to the organization. Our continued success requires a disciplined fiscal approach that embraces our creative and collaborative capacity and our commitment to the highest quality public services.

The Board is requested to:

- 1) Approve or Modify the Budget Hearings Schedule
- 2) Approve the Supplemental Budget Adjustments to incorporate changes that have occurred since the development of the Recommended Budget
- 3) Conduct the public hearings and direct staff to make any changes to the Recommended Budget as the Board so desires
- 4) Approve the concurrent resolution adopting the FY 2011-12 Budget for all entities governed by the Board of Supervisors/Directors/Commissioners
- 5) Approve the resolution adopting the FY 2011-12 Budget for the Sonoma Valley County Sanitation District

A



Final Budget Hearing Schedule

Monday, June 13, 2011

8: 30 a.m.	<p>CAO Budget Overview Presentation</p> <p>Board Member Selection of Individual Departmental Budgets to take off of Consent</p> <p>Public Comment on Remaining Consent Budgets and Supplemental Budget</p> <p>Board Reaffirmation of Budgets to be on Consent and Action on Consent Budgets and Supplemental Budget Adjustments</p>
10:30 a.m. to 10: 45 a.m.	Break
10:45 a.m. to 12:15 p.m.	Further Budget Discussions for any of the following budgets removed from Consent, in the order listed below by functional area:

Health and Human Services

- Health Services (page 99)
- Human Services (page 107)
- In Home Support Services – Public Authority (page 115)
- Child Support Services (page 119)
- Hospital Closeout (page 123)

Justice Services

- Court Support Services/Grand Jury (page 71)
- Probation (page 75)
- District Attorney (page 81)
- Public Defender (page 87)
- Sheriff (page 91)

Development and Other Services

- Permit and Resource Management (page 129)
- Community Development Commission (page 135)
- Fire and Emergency Services (page 147)
- Transportation and Public Works (page 153)
- Water Agency (page 161)
- Economic Development Department (page 167)
- Regional Parks (page 171)
- Ag Preservation and Open Space (page 179)
- Ag Commissioner (page 185)
- U.C. Cooperative Extension (page 189)
- Library (page 193)
- Advertising (page 205)
- Capital Projects (page 211)

Administration and Fiscal

- Board of Supervisors/County Administrator (page 27)
- County Counsel (page 31)
- Human Resources (page 35)
- General Services (page 41)
- Information Systems (page 47)
- Non-Departmental (page 53)
- Auditor-Controller - Treasurer-Tax Collector (page 57)
- Clerk/Recorder/Assessor (page 63)

Discussion of Service Restorations

Monday June 13th (Cont.)

12:15 p.m. to 1:15 p.m.

Lunch break

1:15 p.m. to 4:30 p.m.

Further Budget Discussions for any of the following budgets removed from Consent, in the order listed above by functional area.

Resolution adopting the Budget (**unless hearing continued to later**)**Tuesday, June 14, 2011**

8:30 a.m. to 10:15 a.m.

Continuation of Budget Hearings as needed thereafter beginning with CAO Recap of Board actions to date and then continuing with individual departmental budgets as necessary.

10:15 a.m. to 10:30 a.m.

Break

10:30 a.m. to 12:00 p.m.

Budget Hearing (continued)

Resolution of Budget Adoption (**unless hearing continued to later**)

1:30 p.m. to 3:30 p.m.

Board of Supervisors/Directors/Commissioners: Weekly agenda; consent items only
Public Comment for items not on the Board's agenda

2:10 p.m.

Fee Hearings (time certain)

- County Administrator/Sheriff
- Transportation and Public Works
- Department of Health Services, Public Health, Animal Care and Control
- Sonoma County Regional Parks
- Sonoma County Water Agency

Wednesday, June 15, 2011

8:30 a.m. to 12:00 p.m.

Budget Hearings (continued, if needed)

Continuation of Budget Hearings as needed thereafter beginning with CAO Recap of Board actions to date and then continuing with individual departmental budgets as necessary.

Resolution of Budget Adoption, unless hearings continued**Thursday, June 16, 2011**

8:30 a.m. to 12:00 p.m.

Budget Hearings (continued if needed)

Continuation of Budget Hearings as needed thereafter beginning with CAO Recap of Board actions to date and then continuing with individual departmental budgets as necessary.

12:15 p.m. to 1:15 p.m.

Lunch Break

1:15 p.m. to 4:30 p.m.

Further Budget discussions for any of the budgets removed from Consent, in the order listing by functional area.

Resolution of Budget Adoption**Additional days through June 24, 2011 will be publicly noticed for any necessary continued items.**

Board Member Budget Review Sheet

Monday AM Monday PM Tuesday AM Wednesday AM Thursday AM Thursday PM

1. CAO Budget Presentation
2. Selection of budgets for discussion
3. Public Comment and straw vote on remaining consent budgets
4. Selected Budget Presentations (assume ½ hour/budget)
 - a. 2-3 minute presentation per department
 - b. Board Member questions/comments
 - c. Public comment
 - d. Back to Board
 - e. Straw vote

Health and Human Services

HEALTH & HUMAN SERVICES	Consent	Questions/Notes
Department of Health Services (page 99)	Y <input type="checkbox"/> N <input type="checkbox"/>	
Human Services (page 107)	Y <input type="checkbox"/> N <input type="checkbox"/>	
In Home Support Services – Public Authority (page 115)	Y <input type="checkbox"/> N <input type="checkbox"/>	
Department of Child Support Services (page 119)	Y <input type="checkbox"/> N <input type="checkbox"/>	
Community Hospital Enterprise Closeout Fund (page 123)	Y <input type="checkbox"/> N <input type="checkbox"/>	

Board Member Budget Review Sheet

Justice Services

JUSTICE SERVICES	Consent	Questions/Notes
Court Support Services/Grand Jury (page 71)	Y <input type="checkbox"/> N <input type="checkbox"/>	
Probation (page 75)	Y <input type="checkbox"/> N <input type="checkbox"/>	
District Attorney (page 81)	Y <input type="checkbox"/> N <input type="checkbox"/>	
Public Defender (page 87)	Y <input type="checkbox"/> N <input type="checkbox"/>	
Sheriff (page 91)	Y <input type="checkbox"/> N <input type="checkbox"/>	

Board Member Budget Review Sheet

Development Services

DEVELOPMENT SERVICES	Consent	Questions/Notes
Permits and Resource Management Department (page 129)	Y <input type="checkbox"/> N <input type="checkbox"/>	
Community Development Commission (page 135)	Y <input type="checkbox"/> N <input type="checkbox"/>	
Fire and Emergency Services (page 147)	Y <input type="checkbox"/> N <input type="checkbox"/>	
Transportation and Public Works (page 153)	Y <input type="checkbox"/> N <input type="checkbox"/>	
Sonoma County Water Agency (page 161)	Y <input type="checkbox"/> N <input type="checkbox"/>	
Economic Development Department (page 167)	Y <input type="checkbox"/> N <input type="checkbox"/>	
Regional Parks (page 171)	Y <input type="checkbox"/> N <input type="checkbox"/>	

Board Member Budget Review Sheet

Other Services and Capital Projects

OTHER COUNTY SERVICES	Consent	Questions/Notes
Agricultural Preservation and Open Space (page 179)	Y <input type="checkbox"/> N <input type="checkbox"/>	
Agricultural Commissioner (page 185)	Y <input type="checkbox"/> N <input type="checkbox"/>	
U.C. Cooperative Extension (page 189)	Y <input type="checkbox"/> N <input type="checkbox"/>	
Library (page 193)	Y <input type="checkbox"/> N <input type="checkbox"/>	
Fairgrounds (Adopted-No hearing required)	Y <input type="checkbox"/> N <input type="checkbox"/>	
Advertising (page 205)	Y <input type="checkbox"/> N <input type="checkbox"/>	

CAPITAL PROJECTS	Consent	Questions/Notes
Capital Projects And Major Repairs (page 209)	Y <input type="checkbox"/> N <input type="checkbox"/>	

Board Member Budget Review Sheet

Administration and Fiscal Services

ADMIN & FISCAL SERVICES	Consent	Questions/Notes
Board of Supervisors/County Administrator (page 27)	Y <input type="checkbox"/> N <input type="checkbox"/>	
County Counsel (page 31)	Y <input type="checkbox"/> N <input type="checkbox"/>	
Human Resources (page 35)	Y <input type="checkbox"/> N <input type="checkbox"/>	
General Services (page 41)	Y <input type="checkbox"/> N <input type="checkbox"/>	
Information Systems (page 47)	Y <input type="checkbox"/> N <input type="checkbox"/>	
Non Departmental (page 53)	Y <input type="checkbox"/> N <input type="checkbox"/>	
Auditor Controller Treasurer Tax Collector (page 57)	Y <input type="checkbox"/> N <input type="checkbox"/>	
Clerk/Recorder/Assessor (page 63)	Y <input type="checkbox"/> N <input type="checkbox"/>	



B



SUPPLEMENTAL BUDGET ADJUSTMENTS

ATTACHMENT B

Dept	Requested Budget Adjustment Summaries	Gross Expenditure	Revenue and Reimbursement	Net Cost
County Counsel (General Fund)	Reduce General Fund revenue to reflect shift to Code Enforcement activities.	0	(114,000)	114,000
ACTTC (General Fund)	Increase auditor division's extra help to expand Vacation Rentals tax collection compliance.	50,000	50,000	0
Regional Parks (General Fund)	Increase appropriations for one-time costs associated with the anticipated transition of the Veterans Buildings to outside managers. Costs include County Counsel hours for simultaneous negotiations on multiple leases and an increase to position allocations of .16 FTE Admin Svc Officer I to review and evaluate proposals, negotiate agreements, and facilitate the transition.	60,000	0	60,000
Clerk Recorder Assessor (General Fund)	Add back 1.0 FTE Chief Deputy County Clerk position to the County Clerk division. Offset with salary savings contingent upon collocation the Recorder and County Clerk divisions to achieve operational efficiencies.	0	0	0
Ag Commisioner (General Fund)	Increase gas tax revenues and expenditures. Add 1.0 ASO I to the department's position allocation listing. The cost to add this position is fully offset by increased revenue estimates, decreased building lease costs and salary savings.	121,566	121,566	0
UCCE (General Fund)	Partial restoration of support for 4H and Master Gardener programs by recognition of unclaimed gas tax revenues (\$89,000) support for UCCE provided support to state agriculture programs administered by the Ag Commissioner and redirection of \$17,000 in rent savings (.4 FTE Senior Office Asst and .5 Department Analyst)	89,127	89,127	0
CDC (Special Fund)	Increase appropriations to provide grant funding to local community based organizations for services addressing homelessness, hunger, domestic violence, low-fee legal aid, and short-term counseling previously distributed by the Human Services Commission. The Community Development Commission (CDC) will administer a reduced level of community services grant funds through its Community Development Committee within the existing process that distributes federal grant funds for similar purposes. Total cost to General Fund for FY 11-12 would be 45% less than FY 10-11 (\$300,000 grant funds and \$80,000 for administration). Position allocation change to delete 1.0 FTE Community Development Specialist II (9138) position and add 2.0 FTE Employment Housing Counselor (9107) to better meet workload demands distributing rental housing assistance funding from the U.S. Dept. of Housing and Urban Development (HUD) programs for very low-income households. The cost of the allocation changes is included in the FY 11-12 recommended budget.	380,000	380,000	0

Dept	Requested Budget Adjustment Summaries	Gross Expenditure	Revenue and Reimbursement	Net Cost
Economic Development	Transfer of funds to Human Services in-lieu of receiving CalWorks funds earmarked for economic development programs. Funding for 2nd year County MOU with the Santa Rosa Chamber of Commerce for the Building Economic Success Together (BEST) program. Rebudgeting funds for various portions of the economic development ad hoc committees initiatives.	418,250	200,000	218,250
ISD (General Funds)	Transfer Radio Division appropriations and responsibility from ISD to the Sheriff's Office, the biggest user of the radio system. This division aligns with the public safety mission, whereas radio technology is outside of ISD's core technology. The transfer includes 4.0 FTE Communication Technicians and 1.0 FTE Senior Communications Technician (see Sheriff's balancing Supplemental Adjustment). There is no general fund cost created by this move. Increase position allocations by 1.0 FTE Graphic Designer and delete 2.0 FTE Reprographic Technician positions (vacant) to address increased work load preparing sophisticated media presentations, performing web site work, and ensuring ADA compliance. Savings from changes will be reflected in reduced costs to users.	(3,733,413)	(3,032,086)	(701,327)
Non-Departmental (General Funds)	Decrease expenditures in Non-Departmental budget to reallocate the expenditure authority to Regional Parks \$60,000 for Veterans Building Transition Project costs, and to Community Development Commission to administer the Human Services Commission contracts \$380,000. Adjust Interest Earnings to reflect minor projection improvement.	(31,546)	28,454	(60,000)
Sheriff's Office (General Fund)	Transfer Radio Division appropriations and responsibility from ISD to the Sheriff's Office. In addition to the 5.0 FTEs noted above, the transfer of responsibility will require the addition of 1.0 FTE Department Analyst and 1.0 FTE Account Clerk III to provide necessary administrative support. Increase appropriations for Domestic Cannabis Eradication Suppression Program (DCESP) and California Methamphetamine Multi-Jurisdictional Enforcement Team (CalMMET) grant expenditures and revenue. Increase appropriations for Court Security expenditures and revenue to ensure an adequate level of security staffing. Restore Bomb unit funding utilizing appropriations set aside for CAD/RMS audit which is no longer required.	3,979,175	3,277,848	701,327

Dept	Requested Budget Adjustment Summaries	Gross Expenditure	Revenue and Reimbursement	Net Cost
Human Services (General And Special Revenue Funds)	Minor adjustments to appropriations for Human Services Grants, Area Agency on Aging and Multi-Service Senior Program revenues (\$26,267). Correction (\$200,000) related to EDB/CalWorks funds transfer. Position allocation change deleting 1.0 FTE Deputy PA/PG/PC and adding 1.0 FTE Senior Deputy PA/PG/PC to fill a lead worker role to assist the Chief Deputy. Costs included in FY 11-12 recommended budget.	226,267	226,267	0
PRMD (General Fund)	Add 2.0 FTE Code Enforcement Inspectors. Funds from Deferred Revenue will be used to fund the Code Enforcement positions. Increase salaries and benefits to enhance Vacation Rental code enforcement activities.	277,578	391,578	(114,000)
Fire and Emergency Services (General Fund)	Re-budget the 2010 Homeland Security Grant (\$1,058,823) timing for which was not clear during FY 11-12 recommended budget preparation.	1,058,823	1,058,823	0
Advertising Fund	Wednesday Night Market and Sonoma City Opera did not request FY 11-12 Advertising & Promotions funds (-\$3,330). Existing reserve for Regional Parks Operations & Maintenance is being released to partially finance the operational cost for certain Veterans Building until the Veterans Building Transition project is completed (\$149,975). FY 11-12 Regional Parks recommended budget includes expenditure appropriations for this purpose.	(3,330)	149,975	(153,305)
Capital Projects	Redevelopment Improvements: Appropriate CDC Redevelopment funds for the Roseland and Guerneville community redevelopment projects.	927,458	927,458	0
	Total Requested Adjustments	3,819,955	3,755,010	64,945
	Total Available General Fund Financing from Supplemental Adjustments			0
	Total Cost Change Non-General Fund Financing from Supplemental Adjustments			64,945



C



RECOMMENDED BUDGET REDUCTIONS BY FUNCTIONAL GROUP

Revised: 6/10/2011

Departments by Functional Group	General Fund Reduction In Rec Budget	%	Highest Priority (Most difficult Reductions)	Est. GF FTE Reductions	Est. Other FTE Reductions	Est. TOTAL FTE Reductions	Notes
BOS/CAO	-\$1,126,000	25.0%	-\$226,654	-4.50	0.01	-4.49	
County Counsel	-\$402,463	20.2%	\$0	-2.20	0.02	-2.18	
General Services	-\$2,942,000	25.0%	\$0	-15.00	1.10	-13.90	
Human Resources	-\$1,214,000	21.0%	\$0	-7.00	-2.25	-9.25	
Information Systems	-\$1,082,478	60.7%	\$0	-2.00	-7.00	-9.00	
ACTTC	-\$1,813,232	25.0%	\$0	-8.75	-2.00	-10.75	
Clk/Recorder/Assessor	-\$1,746,430	17.5%	-\$542,555	-4.50	0.00	-4.50	
Sub-total Admin & Fiscal	-\$10,326,603		-\$769,209	-43.95	-10.12	-54.07	
Sheriff Office	-\$12,462,720	16.0%	-\$5,155,680	-60.50	3.86	-56.64	
Probation	-\$5,309,440	16.0%	-\$1,896,978	-33.00	-7.75	-40.75	
District Attorney	-\$2,415,352	16.0%	-\$888,621	-11.80	0.00	-11.80	
Public Defender	-\$1,499,520	16.0%	-\$1,499,520	-6.00	0.00	-6.00	
Grand Jury/Court Support	-\$7,000		\$0	0.00	0.00	0.00	
Sub-total Crim Justice	-\$21,694,032		-\$9,440,799	-111.30	-3.89	-115.19	
Health Svcs	-\$1,682,163	19.0%	-\$395,488	-3.45	3.17	-0.28	
Human Svcs	-\$5,228,166	22.0%	-\$285,760	-7.75	0.00	-7.75	
Sub-total H & H	-\$6,910,329		-\$681,248	-11.20	3.17	-8.03	
PRMD	-\$990,051	25.0%	-\$246,914	-9.00	-15.50	-24.50	
Communtiy Dev. Comm.	-\$163,000	25.0%	\$0	0.00	0.00	0.00	
Fire & Emergency Svcs	-\$144,000	25.0%	\$0	-0.02	1.42	1.40	
Trans. & Public Works	-\$1,122,500	22.5%	-\$842,893	-4.00	2.03	-1.97	
Regional Parks	-\$949,000	22.0%	\$0	-11.50	0.50	-11.00	
Ag Commissioner	-\$365,000	20.0%	\$0	-2.25	0.00	-2.25	
UC Cooperative Ext.	-\$211,000	23.0%	-\$211,000	-2.00	-0.29	-2.29	
Sub-total Devel Svcs	-\$3,944,551		-\$1,300,807	-28.77	-11.84	-40.61	
Other - Non GF Departs						-5.34	
TOTAL REDUCTIONS	-\$42,875,515		-\$12,192,063	-195.22	-22.68	-223.24	

Note: Supplemental Budget restores/partially restores some of the most difficult reductions. Restorations are highlighted in the attached detail listing of reductions by functional area.

Administrative and Fiscal Services Functional Area - General Fund Reductions

Board of Supervisors & County Administrator - GF Reduction included in Recommended Budget = \$ 1,126,000 (25%)

Div	Depart Priority	Summary of Proposed Program Reduction	Expenditure Reduction (Net) or Revenue Increase	Summary of Service Impacts (Include impacts on internal and external customers, the community, etc.)	Est. FTE Change
CAO	1	1.0 FTE Community/Gov't Affairs Mgr. Allocation is eliminated. Incumbent will be retained and will underfill a vacant / funded position.	\$ 226,654	Diminished capacity to carry out the Board's Strategic Plan goal to engage the community and interested stakeholder to garner a deeper understanding and support for county services and programs, reduced public information and education, reduced ability to advocate for issues of concern at the State and Federal level.	-1
CAO	2	1.0 FTE CAO Analyst.	\$ 168,323	Eliminates 1 of 4.6 remaining CAO Analyst positions, (one additional FTE continues to be wholly revenue offset to work on strategic plan and management reviews which leaves 3.6 analysts available for remaining core functions). Diminished support in the core function of the CAO which is to provide support to the Board and departments in the areas of budget, policy, and major project support. Reduced ability for CAO staff to lead or participate in analytical studies related to organization, budget administrative and management issues. Only mandated budget and board support will remain.	-1
CAO BOS	3	2.0 FTE Secretary Confidential. Allocations are eliminated.	\$ 194,780	Eliminates 2 of 5 Administrative Support positions that currently support the BOS, AAB, and CAO staff. Clerk of the Board is reviewing all historical practices is moving to a more automated and self serve model. Departments will be required to make copies of all board materials in advance of meetings and will no longer receive paper distributions after meetings. Information will be made available on line and departments will be required to self serve. Reduction of support staff to CAO will limit support to Analysts and Deputies and diminish capacity for major projects like budget production support.	-2
CAO	4	Assistant CAO left unfilled. Position will not be eliminated and will be underfilled by DCAO or CGAM.	\$ 304,294	Diminished capacity to direct and coordinate county services and oversee the activities of county departments and agencies; reduced ability to support the CAO in engaging various boards, commissions, citizen's groups, offices of public agencies, and employee organization representatives in order to discuss, interpret and explain policies, rules and regulations governing County programs and activities, and to foster departmental and public relations. Reduced ability for the CAO to lead major projects, and support efforts beyond the mandated functions of producing an annual budget and supporting the Board. Note : this is not placed as a higher priority due to the fact that the position has been vacant for the past 18 months, the Deputy CAO's have assumed critical components of this workload, and many of the impacts are already being experienced.	

Administrative and Fiscal Services Functional Area - General Fund Reductions

CAO	5	.40 FTE CAO Analyst (Revenue offset).	\$ 60,000	Negative impact through a deminished capacity to support the Board and Departments. Positive impact through bringing dedicated resources to critical county-wide technology project. Analyst will not be eliminated but will be assigned to and funded by finance and budget system project or other Strategic Plan work.	0
CAO BOS	6	VTO, fill-in staff assistant, Service and supply reductions (including ISD reduction) also includes \$75,000 in Property Tax Admin revenues recorded in the General Fund as a result of BOS staff assessment appeals work	\$ 171,949	Minimal service impacts as VTO time unlikely to be fully realized, this functions more like a voluntary pay cut for individuals willing to participate	-0.5
Total BOS/CAO			\$ 1,126,000		-4.5

Administrative and Fiscal Services Functional Area - General Fund Reductions

County Counsel - GF Reduction included in Recommended Budget = \$ 402,463 (20.2%)

Div	Depart Priority	Summary of Proposed Program Reduction	Expenditure Reduction (Net) or Revenue Increase	Summary of Service Impacts (Include impacts on internal and external customers, the community, etc.)	Est. FTE Change
	1	Eliminate legal review of Public Records Act requests (approximately 120 hrs.).	\$ 23,487	Increase in legal risk in cases where records were inadvertently disclosed or a department failed to comply with the Public Records Act.	-0.08
	2	Eliminate sitting with the Planning Commission and Board of Zoning Adjustments except for at-cost projects (approximately 135 hrs.)	\$ 23,787	Increase in non at-cost projects coming to the Board of Supervisors with unresolved legal issues, causing significant delays and exposure to litigation.	-0.15
	3	Reduce 930 legal service hours to the Board of Supervisors, PRMD and other General Fund Departments for major special projects without an identified funding source.	\$ 114,673	Elimination of legal support for any county projects (e.g. Development Code, Frost Protection Ord.) could result in increased litigation for controversial projects, delay implementation and greated workload on department staff.	-0.62
	4	Eliminate sitting with the Civil Service Commission (approximately 60 hrs.).	\$ 10,571	Counsel will cease sitting with the Civil Service Commission resulting in delays to Commission decisions and more demands on outside counsel.	-0.06
	5	Reduce 650 legal service hours to PRMD. Eliminate code enforcement actions except mandatory regulatory actions.	\$ 114,532	Reduction in the number of code enforcement cases pursued in court will result in more unresolved code violations. Note: Restored in Supplemental Budget using 1-Time PRMD Deferred Revenue as a funding source.	-0.64
	6	Reduce 655 legal service hours to Human Resources and other departments. Cease representation of departments for employee discipline cases.	\$ 115,413	Increased litigation and costs related to deciplinary actions. Department management would be required to prepare and present cases to Civil Service Commission.	-0.65
Total County Counsel			\$ 402,463		-2.20

Administrative and Fiscal Services Functional Area - General Fund Reductions

General Services - GF Reduction included in Recommended Budget = \$ 2,942,000 (25%)

Div	Depart Priority	Summary of Proposed Program Reduction	Expenditure Reduction (Net) or Revenue Increase	Summary of Service Impacts (Include impacts on internal and external customers, the community, etc.)	Est. FTE Change
Fac Ops	1	Eliminate 11.5 Facility Maintenance positions & 1 Small Construction positions	\$ 1,139,691	<p>Cumulative elimination of 1 Facility Manager, 7 Building Mechanics, 2 Building Maintenance Workers, 1 Assistant Building Superintendent, 1 Project Specialist, and .5 Office Assistant II results in :</p> <ul style="list-style-type: none"> - Reduction in service levels to our equipment and customers. There will be a lower level of preventative maintenance to equipment and a longer response time to our customers on priority 2 and 3 work order requests. Some Priority 3 work will be deferred (i.e. event support, hanging pictures, some painting, minor building adjustments to temperature, furniture moves, light bulb changing, etc). - Non-compliance with meeting response times established in our Performance Measures program. - With less timely or deferred preventative maintenance, we anticipate increases in breakdowns to major systems and the value of recent investments made to HVAC and building systems will be lost. - Focus will be on addressing priority 1 and 2 work orders (health and safety issues and impacting corrective repairs) - Less flexibility to perform projects during non-interruptive times and less flexibility to respond to emergency rush projects. - Loss of hazmat expertise and reduction to Illness and Injury Prevention Programs - Loss of staff resource dedicated to Safety Training. 	-12.5
Admin/ Acctg	2	Reduce IT & Acctg Support	\$ 165,332	<p>Department will lose internal IT support, including services that support department IT systems</p> <ul style="list-style-type: none"> - Emergency Operations Center database used to track resource use during disasters will not be supported. - Department performance measurement systems will not be supported - Processing of accounts payables and claims will be delayed - Data entry into Utility Manager (energy tracking database) will be delayed resulting in less timely utility tracking and reporting. 	-2.5
Arch CAP Proj.	3	Reduce GF annual contribution to Capital Projects	\$ 250,000	Supplant GF capital projects with Criminal Justice Funds where appropriate. Criminal Justice Fund is limited and future criminal justice projects may need to be deferred.	
Energy	4	Use Project Funds for Debt Service Payment	\$ 520,000	First year on-going Comprehensive Energy Project (CEP) debt service and maintenance costs to be paid with operational funds from project implementation cost savings. Future year costs must be covered by projected utility cost savings	

Administrative and Fiscal Services Functional Area - General Fund Reductions

Real Estate	5	Program Adjustment	\$ 74,560	Direct reduction in funding for real estate support functions. Unfunded needs or requests will need to be deferred or funded by requesting parties	
Arch CAP Proj.	6	Reduce GF annual contribution to Capital Projects	\$ 333,674	Staff costs to be redirected to perform pending backlog and non-GF projects in the short term, Projects funded by GF to be deferred. Staff will be reduced as non-GF fund project work is completed and /or additional non-GF work is not forthcoming.	
Arch CAP Proj.	7	Release Replacement Funds into the General Fund	\$ 300,000	Redirected Fleet ACO (Accumulated Capital Outlay) Fund as a result of successful efforts to secure grant funding for vehicle purchases, reconciling fleet size, utilization, and vehicle replacement schedules. ACO will re-adjust to FY 10/11 levels in FY 12/13.	
Pur	8	Salary & Benefits adjustments & Postponement of System upgrades	\$ 158,743	Staff restructuring allowed for recruitment of lower cost resources. Additional savings from implementing the purchasing replacement system, eliminating the need for further testing/validating, and deferring other purchasing system upgrades. Will not attain system interface and database management and reporting improvements.	
Total GS			\$ 2,942,000		-15.00

Administrative and Fiscal Services Functional Area - General Fund Reductions

Human Resources - GF Reduction included in Recommended Budget = \$ 1,214,000 (21%)

Div	Depart Priority	Summary of Proposed Program Reduction	Expenditure Reduction (Net) or Revenue Increase	Summary of Service Impacts (Include impacts on internal and external customers, the community, etc.)	Est. FTE Change
ER	1	Elimination of 1.0 FTE Human Resources Analyst in the Employee Relations Unit.	\$ 141,419	Departments will be responsible for: all disciplinary actions; review, notice and scheduling with labor representatives on all meet and confer on department policy work rule changes. Lead departments will be responsible for all meet and confer obligations on County-wide policy implementation. Departments will be responsible for all meet and confer on layoff impacts.	-1.0
Recruit Class	2	Elimination of 1.0 Human Resources Technician; 1.0 Senior Office Assistant. In addition, 1.0 FTE Human Resources Analyst cost will be offset by revenue from the Water Agency and Health Services.	\$ 336,572	Reductions in FY 11/12, combined with FY 09/10 reductions represents a total of a 33% decrease in staffing. Increased recruitment turnaround time from 35 to 45 days, and high level recruitments will be need to be provided by outside recruiting resources. Departments staff may need to conduct meet and confer relating to layoffs, and coordinating expert panels for recruitments, as well as bilingual testing. Any large initiatives in response to strategic or organizational plans will further impact day to day standard services.	-2.0
EEO	3	Elimination of 2.0 FTE's in HR's EEO Unit: 1.0 Human Resources Analyst; and 1.0 Senior Office Assistant, and recognize funding for 1.0 FTE EEO/ADA Manager from the Risk Management/General Liability Unit.	\$ 402,022	Eliminate support to EEO informal complaint resolution process, EEO support of mandatory training. There will be delays in ADA Transition Plan goals implementation, including long term planning, internal and external (public) outreach. The EEO Manager position will be charged to the Risk Management/General Liability Unit, since the primary purpose of the position is to mitigate risk and liability. Departments' staff will need to facilitate EEO Policy on informal complaint resolution process, MOU grievance and interpretations. Only mandatory EEO training will be provided. There will be increased processing time for high level investigations.	-2.0
Fiscal/Admin	4	Elimination of 1.0 Administrative Aide; 1.0 DISS and funding for Extra-help Payroll Clerk. The reductions are offset by the addition of an Executive Secretary position to provide support to the Human Resources Director, with a partial cost offset by allocating 25% of the cost of the Assistant Human Resources Director to Risk Management.	\$ 147,587	Increased response/processing time for vendor payments, remittances of employee and Retiree benefit premiums and trust fund reconciliations (Self Insured County Health Plan and Workers Compensation trust funds, Retiree Medical Clearing). Reduction in ability to maintain GAAP requirements and best practices in financial management. The addition of 1.0 Executive Secretary FTE is to provide necessary support to the HR Director. 25% of the Asst HR Director position will be charged to Risk Management.	-1.0

Administrative and Fiscal Services Functional Area - General Fund Reductions

Train	5	Elimination of the Training Unit by reducing 2.0 FTE's: 1.0 HR Training Manager; 1.0 Dept Analyst, offset by the addition of 1.0 Admin Aide.	\$ 186,400	Elimination of all non-mandatory training: Supervisory Academy; SRJC Certificate Program and other skill development classes. Supervisor and Manager Core Training will be administered on a reduced/modified level by Risk Management/Safety, and will be delivered by internal Risk/HR staff. The program will be modified by reducing topics and frequency of training. The reduction will also eliminate support for the Reporter internal newsletter. Remaining staff will be transferred into internal HR and will coordinate Jefferson Awards, Volunteer Program, Employee Recognition Programs, and Disaster Service Worker for the EOC, as well as provide modified staff support for the Commission on the Status of Women (CSW) and the Commission on Human Rights (CHR).	-1.0
Total Reduction in Recommended Budget			\$ 1,214,000		-7.00

Administrative and Fiscal Services Functional Area - General Fund Reductions

Information Systems - GF Reduction included in Recommended Budget = \$ 1,082,478 (60.7%)

Div	Depart Priority	Summary of Proposed Program Reduction	Expenditure Reduction (Net) or Revenue Increase	Summary of Service Impacts (Include impacts on internal and external customers, the community, etc.)	Est. FTE Change
Radio	1	Reduce Radio services and supplies	\$ 48,000	Minor impacts to non critical services.	
Rec	2	Eliminate 1.0 FTE Reprographics Manager and assign the Records Manager to manage both divisions.	\$ 74,000	Recommended by Archstone management review. Will reduce Records Manager's ability to respond to retention issues and litigation in a timely manner.	-1.0
Rec	3	Reduce Records costs.	\$ 48,000	Reduces services an supplies and contribution to ACO fund. Minimal short term impacts. May have to be reevaluated to keep equipment functional in the longer term.	
Rec	4	Reduce Records warehouse lease costs.	\$ 30,000	None	
Radio	5	Eliminate 1.0 FTE Radio Manager and assign the Telephone Manager to manage both divisions.	\$ 91,780	Recommended by Archstone management review. Minimal impacts are expected.	-1.0
Radio	6	Savings by eliminating repair of department mobile and portable radios.	\$ 411,000	Departments will have to contract with outside vendors for radio repair services. Time freed up will allow Radio staff to work high priority FCC mandated projects.	
Rec	7	Increase revenue by charging departments directly for courier service stops.	\$ 379,698	Courier service costs will be charged directly to user department rather than recovered through the A87 cost plan. No service delivery impacts are anticipated.	
Total ISD			\$ 1,082,478		-2.00

Administrative and Fiscal Services Functional Area - General Fund Reductions

ACTTC - GF Reduction included in Recommended Budget = \$ 1,813,232 (25%)

Div	Depart Priority	Summary of Proposed Program Reduction	Expenditure Reduction (Net) or Revenue Increase	Summary of Service Impacts (Include impacts on internal and external customers, the community, etc.)	Est. FTE Change
Tax Collect	1	Eliminate 1 Account Clerk (filled)	\$ 82,567	Public wait times at the front counter and on the phone will increase and delays in processing tax payments are also possible, which will impact cash flow, related interest earnings for all taxing agencies and timely processing of tax payer checks.	-1.0
Rev. & Debt	2	Eliminate 3 (filled) collection agents	\$ 225,000	Collections services provided to county departments will be reduced to monthly billing and payment posting functions. Customer inquiries will be routed back to the originating departments.	-3.0
Audit	3	Eliminate Vacant Acct/Auditor	\$ 138,082	Audits that are not mandatory or revenue producing will not be performed and hours spent on mandatory audits will be reduced, increasing a risk that material errors or fraud may not be discovered and corrected timely. Only required auditing procedures will be performed.	-1.0
Acctng	4	Eliminate vacant accounting support position	\$ 98,993	Non-mandated accounting services provided to departments and the County Administrator's Office will be reduced such as assistance with budgetary resolutions and added delays on requests for Cost Plan information.	-1.0
	5	Eliminate extra-help, charge fee on non-school special district property tax revenues to pay for bond debt, eliminate vacant support position	\$ 167,346	Delays in processing vendor payments which may result in increased late fees and reduced auditing of claims which may increase the risk that material errors or fraud may not be discovered and corrected in a timely fashion.	0.0
	6	Reductions in Information Systems costs, other supplies and services, 1.75 in vacant support positions and increases in revenues	\$ 1,101,244	Minimal service impacts, the majority comes from savings generated by Information Systems in reducing mainframe operations, the majority of which are allocated to this department since the biggest remaining user of the mainframe is the County's accounting system. Other savings come from the elimination of document scanning and audit report preparation with the reduction of 1.75 Administrative Support staff and implementation of HRMS to reduce the need to fill one Account Clerk III support position.	-2.75
Total ACTTC			\$ 1,813,232		-8.75

Administrative and Fiscal Services Functional Area - General Fund Reductions

Clerk-Recorder-Assessor - GF Reduction included in Recommended Budget = \$ 1,746,430 (17.5%)

Div	Depart Priority	Summary of Proposed Program Reduction	Expenditure Reduction (Net) or Revenue Increase	Summary of Service Impacts (Include impacts on internal and external customers, the community, etc.)	Est. FTE Change
Reg of Voters	1	Delete 1.0 FTE Election Specialist II	\$ 84,516	This position provides front counter service and is the primary telephone receptionist for the office. Customer service will be impacted, response times will be longer. Other essential functions of this position include: accepting nomination papers, preparing and filing legal notices, processing incoming mail, preparing and processing vote by mail ballots, performing signature verification, entering registration data into the elections information management system, and providing critical assistance to candidates. Other staff will have to provide coverage, impacting the number of staff available for proofreading ballots and voter information pamphlets. Reduction of this position increases the opportunity for error, and could require costly corrections.	-1.0
Assr	2	Delete 2.0 Assessment Clerk positions	\$ 158,039	Positions provide front counter, telephone and customer service support. While not at the customer service counter, staff maintains and keeps current data into the property tax system. Staff also processes parcel splits and combinations, work the public health lists, scan homeowner and other major expemptions documents and maintain filing systems. Ultimately ,the number of hours in the week staff are available to assist the public and support appraiser work will be significantly reduced.	-2.0
Reg of Voters	3	Do not program funding for the statutorily established February Presidential Primary election.	\$ 300,000	The recommended budget assumes that legislation (AB80) to reconsolidate the Presidential Primary with the June General Primary election will be successful. If the Presidentail Primary is not consolidated with the June elections, the Registrar will return to the Board to rebudget for this election.	
Clerk	4	Consolidate Chief Deputy County Clerk with the Chief Deputy Recorder	\$ 152,913	Create a combined position for the Chief Deputy Clerk and Recorder. Consolidate the responsibilities for the two divisions under one manager. The two divisions must be co-located for this consolidation to be successful. The department is working with General Services to develop a relocation plan.	-1.0

Administrative and Fiscal Services Functional Area - General Fund Reductions

Assr	5	Eliminate Extra Help Staff	\$ 200,000	The Assessor division typically experiences staff turnover throughout the year that yields salary savings. Since the elimination of the Assessor division extra help budget, salary savings have been used to fund extra help staff, including several experienced retirees whose support has become critical for managing workload. Without the salary savings flexibility, the annual assessment roll will again be closed late, and the backlog of work will continue to grow. The increased workload continues to be exacerbated by transactions that temporarily reduce property values. The county's ability to adjust temporarily reduced properties values when the market adjusts up will also be impacted, as it will be necessary to complete the backlog prior to enrolling new, increased values. The Assessor satellite office in Petaluma will be closed effective July 1, 2011. Staff with alternate work schedules will be required to revert to a regular 8hr/5day workweek to avoid inadvertent overtime costs	
Reg of Voters	6	Supplement extra help staffing and generate cost savings with all county managers and department heads participating in the Management Elections Worker Program	\$ 40,000	County managers and department heads will contribute approximately 2,430 hours (approximately 6 hours/person) to subvent ROV extra help costs necessary for preparation for the June, 2012 Primary Election. This will impact all county departments, as all managers will be asked to work evenings and/or weekends to assist with specific tasks which are normally performed by extra-help staff. Department Heads have expressed concerns that managers are already asked to assume additional duties within their own departments due to staffing reductions	
Rec	7	Increase % of Reimbursements to Gen Fund divisions, ROV, Assessor and Admin Services for Administrative and IT support	\$ 267,695	None	
Assr	8	Delete 0.5 Mapping Technician	\$ 43,267	Reduction of this 0.5 FTE Cad Map Tech II position in Mapping Services will not currently have an impact to the department as workload in the Mapping section is down. Salary savings from this vacancy that have been used to fund Extra Help staff required to keep up with existing workload will no longer be available to the department.	-0.5
Assr	9	Eliminate Legal Services for Geothermal Assessment Appeals	\$ 135,000	The Calpine litigation is currently close to settling the 2006 change in ownership issue. The settlement agreement is in final draft and is expected to be presented to the BOS on May 3rd. After the agreement is signed, Legal Consultant will represent the county at U.S. Bankruptcy Court to obtain approval of the agreement. Potentially this litigation could be over by July 1, 2011.	

Administrative and Fiscal Services Functional Area - General Fund Reductions

Assr	10	Increase Revenue Recovery from Taxing Entities for Property Tax Administration	\$ 365,000	SB 2557 allows counties to recover property tax program costs from all taxing entities except schools. FY 11-12 fee calculations were upgraded from originally estimated to account for additional cost recovery associated amongst other things with significant increase of Assessment Appeals.	
Total CRA			\$ 1,746,430		-4.50
Total Admin/Fiscal GF Reductions			\$ 10,326,603		-43.95

Health and Human Services Functional Area - General Fund Reductions

Health Services- GF Reduction included in Recommended Budget = \$ 1,682,163 (19%)

Div	Depart Priority	Summary of Proposed Program Reduction	Expenditure Reduction (Net) or Revenue Increase	Summary of Service Impacts (Include impacts on internal and external customers, the community, etc.)	Est. FTE Change
PH-ACC	1	Delete 2.0 FTE Animal Care Assistant positions (2.0 out of 3.0 FTE)	\$ 68,835	Increase wait times for public seeking assistance; delay completion of daily euthanasia due to lack of trained staff to prepare animals for euthanasia, which may increase the risk of spread of infection to otherwise healthy animals; reduced supervision of inmate laborers performing cleaning services may result in cleaning below acceptable standards; delay completion of temperament testing, affecting the amount of time animals remain in the shelter.	-2
BH-SU	2	Hold vacancies in Behavioral Health Division substance use. Programs provide a broad range of County-operated and community-based services that serves approximately 14,000 Sonoma County residents each year, including approximately 1,000 adolescents.	\$ 211,373	Loss of: specific support for substance use programs; analysis of programs which will impact program efficiencies, data generation, and coordination with contract providers; opportunities to pursue additional funding sources (grants); ability to pursue new partnerships; oversight for implementing system efficiencies. Potential for the delayed analysis of mental health/substance use parity under health care reform; delayed implementation of contracts. The capacity to provide case management services would be reduced by approximately 38 slots (approximately 38 clients per year) creating the potential for longer wait times in jail for placement into treatment, and additional workload for existing staff.	0
BH-MH	3	Reduction of .2 FTE of Jail Discharge Planner position, and Mobile Crisis Team.	\$ 103,328	The Jail Discharge Planner identifies inmates with mental health issues and assists in accessing appropriate mental health services upon release. The Mobile Support Team works with law enforcement and emergency medical transport personnel to provide a safe, coordinated and comprehensive response to individuals in crisis. Delay to referrals for inmates who need behavioral health treatment and reduce access to psychiatric medications upon release; increase utilization of multiple County services increasing General Fund expenses and multi-system costs associated with lack of integrated prevention focused treatment, increase to homelessness and recidivism; reduced implementation capability for new Mobile Crisis Team; increased law enforcement costs and arrests; continued inappropriate use of emergency services and emergency departments.	-0.2
PH-ACC	4	Reduce 0.25 FTE filled Animal Control Officer.	\$ 11,952	Delays response up to 3 hours to loose or stray dogs, eliminates ability to respond to 280 customer calls annually, increases workload for existing staff.	-0.25

Health and Human Services Functional Area - General Fund Reductions

PH-ACC	5	Delete 1.0 FTE vacant Supervising Animal Control Officer. (1.0 of 2.75 FTE)	\$ 55,653	Loss of: 208 hours field officer supervision that may result in compromise of other officers safety, 466 hours enforcing legal actions required of DA and Courts, 624 hours responding to customer complaints, concerns, and requests for service and completion of abatement orders, and 832 hours direct customer service annually.	-1
BH-SU	6	Reduce Drug Medi-Cal Outpatient Drug Free program contract. Provides assessment, evaluation, education and counseling for adults and teens with substance use disorders and their families.	\$ 76,800	Potential destabilization of Drug Medi-Cal community-based provider eliminating individual and group therapy services for approximately 300-400 clients. Delayed treatment results in increased costs to criminal justice system; longer jail stays; increased recidivism; loss productivity and adverse social impacts on family. FY State Budget Impact: If 2011 realignment not approved Drug Medi-Cal services may not be funded by the State beginning in FY 11-12.	0
BH-SU	7	Reduce Drug Court, a nine-month program based on outpatient and residential treatment.	\$ 50,000	Reduces the number of Drug Court outpatient treatment slots by approximately 30 impacting approximately 40 clients annually. Delayed treatment results in increased costs to criminal justice system; longer jail stays; increased recidivism; loss productivity and adverse social impacts on family. FY State Budget Impact: If 2011 realignment not approved Drug Court program may not be funded by the State beginning in FY 11-12. Will impact criminal justice system, the courts, and community-based treatment providers.	0
BH-SU	8	Eliminate funding for contracts with the Henry Ohloff House to provide out-of-county (Marin) residential jail beds for individuals who demonstrate the ability and desire to participate in substance use treatment.	\$ 75,755	Eliminate 5 out-of-county residential jail beds resulting in the loss of 1812 bed days, longer wait time for treatment of 10 clients annually. Delayed treatment results in increased costs to criminal justice system; longer jail stays; increased recidivism; loss productivity and adverse social impacts on family.	0
BH-SU	9	Reallocate salary and services and supplies expense associated with 1.00 FTE DIS II, and 1.25 FTE Health Program Manager from General Fund to other funding source.	\$ 322,287	Staff assigned to other services.	0
BH-SU	10	Reduce Redwood Toxicology Contract.	\$ 36,642	Labratory provides urine analysis for clients participating in the Orenda's drug treatment program. The Department estimates Redwood Toxicology will analyze approximately 6,500 urine samples per year in FY 11-12. May need to return to Board to request contract increase if testing demands increase. Offsetting savings would have to be realized in other contract/program areas within the division.	0
PH-ACC	11	Implement dead animal rendering fee	\$ 20,585	New revenue source.	0

Health and Human Services Functional Area - General Fund Reductions

PH-ACC	12	Reduce extra help Salaries & Benefits and Services & Supplies	\$ 53,516	Increased workload for existing staff and further delay in processing of dog licenses.	0
All	13	Reduction in GF Reimbursement (A-87 Offset for portion of A-87 Health Realignment cannot fund).	\$ 595,437	No service impact.	0

Total Health Services			\$ 1,682,163		-3.45
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Health and Human Services Functional Area - General Fund Reductions

Human Services - GF Reduction included in Recommended Budget = \$5,228,166 (22%)

Div	Depart Priority	Summary of Proposed Program Reduction	Expenditure Reduction (Net) or Revenue Increase	Summary of Service Impacts (Include impacts on internal and external customers, the community, etc.)	Est. FTE Change
	1	Redwood Children's Center Reduction	\$ 285,760	Transition RCC services to provide at Family Justice Center when implemented. The goal is to continue serving these vulnerable children. Available Department staff time and staff expertise will be reduced; could create delays in scheduling interviews, particularly if the number of monthly interviews increase from 17-19 monthly. Transfers funding support for medical examinations from this Department to the DHS within existing DHS resources	-1.25
	2	County Veterans Services Office Reductions	\$ 43,267	Current budget supports 3.5 FTE's available to see clients and file claims; loss of 1 position is a 29% reduction in support for these activities. Current wait time for office appointments will increase from 2 weeks to at least 3 weeks. The program sees drop-in clients on a first come, first serve basis two days a week. Those days are always busy with a one hour wait time to see a worker; loss of this position will increase wait time to 2.5 hours, and there are certain to be clients who will need to return another day due to lack of staff availability. (NOTE: Increase in wait time for appointments is likely to result in an increase in drop-in clients.) Could see as much as a 1,061 reduction in claims filed and loss of \$2.857 million in benefits for local veterans.	-1
	3	Eliminate Human Services Commission and Community Services Funding, eliminate 1.0 FTE Dept. Analyst that supports HSC	\$ 831,000	HSC facilitates coordination and collaboration between human services provided in the county. It provides \$588,137 in county general funds annually to programs that respond to homelessness, hunger, domestic violence and rape, low-fee legal services, and short-term counseling. Grant awards average \$20,000-25,000; in an unaudited survey of community providers in 2008-09, they reported that they leveraged \$9.00 for every \$1.00 spent. Contracts are from October 1 through September 30, 2011. Program elimination will result in loss of services to over 11,000 low-income, in need residents. An alternative model for distributing funds at a lower level is being developed with CDC. Note: Partially restored in Supplemental Budget with includes \$380,000 (\$300k for community grants & \$80k for administration). Restoration assumes grant funds move to Community Development Commission and are distributed through an existing system which results in a substantial decrease in administrative costs.	-1
	4	IHSS Program Efficiency	\$ 438,839	Review local practices to determine additional program efficiencies in IHSS.	0
	5	Area Agency Aging Match Reduction	\$ 22,616	Reduce AAA match to minimum required by State.	0

Health and Human Services Functional Area - General Fund Reductions

6	Food Stamp Employment and Training Program Elimination	\$ 68,325	Elimination of a small program providing job search assistance to approximately 100 GA and NonAssistance CalFRESH (food stamp) recipients monthly who have long standing barriers to employment.	-1
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Health and Human Services Functional Area - General Fund Reductions

7	Management Reductions	\$ 25,521	Eliminate Administration Division Director and reallocate workload to Assistant Director/other Division Directors. Eliminate 1 Program Planning Analyst for Fair Hearings. This position supervises mandated public assistance appeals staff and is the hearing office for appeals in the GA program. Elimination of this position will move supervision to the Department's HR Manager, increasing span of control from 7 to 9 staff.	-2
8	Community First Choice Option for In Home Supportive Services	\$ 1,137,203	CFCO for IHSS: The savings is based on the State's budget action to have IHSS qualify under the new federal CFCO contained in the Health Care Reform Bill, which will result in a 6% FMAP increase. No service impacts.	0
9	General Assistance grant reduction	\$ 74,571	Reduce monthly GA grant payments by 5%; reduces maximum grant of \$371 to \$352; average monthly benefit is \$240. This is the minimum base care level established in Welfare and Institutions Code 17000 and would impact a current monthly caseload of 695.	0
10	CalWORKS/TOT fund exchange 1 FTE Account Clerk and .5 FTE Administrative Aide	\$ 200,000	Exchange CalWORKs funds for TOT funds with EDB; use to leverage federal health dollars for Adult Protective Services. This reduction combined with proposed reductions in the state allocation, equates to roughly a 10% reduction to CalWORKs (\$2 million reduction from \$20 million), reducing supportive services provided to clients and will be eliminating some services. The exchange for TOT funds would be a temporary measure over the next two years until revenue stabilizes and grows, but the Department is proposing this exchange rather than any additional cuts to its Adult Protective Services Program. Could negatively impact the Department's ability to move CalWORKs recipients into employment.	-1.5
11	CalWORKs grant reduction to monthly grants	\$ 51,288	Typical grant for family of 2 would reduce from \$516 to \$475 per month, offset somewhat by increased in CalFRESH (food stamp) allocation. Will impact over 3700 CalWORKs recipients. Based on State budget actions.	0
12	File SB90 Reimbursement Claim for Severely Emotionally Disturbed Program Placement Costs.	\$ 2,947,574	No service impacts related to this reduction unless reimbursement is not realized, causing even greater future reductions to FY&C programs. Program eligible for SB90 claim. File annually for county GF share of mandated program if other non-GF cannot be found to cover the annual expense. SB90 claim estimated to be \$2,954,574 for prior years; assume receipt in 11-12.	0
13	Realignment Revenue Increase	\$ 19,930	No service impacts.	0
14	Welfare Programs budget increase	\$ (994,881)	Projected increases in Welfare Programs budget due to caseload changes and loss of high federal matching (FMAP). The Welfare Programs Budget contains all the grants paid to local clients from various programs, such as General Assistance, TANF, and IHSS Wages.	0

Health and Human Services Functional Area - General Fund Reductions

	15	Reduce county overhead costs (A-87)	\$ 77,153	No service impacts.	0
Total Human Services			\$ 5,228,166		-7.75
Total Health/Human Services			\$ 6,910,329		-11.20

Development Services Functional Area - General Fund Reductions

Permit & Resource Management- GF Reduction included in Recommended Budget = \$ 990,051 (25%)

Div	Depart Priority	Summary of Proposed Program Reduction	Expenditure Reduction (Net) or Revenue Increase	Summary of Service Impacts (Include impacts on internal and external customers, the community, etc.)	Est. FTE Change
	1	Eliminate Code Enforcement Response to Low Priority Investigations and eliminate 2.0 FTE.	\$ 246,914	Eliminate Code Enforcement Response to Low Priority Investigations. These include: Priority 3 complaints (land use/zoning complaints including illegal uses, unpermitted businesses and building setback issues); Priority 4 (Excessive Animals; Fence Issues; Minor Land Use issues (e.g., parking on leach field); Private Nuisance Issues; High priority life-safety code violations will continue to be responded to, but response could be delayed; Failing to deal with lower priority code enforcement issues will result in increased neighborhood conflicts, constituent complaints, and code violations. Note: Restored in Supplemental Budget using 1-Time PRMD Deferred Revenue as a funding sourcee.	-2.00
	2	Eliminate Comprehensive Planning Division - ininitial reduction of 3.0 FTE	\$ 383,501	Eliminate Comprehensive Planning Division (reduce staff and merge remaining staff with Project Review Division). This will substantially curtail the County's implementation of the 2008 General Plan, Delay portions of Development Code Update; Discontinue Assistance to other Divisions in managing Environmental Impact Report consultants; Delay assistance to other departments in completing California Environmental Qualisty Act compliance on capital projects and in obtaining state and federal permits; Customer Service delays in processing timelines due to staff reassignments; Reduced capacity to respond to Board requests and directives on special projects	-4.00
	3	Reduce Public Office Hours by 40% and eliminate 4.0 FTE. Current Schedule: 7:30 - 4:00 M,T,Th,F; 10:00 - 4:00 W Proposed Schedule: 10:00 - 4:00 M,T,W,Th; Closed to the Public on Friday	\$ 359,636	PRMD is currently open to the public 5 days per week 8.5 hours per day and 13 staff members are required to meet customers' needs during public during office hours. Reducing public office hours by 40%, would provide 208 labor hours per week to complete customers' work. The impact for customers will be: 1. Reduced hours of availability for initiating permits, seeking help and advice on building and planning projects, performing property and permit research and obtaining records; 2. Longer waiting periods when visiting PRMD during office hours; 3. Increased turnaround times for the work we are asked to perform will be less severe than it otherwise would be.	-3.00
Note: Additional Non-General Fund PRMD Reductions, totaling \$1,683,613 (15.5 FTE's) are required to meet declining revenues.					
Total PRMD			\$ 990,051		-9.00

Development Services Functional Area - General Fund Reductions

Community Development Commission- GF Reduction included in Recommended Budget = \$163,000 (25%)

Div	Depart Priority	Summary of Proposed Program Reduction	Expenditure Reduction (Net) or Revenue Increase	Summary of Service Impacts (Include impacts on internal and external customers, the community, etc.)	Est. FTE Change
	1	Reduce GF contribution to the Russell Avenue Shelter	\$ 163,000	Since FY 03-04, the County has provided an annual General Fund contribution of \$250,000 for operation of a 30-bed emergency homeless shelter located on Russell Ave, which is owned by the County and operated by Catholic Charities. These funds are passed through the CDC, which oversees the contract between the County and the operator. A \$163,000 reduction of the GF contribution to this facility could be achieved by converting the facility from an emergency shelter (90 day stay) to transitional supportive housing (2+ years) for homeless persons. The Russell Avenue facility consists of 3 single family dwellings that are well suited for transitional housing, each for one family of up to 7 members. Transitional housing models are a less expensive way to provide beds and services for homeless persons, as they require a lower level of staffing and generate an internal revenue stream in the form of rental payments. Residents typically pay 30% of their income towards rent, whereas emergency shelter occupants do not. After conversion, the Russell facility could generate rental income of \$20,000 - \$50,000 annually, which would help defray operating costs.	0
Total CDC			\$ 163,000		0

Fire & Emergency Services - GF Reduction included in Recommended Budget = \$144,000 (25%)

Div	Depart Priority	Summary of Proposed Program Reduction	Expenditure Reduction (Net) or Revenue Increase	Summary of Service Impacts (Include impacts on internal and external customers, the community, etc.)	Est. FTE Change
Emerg. Mgmt	1	Eliminate extra-help and reduce a full time position to part-time	\$ 132,000	Reduced emergency management capacity including: reducing to 1 emergency exercise/year; suspending efforts to integrate Continuity of Operations planning into Emergency Plans and delaying the Emergency Plan update with potential impact on future federal funding; discontinuing participation in community based emergency preparedness and response programs, limiting participation in regional efforts which may reduce future federal grant awards; and delay of implementation of emergency notification by cellular phone for the public.	-0.02
Haz Mat	2	Eliminate contributions to Hazmat vehicle replacement	\$ 12,000	Minimal impact. Alternative replacement funding will be needed in future	
Total Fire & ES			\$ 144,000		-0.02

Development Services Functional Area - General Fund Reductions

Transportation & Public Works - GF Reduction included in Recommended Budget = \$1,122,500 (22.5%)

Div	Depart Priority	Summary of Proposed Program Reduction	Expenditure Reduction (Net) or Revenue Increase	Summary of Service Impacts (Include impacts on internal and external customers, the community, etc.)	Est. FTE Change
Roads	1	Road Maintenance Program staff reductions	\$ 842,893	Program reduction is the reduction of 1 FTE Operations Coordinator (vacant) and Seasonal Maintenance Assistants EH (5 FTE equiv), as well as reductions to road materials and rental equipment line items, which will result in 100 miles of roads being converted to "minimum maintenance" roads and removed from the County maintained system per Streets and Highways Code Section 954.5.	-1.00
Roads	2	Eliminate installation of Seasonal Summer Crossing at Asti and Vacation Beach	\$ 52,500	This change will terminate seasonal installation of summer Russian River crossings at Vacation Beach and Asti. Crossings provide seasonal shortcuts for locals and enhanced recreational access to river.	
Roads	3	Reduce Capital Project Staff Support	\$ 41,093	Fewer capital projects will be designed for construction. This 1 FTE represents 20% of the Design Section engineering staff. Some projects will be delayed and the department will use contract engineers in order to complete projects that have 100% outside funding.	-1.00
Roads	4	Reorganization of Construction Section to have only seasonal construction inspection	\$ 71,614	This change will allow for the department to continue seasonal construction inspections but will limit the ability of the department to do road inspections during the "off" season.	-2.00
Roads	5	Reduce Pavement Preservation Program Staff Support	\$ 92,400	Reassigning Senior Engineer hours to reimbursable work. This change will impact the department's ability to obtain external funding for its Pavement Preservation Program. Program will not be updated on an annual basis. Reallocation will allow for additional reimbursable work to be completed.	
Roads	6	Delete School Crossing Guard Agreements	\$ 22,000	Discontinue supplemental funding for school crossing guards at local school districts. Forestville School District (\$1,300), Mark West School District (\$8,000), Roseland School District (\$4,500), Sonoma Valley School District (\$4,200), Petaluma School District (\$4,000)	
Total TPW			\$ 1,122,500		-4.00

Development Services Functional Area - General Fund Reductions

Regional Parks - GF Reduction included in Recommended Budget = \$ 949,000 (22%)

Div	Depart Priority	Summary of Proposed Program Reduction	Expenditure Reduction (Net) or Revenue Increase	Summary of Service Impacts (Include impacts on internal and external customers, the community, etc.)	Est. FTE Change
	1	Reduce General Fund subsidy of the Veterans Buildings by reducing hours of operation and increasing cost recovery through higher fees. Reduce 3.0 Event Services Workers, 1.0 Marketing Specialist, 1.0 Office Assistant II, and unfund 1.0 Event Services Supervisor.	\$ 366,356	Reduce Veterans Buildings days and hours of operation focusing availability on the most used buildings: Santa Rosa and Petaluma. Sonoma, Sebastopol and Cloverdale buildings will be either mostly closed or turned over to other operators. Veterans use will continue at no charge. Public Impact: Buildings will have less days and times available for events. Higher use fees. Users may need to adapt to multiple building operators and their processes. General Services may manage the buildings, may see reduced demand for building repair and maintenance due to less building use. Other departments may not have access to the buildings for training, events, or elections.	-7.00
	2	Streamline the park planning staff to achieve budgetary savings by eliminating: 1.0 Environmental Specialist and 1.0 Park Planner II.	\$ 126,394	The park planning effort will be restructured, increasing efficiency and reimbursement rate. Some environmental permitting and analysis services will be handled by the Permit & Resource Management Department (PRMD). Overall less revenue due to reduced reimburseable project opportunities. Environmental services will be requested of PRMD.	-2.00
	3	Restructured and increased park use fee revenues, improved media exposure and automated fee collections.	\$ 105,085	Revenue Enhancement: Activity-based use fees will be restructured to achieve cost recovery goals. Day-use fees will be unaffected. Automated gate and fee stations will increase collection without staff presence.	0
	4	Increased contribution from the Sonoma County Regional Parks Foundation to support operations and maintenance.	\$ 50,000	No Service impacts anticipated.	0
	5	Reorganize and restructure department	\$ 21,152	Alignment with the Management Review for parks system sustainability by not funding 1.0 Deputy Director (vacant); and eliminating 1.0 Accountant III (filled), 1.0 Parks & Grounds Maintenance Manager (filled); and, adding 1.0 Business Strategy Manager, 1.0 Programs Manager and 0.5 Administrative Services Officer I. No Service impacts anticipated.	-0.5

Development Services Functional Area - General Fund Reductions

	6	Reduce the County Grounds Maintenance program. Reduce 2.0 Parks & Grounds Maintenance Worker II (vacant), services and supplies.	\$ 217,858	Staff and supplies for county grounds maintenance will be reduced by an additional 40%. The County Center landscape will mostly go without regular pruning or trimming of plants, shrubs and trees. Health and safety repairs will occur as needed. Other repairs will be delayed s or left unmet. The department will continue to pursue landscape contracts on public lands to offset costs. Paths, irrigation and other infrastructure will receive less attention resulting in increased deferred maintenance and may require more costly repairs in the future.	-2.00
	7	Full administrative reimbursement for County Services (A87)	\$ 62,155	Spud Point Marina will pay its full administrative cost to the General Fund. For over 10 years, the Board of Supervisors has allowed the Marina to pay a reduced administrative charge due to a depressed fishing industry and consequent weak financial situation at the marina. Stronger crab and anticipated salmon seasons are increasing fuel sales and berthing, thus allowing the Marina to resume its full share of administrative cost to the General Fund.	
Total Parks			\$ 949,000		-11.50

Development Services Functional Area - General Fund Reductions

Agricultural Commissioner- GF Reduction included in Recommended Budget = \$365,000 (20%)

Division	Depart Priority	Summary of Proposed Program Reduction	Expenditure Reduction (Net) or Revenue Increase	Summary of Service Impacts (Include impacts on internal and external customers, the community, etc.)	Est. FTE Change
Ag. Com.	1	Reduce office hours and strategically reduce field services	\$ 365,000	1) Decreased office hourse from 9 hours per day to 6 hourse per day 2) Reduce time spent conducting pesticide use enforcement activities to focus on the highest risk areas. Decreases opportunities for general surveillance and education, which over time, may lead to an increase in non-compliance by pesticide applicators 3) Reduce time spent regulating farm markets, will make it more likely for vendors at farm markets to sepp products taht have not been confirmed as being locally grown 4) Decrease th presence of Weights and Measures staff in the market place, which increases the likelihood that consumers will be unfairly charged for goods	-2.25
Total Ag Commissioner			\$ 365,000		-2.25

Development Services Functional Area - General Fund Reductions

UCCE- GF Reduction included in Recommended Budget = \$211,000 (23%)

Division	Depart Priority	Summary of Proposed Program Reduction	Expenditure Reduction (Net) or Revenue Increase	Summary of Service Impacts (Include impacts on internal and external customers, the community, etc.)	FTE Change (If known)
UCCE	1	Reduce customer services.	\$ 86,000	Eliminate 1.0 FTE Senior Office Assistant. Customer service functions and the ability to respond to public inquiries will be significantly reduced. Volunteers will be tasked with answering phones and providing counter service to walk in customers. This could result in delayed response times to public inquires. This could also result in reduce customer service office hours	-1.00
UCCE	2	Reduce support service to the 4-H program	\$ 55,000	Eliminate a 0.5 FTE Senior Office Assistant. This position provides day to day support for the 4-H program including customer service and enrollment. Reduction in support will result in significant delays in new emerging programs such as Science, Engineering and Technology, after school programs and overnight camps, as well as, slow information to program leaders and members. Note: 0.04 FTE Sr. Office Assistant restored in Supplemental Budget (\$44k)	-0.50
UCCE	3	Reduce administrative support for budget, payroll and human resource functions.	\$ 55,000	Eliminate a 0.5 FTE Department Analyst. Internal administrative support for budget, payroll and human resource functions will be reduced by 50%. UCCE is evaluating options to perform these functions by contracting with other departments. Note: 0.50 FTE Department Analyst restored in Supplemental Budget (\$55k)	-0.50
UCCE	4	Eliminate Extra Help	\$ 15,000	Eliminate part time extra help position to assist with various customer service functions. UCCE will have to rely on volunteers to assist with programs. Note: \$7k restored in Supplemental Budget	0.00
Total UCCE			\$ 211,000		-2.00
Total Development Services			\$ 3,944,551		-28.77

Justice Functional Area - General Fund Reductions

Sheriff - GF Reduction included in Recommended Budget = \$ 12,462,720 (16%)

Div	Depart Priority	Summary of Proposed Program Reduction	Expenditure Reduction (Net) or Revenue Increase	Summary of Service Impacts (Include impacts on internal and external customers, the community, etc.)	Est. FTE Change
	1	Blend Domestic Violence and Sexual Assault (DVSA) & Violent Crimes Investigative Units (VCI) DVSA office lease will be terminated.	\$ 697,000	DVSA investigations will be limited to child abuse and sexual assault. Only violent DV cases will be investigated. Crimes will have to be prioritized because the number of cases investigated will be reduced. investigative service to the public will be reduced.	-3
	2	Eliminate EOD	\$ 375,000	The County will rely on outside agencies for services, or submit OES requests for mutual aid assistance in the event of a bomb call-out. There would be no response time guarantees. Some regional resources will respond only to requests for military ordnance removal and not other ordnance e.g. pipe bombs, suspicious packages, PEDs. The safety of law enforcement personnel County wide and the public will be at risk. The risk of loss of life is increased. Note: \$250k restored in Supplemental Budget; funded with 1-Time Sheriff Department resources.	0
	3	Eliminate Helicopter Program	\$ 1,800,000	Reduces law enforcement air support available in Sonoma County, increasing number of Patrol ground units necessary to address various activities, i.e., vehicle pursuits, escaped inmates, etc. Response to Search and Rescue (SAR) callouts would no longer be supported from the air, delaying response time and increasing risk to SAR members. Medical missions will be managed by ground support and/or commercial air ambulance services. Note : \$300k restored in Recommended Budget; funded by General Fund.	-3.5
	4	Delete 1 Sgt. NCDF (101)	\$ 200,492	There are currently two (2) correctional sergeants providing vacation and other relief to 18 other sergeants at both facilities. The majority of these are fixed posts and must be filled 24/7. The elimination of this position will result in relief overtime.	-1
	5	Delete 1/2 MAGNET Unit	\$ 292,179	Gang enforcement activities will be reduced by half requiring patrol deputies and sergeants to provide these activities as resources allow. Will hinder the Sheriff's Office's ability to respond to the increasing gang presence and associated gang violence in the County. Reduction will reduce opportunities to gather gang and drug trafficking intelligence which may result in a decrease to public safety.	-2

Justice Functional Area - General Fund Reductions

	6	Delete 1 Watch Commander/Lt.	\$ 265,361	Responsibility for direct management of the Sheriff's field operations will have to spread among the remaining three Watch Commanders. With the elimination of this position, the remaining three Watch Commanders will have an average of 12 collateral assignments. In addition they will be responsible for management of field operations 24/7/365. Fewer hours will be covered with an on duty Watch Commander, with the remaining three Watch Commanders being only available on-call for more hours of the day and week. The response to emergency situations will be delayed and their ability to monitor situations closely and dedicate adequate time to manage collateral assignments and the sub-stations effectively will be severely limited.	-1
	7	Delete Patrol Relief Sergeant	\$ 253,163	The reduction will increase the span of supervision for the remaining sergeants, with a potential for increased liability as deputies will have to work more independently and will not receive the existing level of on the job mentoring and training. The remaining sergeants will have increased workloads, which will require them to remain in the office for more hours of their shift and thereby further decreasing their ability to provide hands-on supervision in the field.	-1
	8	Delete 7 CD - NCDF/Close 501/502	\$ 977,385	This reduction will require the transfer of inmates to the MADF. Eliminates inmate labor for all other depts. May result in population exceeding the rated capacity of 85% and may increase safety issues. May require early release measures, e.g., immediate release of inmates with 90 days or less left of their sentence, and expanded citation releases will have to be implemented.	-7
	9	Eliminate Dive Team	\$ 40,000	In house underwater search and rescue, investigations, and body recovery missions would be contracted out with a private vendor as needed.	
	10	Hold Vacant Asst. Sheriff -Detention	\$ 255,100	Loss of high level authority over the detention division will diminish the ability for daily policy, operational oversight and leadership in this complex and high liability custodial setting. The division will experience a loss of long range planning efforts and vision necessary to meet future needs and prepare for realignment impacts.	0
	11	Delete 1 Dispatcher/Reduce services	\$ 109,558	Increase wait times for response to 9-1-1 calls and delays by field units responding to calls. Dispatch may be unable to meet State 9-1-1 phone answering standards of answering within 10 seconds. Dispatch will not be able to fulfill fixed-post requirements. In urgent or emergency events, dispatchers will be unable to keep reporting parties on the line until deputies arrive, or callers will be put on hold.	-1

Justice Functional Area - General Fund Reductions

12	Delete Correctional Deputies-NCDF	\$ 559,340	This reduction will cause the closure of the 401 unit at NCDF with 16 Special Housing Beds and result in the transfer of these inmates to the MADF which is frequently at or near capacity for this classification of inmate. Most of these inmates are not cite or early release eligible due to the danger they pose to the public.	-4
13	Delete YWCA Contract	\$ 116,000	Impacts should be minimal with the development of the Family Justice Center (FJC); advocacy efforts are being centralized through one operational unit and YWCA staff will ultimately work through the FJC with other CBOs to provide unduplicated services.	
14	Blend Property Crimes unit and Narcotics unit	\$ 630,000	High risk (violent crime) investigations will have less detective assistance which could impact the number of high risk cases solved. Fewer residential burglary cases will be solved, check/credit card fraud, and identity theft crimes will rarely be investigated. Citizen complaints of suspected narcotic activities will rarely be addressed. The overall volume of Narcotic and PCI cases investigated by detectives will be further reduced. PCI and NARC workload exceeds current capacity.	-3
15	Delete 1 Correctional Deputy - NCDF (Programs)	\$ 151,248	The elimination of this deputy at the NCDF will result in a 50% reduction in Program Deputies, causing an increase in workload for the Program Deputy at the MADF. When this deputy is unavailable, the Inmate Programs Manager will be required to complete the workload as some of the duties have daily or weekly deadlines. This will delay the Program Manager's completion of tasks. The ability to maintain programming at current levels will not be possible, which will have a negative impact on inmate behavior, educational opportunities, and may possibly increase recidivism rates.	-1
16	Reduce Marine Program	\$ 130,045	Waterway patrols will be reduced especially during the busy boating season making it very difficult to fulfill our six-month boating season contract with the U.S. Army Corps (\$90,000 in revenues).	-1
17	Reduce Helicopter Program	\$ 400,000	H-1 will be in service 5 days a week and will have limited medical services available. H-1 availability will decrease and response times will most likely increase. Search and Rescue response time may increase and/or some missions may be declined due to reduced supervision.	-1.5

Justice Functional Area - General Fund Reductions

18	Delete COPPS Unit	\$ 530,984	The elimination of the COPPS Unit will hinder the Sheriff's Office's ability to perform services related to homeless issues, day laborers, prostitution, alcohol and tobacco violations, abandoned vehicles, neighborhood narcotics distribution, code violations, etc. there will be no sworn units dedicated to address these types of criminal and quality of life issues throughout the County. The Sheriff's Office's ability to respond to specific Board of Supervisor's concerns will be very limited.	-3
19	Delete 1 Correctional Sgt. (Compliance)	\$ 170,652	This position reduction will compromise the efficiency and effectiveness of the Detention Training & Compliance Unit. The compliance unit was created to respond more timely to State mandates. The development and implementation of policies will be reduced and delayed scheduling of mandatory training may result in non-compliance with State mandates.	-1
20	Delete 2 DA - Det Admin	\$ 201,060	The elimination of these two positions will increase the workload and require a schedule change for Correctional Deputies, by requiring them to process inmates for housing on grave shifts. The entire booking process will take longer causing arresting officers to spend more time at the jail, which hampers their most important duty – patrolling the streets.	-2
21	20% cut to Law Enforcement Specialty/Premium Pay	\$ 80,000	The reduction will result in fewer trained staff available to respond to call-outs to negotiate at the site, perform call-out intelligence including taking witness statements, interviewing family, and doing family backgrounds. With fewer SWAT deputies, the Unit will need to supplement the team with patrol deputies who are not trained to respond to SWAT call-outs which would put the deputy, team, and public at increased risk. The loss of 2 dogs in the K-9 program may result in a decrease in drug arrests and asset seizures and will eliminate a key canine handler resource for pursuing fleeing suspects and general searches. Reducing the Bomb Unit by one deputy will jeopardize the team's ability to provide 24/7 response capability. Fewer bomb technicians will result in reduced service levels and response times. The reduction of filed training officers will result in less rotation of trainers and a trainer could be in training for an unusually extended period.	

Justice Functional Area - General Fund Reductions

22	Change Patrol Work Schedule	\$ 1,623,932	Deputies and sergeants in the Patrol Bureau are currently assigned to a 4-10 schedule on either end of the week with one overlapping day. This change would completely revamp the current schedule. By switching to longer shifts and a newly designed schedule, the Patrol Bureau will be able to reduce shift overlap and thereby use resources more efficiently. The switch represents the elimination of 7 deputy positions. Patrol coverage could be improved on weekends when call volume and the types of calls that require more deputies in the field are higher. Savings would also result from more opportunities to conduct training on straight time.	-7
23, 24	Delete 2 Assistant Cooks	\$ 178,726	The elimination of assistant cooks will require a change of meal types from two hot and one cold, to one hot and two cold. This change falls within Title 15 standards but may adversely impact inmate behavior leading to potential safety and security issues. A new work schedule will need to be developed and some of the normal cleaning duties will be delayed until staff is on duty, or overtime will be used if the cleaning is critical due to hygiene and safety issues. Overtime will increase to meet the County's environmental inspection standards and to cover for vacation, illness, and injuries.	-2
25	Delete Special Services Captain	\$ 282,206	With this elimination workload will be absorbed by the Assistant Sheriff and two remaining captains. Without this position, the Sheriff will be missing an additional level of management support for complex and demanding operational areas such as Investigations, Court Security, and Dispatch. The Law Enforcement Division will lack the proper chain of command and span of control to function efficiently and effectively.	-1
26	Close Larkfield Sub Station	\$ 54,098	If the COPPS Unit and the Crime Prevention Unit are reduced or eliminated, closing the sub-station will have minor impact on operations as any remaining staff would be moved to the Sheriff's Main Office. Service to the public will be reduced with individuals being forced to travel to the Main Office in Santa Rosa for services.	
27	Delete 8 Correctional Deputy- NCDF	\$ 667,608	The elimination of 8 CDs will result in overtime for the remaining staff, as all fixed posts require 24/7/365 coverage. Further reductions will reduce staffing levels increasing the need for overtime to cover for vacation and other leaves.	-8
28	Delete EOD Sgt.	\$ 191,507	With the elimination of this position, all management, administration, equipment maintenance, and sergeant training will be conducted on overtime hours. The Bomb sergeant will become a collateral assignment for a remaining sergeant.	-1

Justice Functional Area - General Fund Reductions

	29	Inmate mental health services	\$ 500,000	DHS has agreed to a 25% reduction in the annual budget for the inmate mental health program and the PC 1370 program. This is being accomplished by eliminating some current positions and replacing them with other job classes and in some cases reducing the amount of staff hours allocated to the programs. In addition, savings will be realized from a reduction in prescription drug expense. These changes will not effect compliance with current mental health standards. The proposed reorganization was developed by DHS.	
	30, 31, 32, 33, 34, 35, 36, 37, 38,	Administrative reductions. Service and supplies, training, Account Clerk (Purchasing), Department Analyst (Fiscal), Legal Processor (CIB), Paralegal, Coroner Unit Re-Org.	\$ 730,076	Evidence requests from the DA (i.e. DNA, expert analysis) may not be fulfilled, thereby likely reducing the number of successfully prosecuted cases. Reductions to Patrol training funding will limit the Office's ability to ensure that sworn staff are adequately trained and meet POST training minimum requirements. Reducing Bomb Unit training will jeopardize the Unit's ability to stay in compliance with bomb technician certification requirements putting both the technicians and the public at risk. Limited ability to purchase "use of force" and tactical team supplies necessary for baseline operations including chemical agents and less lethal weapons supplies and systems. Payment of invoices will be delayed, payment errors may increase, processing of requests for goods and services may be delayed. Ability to timely prepare annual budget, grant applications and conduct analysis of projects and operations may be impacted. adversely affect the amount of quality control Records staff can accomplish in the databases utilized by the Sheriff's Office and other law enforcement agencies. Front lobby hours will be reduced by 4 hours a day.	-5.5
Total Sheriff			\$ 12,462,720		-60.5

Justice Functional Area - General Fund Reductions

Probation - GF Reduction included in Recommended Budget = \$5,309,440 (16%)

Div	Depart Priority	Summary of Proposed Program Reduction	Expenditure Reduction (Net) or Revenue Increase	Summary of Service Impacts (Include impacts on internal and external customers, the community, etc.)	Est. FTE Change
	1	Closure of the Supervised Own Recognizance Program. Eliminate 1.0 FTE Deputy Probation Officer (DPO) IV, 4.0 FTE DPO III, and 1.0 Legal Processor.	\$ 758,128	Supervised Own Recognizance (SOR) program assists in reducing the jail population through the pre-trial supervision of individuals who would otherwise be in custody pending disposition of their criminal matters. Prompt Court action is taken when clients fail to abide by the terms and conditions of the Court orders and/or program requirements.	-6
	2,3,4	Program Reduction Statement: Reduce 2.0 FTE JCC III & 1.0 JCC IV Programming staff at the Juvenile Hall.	\$ 347,036	Decreasing these programming positions will result in less individualized programming, and a reduction in specialized groups and immediate response to the most difficult youth. It is anticipated that it will also lead to some level of heightened tension throughout the institution.	-3
	5	Program Reduction Statement: Eliminate 3.0 FTE Juvenile Hall JCC II Security Positions	\$ 286,940	This reduction will reduce the am, pm and weekend shift by 1 security staff. In the budget processes of the last 2 years, security staff at the Juvenile Hall was reduced on each night shift by 1 staff. With adjustments to operations, e.g., occasional unescorted movements, it is believed this reduction can be managed on the three remaining shifts.	-3
	6	SAC Self Supporting	\$ 385,052	The SAC program currently funds 80% of its costs through contracted work projects. General fund support will be withdrawn and the program will attempt to support itself on revenue derived from contracted projects.	0
	7	Elimination of 1.0 FTE Juvenile DPO III	\$ 119,822	Juvenile Probation Officers divert approximately half of the 2900 youth who annually touch the system, while providing community interventions, referrals and family guidance. Reductions of staffing will eliminate the front end intervention and diversion services from the juvenile justice system. This would result in additional youth moving further into the criminal justice system.	-1

Justice Functional Area - General Fund Reductions

8	<p>Program Reduction Statement: Sierra Youth Center (SYC) Closure (with the exception of one work crew to be transferred to the Juvenile Hall & a secretary to Juvenile Probation). Eliminate 1.0 FTE Division Director, 1.0 Juvenile Correctional Counselor (JCC) IV, 4.0 JCC III, and 3.0 JCC II.</p>	\$ 1,092,400	<p>SYC is a gender responsive residential treatment program for girls committed by the Juvenile Court. The girls receive specific clinical services, educational mediation and motivation, life skills training, and intensive family counseling. It is anticipated that without the supervision and treatment of SYC, these higher risk, higher need girls are much more likely to recycle through the system, hurting themselves and others, leading to additional short-term and long-term costs for the system. Some will spend time in the Juvenile Hall; a small number may be placed home on Probation; and most will likely be sent to Placement. Under this proposal, 1 Weekend Work crew will continue. The Department is working with Human Services in evaluating whether a CBO could run a local "Sierra-like" placement program.</p>	-9
9	<p>Elimination of 1.0 FTE Adult DPO III</p>	\$ 123,522	<p>Adult Investigation Probation Officers provide mandated presentence investigation reports to the court on felony and serious misdemeanor cases. These reports assist the Court in determining appropriate sentences. Staffing reductions will require the Department to work with the Court to waive and/or change certain reports.</p>	-1
10	<p>Elimination of 1.0 FTE Department Analyst position.</p>	\$ 36,636	<p>Currently the Department is operating with five analysts. This elimination will require redistribution and evaluation of workloads amongst remaining analysts. Safety programs and strategic planning efforts will be hindered.</p>	-1
11	<p>Elimination of 3.0 FTE JCC II Juvenile Hall Floater positions.</p>	\$ 272,595	<p>This proposal is to reduce the pool of JCC II Floater positions from 12 to 9. Prior to the current fiscal year, the Juvenile Hall had been fully staffed for 6 units, which has generally been the operating population for several years. These positions are used to fill vacancies caused by anticipated time off, and other post vacancies on a monthly basis and are valuable in providing predictable, skilled relief coverage for normal staff vacancies. The remaining JCC floater positions as well as EH JCC pool will mitigate some of the loss of these positions. Two of these specific positions proposed for elimination have allowed the Department to perform upfront assessments of minors booked into the Juvenile Hall. This facilitates upstream and appropriate triage as minors work their way through the court process. Administration will review and adjust procedures for completion of initial assessments.</p>	-3

Justice Functional Area - General Fund Reductions

12	Closure of the Supervised Electronic Confinement (SEC) Program. Eliminate 1.0 FTE Deputy Probation Officer (DPO) IV and 2.0 FTE DPO III.	\$ 337,886	The SEC program allows sentenced individuals to serve mandatory jail commitments while confined to their homes, and monitored through a combination of electronic surveillance and contacts with the Probation Officer. Probation is working with the Sheriff on alternatives. This unit also processes county parole applications and supervises the very few offenders released on parole and work furlough. A Probation Officer will continue to be needed for a number of functions, including absorption of the referral process, criteria evaluation, and tracking of Work Release offenders who may be referred to the Volunteer Center.	-4
13	Reduction in Work Release	\$ 149,736	As a result of contract reductions for work services, and department budget reductions, the capacity of the Work Release program has been reduced by approximately 35%, thereby requiring fewer staff to process and monitor completion of jail days through the work program.	-2
14	Program Reduction Statement: Reduce Juvenile Probation Programming.	\$ 370,000	This reduction would redirect funding in Juvenile Probation and Camps Funding (JPCF) and Juvenile Justice Crime Prevention Act (JJCPA) currently used to fund front-end diversion programs throughout the County.	0
15	Program Reduction Statement: Juvenile Hall - Health Services Contract Change	\$ 230,371	The Department of Health Services currently supplies health and mental health services for the Probation Department's institutions. The Department worked closely with DHS in determining how and what services could be changed to realize savings, while assuring the appropriate level of institutions' services are maintained.	0
16	Program Reduction Statement: replace general fund support for 4.0 FTE Juvenile Correctional Counselors II with the Youthful Offender Block grant.	\$ 443,892	The YOBG legislation requires counties to use funds to enhance the capacity of county probation to provide appropriate rehabilitative and supervision services to youthful offenders and manage minors who had previously been committed to the Department of Juvenile Justice. The YOBG revenue is currently funding a number of treatment programs for youth, such as the Evening Reporting Center (ERC). Legislation establishing YOBG has led to an increase in minors serving time in the Juvenile Hall.	0
17	Program Reduction Statement: Supervised Adult Crew (SAC) Reductions - Position reductions approved in February 2011	\$ 169,700	SAC crews are supervised by sworn Peace Officers, Probation Industry Crew Supervisors (PICS). The crews are made up of both inmates from NCDF and offenders ordered to serve time by the Court. The program reduction is required due to a decline in the amount of available work. There will be fewer inmates needed and the excess offenders will be reassigned to electronic monitoring and/or volunteer work.	0

Justice Functional Area - General Fund Reductions

18	Program Reduction Statement: Replace one Juvenile Correctional Counselor III (Community Detention staff) with a Probation Assistant	\$ 28,124	Community Detention (CD) is the Probation Department's electronic monitoring program for juveniles. If not on CD, these juveniles would otherwise be in the Juvenile Hall. This reduction would reduce the "face to face" field contacts by CD staff, necessitating a review of the current process, with consideration of additional triage based on offense and risk level of youth.	0
19	Program Reduction Statement: ISD Savings	\$ 157,600	These savings are a result of reduced rates provided by ISD which are based on a reduction in the services they are able to provide.	0
Total Probation		\$ 5,309,440		-33

Justice Functional Area - General Fund Reductions

District Attorney - GF Reduction included in Recommended Budget = \$2,415,352 (16%)

Div	Depart Priority	Summary of Proposed Program Reduction	Expenditure Reduction (Net) or Revenue Increase	Summary of Service Impacts (Include impacts on internal and external customers, the community, etc.)	Est. FTE Change
	1	Eliminate Victim Advocate	\$ 91,992	Impact ability to meet the constitutional mandate of Marsy's Law regarding victims' rights relating to criminal prosecutions also could lead to increased case delays, jeopardizing outcomes and impact ability to provide court support for victims. Victims may become less participative in the criminal justice process, leading to adverse case outcomes, impacting law enforcement and other criminal justice partners.	-1
	2	Eliminate 1.0 Investigator	\$ 177,686	Would leave only the ability to provide the most basic services in preparation for felony trial cases, prioritized by seriousness. No ability to respond to web site inquiries by the public. No participation in the county's threat assessment team. No assistance to allied law enforcement agencies.	-1
	3	Eliminate DDA - Redwood Children's Center assignment.	\$ 145,223	Attorney coverage at RCC will be provided by the Deputy District Attorneys assigned to Juvenile Court, rather than by a single dedicated attorney assigned specifically to RCC for the multi-disciplinary interviews of vulnerable child victims. Covering these interviews with Juvenile Court staff will be difficult, resulting in delayed case filing decisions and proceedings. Delaying or not providing legal guidance from an onsite prosecutor, will impact RCC staff and law enforcement, and will impact overall ability to attain best case outcomes.	-1
	4	Eliminate Legal Processor	\$ 69,541	Calendaring Unit. This will reduce the ability of staff to prepare files for the Courtrooms. Attorneys may not have all the necessary information at hand, which could lead to case processing delays or jeopardize case outcomes.	-1
	5	Eliminate DDA	\$ 219,332	Will cause delays in criminal case processing. Will result in inability to prosecute quality of life crimes, such as drunk in public, graffiti, vandalism, fighting in public, as well as personal use of controlled substances. Will result in inability to prosecute parole violations that are non-violent misdemeanor offenses.	-1
	6	Eliminate 1.8 Legal Asst	\$ 184,847	Slow down processing of complaints and result in missing key court dates.	-1.8

Justice Functional Area - General Fund Reductions

7	Eliminate Asst DA	\$ 209,032	Loss of critical support in creating and carrying out organizational policies and mission; in providing critical input to the District Attorney; and in maintaining historical and institutional perspective, knowledge and experience in management of the office and relations with county departments, criminal justice and other collaborative partners. Loss of sufficient management and day-to-day guidance, oversight and support of units, supervisors, and staff. On top of attorney losses, and manager's increased caseloads, will jeopardize adequate training and supervision, as well as responsiveness to the public and law enforcement and community partners on public safety and upstream and outreach efforts, such as the Family Justice Center. May increase department's liabilities. Loss of critical transition leadership and stability.	-1
8	Eliminate Sr Investigator	\$ 198,000	Will increase ratio of supervisor to line worker to double professional standards. Liability and performance issues will likely be affected. Sensitive case investigations such as Internal Affairs, confidential, conflict and background investigations will lack requisite level of expertise and confidentiality.	-1
9	Eliminate 1.0 Investigator	\$ 177,686	Would leave only the ability to provide the most basic services in preparation for felony trial cases, prioritized by seriousness. No ability to respond to web site inquiries by the public. No participation in the county's threat assessment team. No assistance to allied law enforcement agencies.	-1
10	Eliminate Investigator	\$ 170,812	Investigations on environmental, consumer, and most fraud complaints may be limited as the Bureau shifts toward covering basic trial support. Fines and fees recovered during settlement of these cases provides revenue not only for the District Attorney, but for other county departments, as well as local and state agencies.	-1
11	Eliminate Secretary	\$ 88,576	This eliminates key support for the Family Justice Center, as well as support for training, management staff, human resources functions, as well as support for instruction and collaboration with other departments and outside agencies.	-1
12	Diversion Services Program Change	\$ 188,127	Restructure Diversion Services Program to a self pay program	0
13, 14, 15, 16,	Increase Revenues from Asset Forfeiture and Consumer / Environmental Trust, and DUI prosecutions.	\$ 206,336	Increase Revenues from Asset Forfeiture and Consumer/Environmental Trust, and for DUI prosecutions. No adverse impact.	0

Justice Functional Area - General Fund Reductions					
	17	Reduce paid law clerk program	\$ 116,414	Will impact timely response to motions and written responses to some motions causing delays and affecting case outcomes. May impact ability to uphold convictions on appeal and appeal outcomes.	0
	18, 19, 20, 21, 22, 23, 24,	Reduced Administrative /Vehicle use/travel and training costs/overtime	\$ 171,748	Loss of Vehicle access may require reliance on other agencies and assistance in the service of Subpoenas. Loss of training may lead to inefficiencies and delays in handling cases.	0
Total District Attorney			\$ 2,415,352		-11.8

Justice Functional Area - General Fund Reductions

Public Defender - GF Reduction included in Recommended Budget = \$1,499,520 (16%)

Div	Depart Priority	Summary of Proposed Program Reduction	Expenditure Reduction (Net) or Revenue Increase	Summary of Service Impacts (Include impacts on internal and external customers, the community, etc.)	Est. FTE Change
	1	Reduce 2-Deputy Public Defenders	\$ 416,038	Discontinue coverage in one misdemeanor department and limit non-constitutionally mandated appointments. Approximately 3,200 defendants will require court appointed counsel at County expense.	-2
	2	Reduce 2-Deputy Public Defenders	\$ 416,038	Discontinue coverage in one felony trial department and limit non-constitutionally mandated appointments. Approximately 500 defendants will require court appointed counsel at County expense.	-2
	3	Reduce 1-Chief Deputy Public Defenders	\$ 145,570	Discontinue coverage in one misdemeanor trial department and limit non-constitutionally mandated appointments. Approximately 3,200 defendants will require court appointed counsel at County expense.	-1
	4	Reduce 1-Deputy Public Defender Investigator and hold vacant 1 DPD Inv for partial year.	\$ 450,501	Workload is expected to be reduced due to other staffing reductions and remaining workload will be spread amongst remaining investigators.	-1
	5	Reduce service and supplies	\$ 71,373		
Total Public Defender			\$ 1,499,520		-6

Court Support & Grand Jury - GF Reduction included in Recommended Budget = \$7,000 (9%)

Div	Depart Priority	Summary of Proposed Program Reduction	Expenditure Reduction (Net) or Revenue Increase	Summary of Service Impacts (Include impacts on internal and external customers, the community, etc.)	Est. FTE Change
	1	Service and Supply reductions	\$ 7,000	The expenditure reduction of \$7,000 will require changes in training, meeting, publishing and distribution practices. The Grand Jury Final report will be managed with reduced costs for print media and increased use of web site and library access.	
Total Reduction in Recommended Budget			\$ 7,000		0
Total Justice Service GF Reductions			\$ 21,694,032		-111.30

Dept. of Health Services - Non-GF Reduction included in Recommended Budget = \$4,049,310

Div	Depart Priority	Summary of Proposed Program Reduction	Expenditure Reduction (Net) or Revenue Increase	Summary of Service Impacts (Include impacts on internal and external customers, the community, etc.)	Est. FTE Change
MCH		Community Challenge Grant Program funding	\$ 210,000	Eliminates pregnancy prevention program contracts.	0.00
Hlthy Comm		Substance Abuse Mental Health Services Act (Appropriation)	\$ 63,679	Eliminates community education on substance use in senior populations.	0.00
Hlthy Comm		Safe & Drug Free Schools and Communities Grant Program	\$ 216,623	Eliminates substance use education and prevention services.	0.00
Hlthy Comm		HIV Emergency Relief Project Grant (Ryan White Part A)	\$ 812,921	Eliminates HIV prevention and clinical services in the community.	0.00
Prprdns		Public Health Emergency Response Grant	\$ 356,060	Eliminates some Public Health emergency response planning.	0.00
EMS		Reduction of emergency medical services State regionalization, Maddy, and SB1773 funding.	\$ 1,360,499	Eliminates reimbursement to emergency physicians and hospital emergency rooms and reduce EMS Agency's capacity to meet compliance mandates.	-1.00
ACC		Reduction in City contract revenue.	\$ 187,948	Reduced general fund for ACC impacting payment under City contracts.	0.00
BH		Reduction to MOU with Sheriff's Office for inmate mental health services	\$ 500,000	Result of Sheriff reduction on page 29. Inmate mental health program redesigned. May result in inmates having longer stays in jail.	-0.28
PH		Reduction to MOU with HSD for Public Health Nursing Services at Redwood Children's Center	\$ 78,139	Result of HSD reduction on page 15. DHS will provide medical examinations within existing DHS resources.	0.00
PH - Juv Prob		Reduction in MOU with Probation Department for Juvenile Hall.	\$ 263,441	Result of Probation Department reduction on page 34. Decreased 1.75 staff may result in delays in service and reduced coverage while assuring appropriate services are maintained.	-1.75
Total Reduction in Recommended Budget			\$ 4,049,310		-3.03

D



PRIORITY RESTORATIONS FOR CONSIDERATION

#	Department	Summary of Proposed Restoration	Net Cost	FTE
ADMINISTRATION AND FISCAL				
1	Clerk-Rec	Restore 1.0 Election Specialist II	\$ 84,516	1.00
2	Clerk-Rec	Restore 2.0 Assessment Clerk positions	\$ 158,039	2.00
CRIMINAL JUSTICE				
3	Sheriff	Retain Domestic Violence/ Sexual Assault /Violent Crimes Units	\$ 697,000	3.00
4	Sheriff	Restore additional \$900k for helicopter program. Would increase total funding for FY 11-12 to \$1.2M. Would reduce service from 24/7 to 8/5 and call outs.	\$ 900,000	3.00
5	Sheriff	Continue partial funding for MAGNET Unit Gang	\$ 292,197	1.00
6	Sheriff	Restore 1 of 2 correctional sergeants (NCDF 101)	\$ 200,492	2.00
7	Probation	Partially restore funding for Supervised Own Recognizance Program. Retain 3 of 6 FTE's.	\$ 390,000	6.00
8	Probation	Retain 2.0 FTE JCC III & 1.0 JCC IV staff at the Juvenile Hall	\$ 347,036	3.00
9	Probation	Retain 3.0 FTE Juvenile Hall JCC II Security Positions	\$ 286,940	3.00
10	Probation	Restore funding for Sierra	\$ 1,092,400	9.00
11	DA	Retain Victim Advocate	\$ 91,992	1.00
12	DA	Retain 1.0 Investigator	\$ 177,686	1.00
13	DA	Retain DDA - Redwood Children's Center	\$ 145,223	1.00
14	PD	Retain funding for 2-Deputy Public Defenders	\$ 416,038	2.00
HEALTH & HUMAN SERVICES				
15	Health Serv	Restore funding for 2.0 FTE Animal Care Assistant positions.	\$ 68,835	2.00
16	Health Serv	Fill vacancies in Behavioral Health Division substance use; retain capacity for 38 slots to reduce jail time while waiting placement	\$ 211,373	0.00
17	Health Serv	Restore funding for 0.2 FTE of Jail Discharge Planner, and Mobile Crisis Team.	\$ 103,328	0.20
18	Human Serv	Retain funding for Redwood Children's Center services until moved to FJC	\$ 285,760	1.25
19	Human Serv	Retain funding for 1 additional Veteran Services Officer. Position is 50% revenue offset.	\$ 43,267	1.00
DEVELOPMENT SERVICES				
20	PRMD	Restore 3.0 of 4.0 FTE's Comprehensive Planning Division staff.	\$ 383,501	4.00
21	Fire/ES	Restore extra-help and maintain funding for 1 EOC position.	\$ 132,000	0.20
22	TPW-Roads	Restore road materials and rental equipment to maintain 100 miles of roads	\$ 842,893	1.00
23	TPW-Roads	Maintain funding for Seasonal Summer Crossing at Asti and Vacation Beach.	\$ 52,500	0.00
24	TPW-Roads	Restore School Crossing Guard Agreements	\$ 22,000	0.00
25	CDC	Restore funding for grants to Human Services Providers to FY 10-11 level (\$300k for grants included in Supplemental, \$280k additional would restore to \$580k total	\$ 280,000	0.00
OTHER				
26	Cap Projects	Funding to move TWP to consolidate Clerk-Recorder Assessor	Unknown	0.00
27	Cap Projects	FJC Phase II - Complete 2nd floor including Children's Interview and Examination Room. (estimated construction and relocation cost)	\$ 900,000	0.00
TOTAL			\$ 8,605,016	47.65



E



MANAGEMENT TO LINE STAFF RATIO CONSIDERATIONS

Interest has been expressed in the management to line staff ratios at the County. Human Resources staff has analyzed position allocation data from the budget for fiscal year 2005/06 to the present to observe the trend over the past 5 years. The overall management to line staff ratio has decreased slightly from 2005/06 to the present, meaning the percentage of management classifications has increased in relation to line staff. Both management and non-management ranks have been reduced over the time period. The data has been looked at two ways:

1. Management defined as classifications which have supervisory responsibilities (Exhibit A)
2. Management defined as classifications which receive management benefits (Exhibit B)

The definition of management for the data in Exhibit A is more commonly used in studies referencing span of control. Span of control refers to the direct supervision of staff and may or may not reflect management status.

Management level staff may be compensated and organizationally placed based upon specialized training and/or education, skills, and salary market factors, not necessarily supervisory duties.

The data is organized by department. It should be noted that the Board of Supervisors/County Administrator, County Counsel, and Human Resources departments have higher ratios due to the fact that these departments are predominantly management functions.

Span of Control

The issue of proper management to non-management employee ratios is complex and elusive. There is no one "proper" ratio – staffing complements should be defined by the function of the unit/department, the role each position fills, the degree of influence and responsibility each position holds, the span of authority and consequence of error or misjudgment positions hold, and a variety of other considerations.

Exhibit C illustrates factors and their influence on span of control.

Some management theorists advocate high ratios of staff to managers, particularly for work environments where the work is least complex and is similar between employees. However most studies conclude that there is no one ideal structure that fits all organizations or all functions in an organization. Attempting to compare to other organizations can also be problematic due to different organizational structures, definitions of management, and services provided.

Spans of control that are too wide can lead to managers that are overburdened and line staff without proper direction leading to organizational inefficiencies. Conversely, spans of control that are too narrow can cause underutilization of management who could supervise more employees as well as line staff who could handle additional responsibility. Moving the organization to an optimal management/line ratio could lead to more efficient operations.

The challenge is achieving an effective management to line staff ratio considering the organizational structure, purpose, and goals. Organizational restructuring and reductions in staff further complicate this analysis, since there may be short term changes in ratios for sound organizational reasons.

Recommendations

1. As vacancies occur, departments reorganize, and positions are eliminated, encourage Department Heads to consider optimal management line staff ratios based on their organizational needs, structure and the type of work performed.
2. Update Attachments A and B in January, 2012, to evaluate any changes to the data as vacant positions are swept from County allocation lists, and reassess the need for further action at that time.

Exhibit A

PERMANENT POSITION SUMMARY (BY DEPARTMENT)
Mgmt. Defined by Management Duties, not B/U

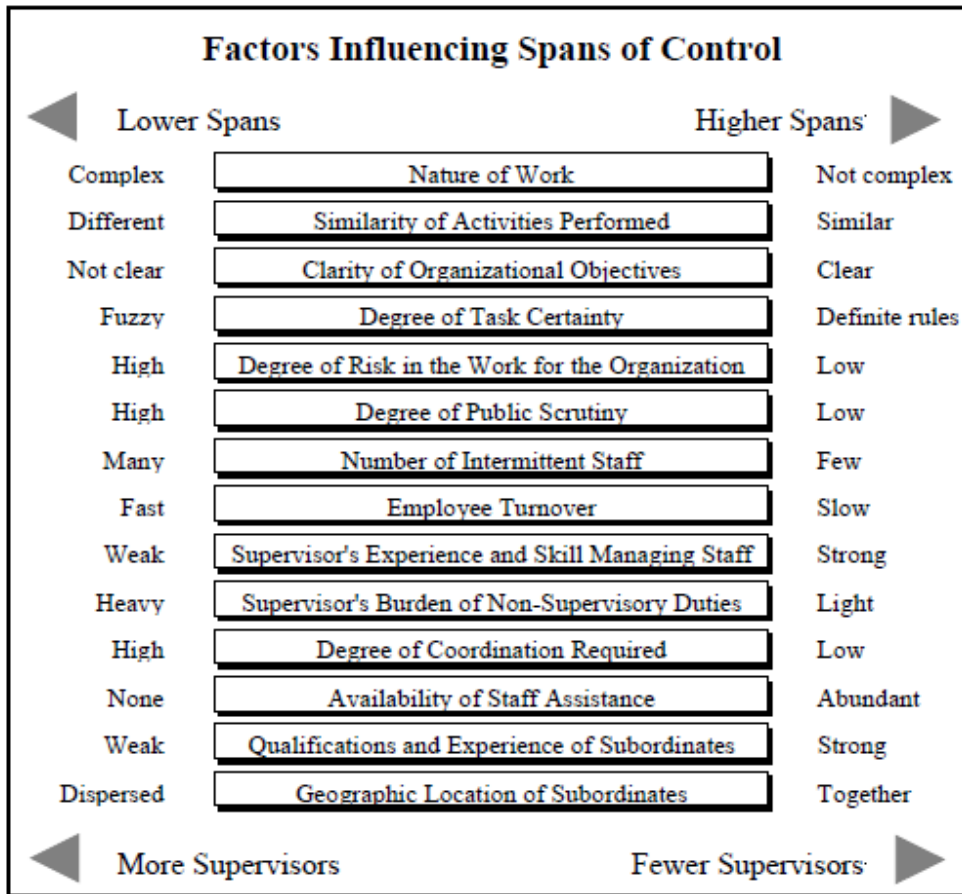
Department	2005-06				2006-07				2007-08				2008-09				2009-10				2010-11				2011-12				
	Adopted	Mgmt	%	S-M Rat.	Adopted	Mgmt	%	S-M Rat.	Adopted	Mgmt	%	S-M Rat.	Adopted	Mgmt	%	S-M Rat.	Adopted	Mgmt	%	S-M Rat.	Adopted	Mgmt	%	S-M Rat.	REC	Mgmt	%	S-M Rat.	
BOS/CAO	31.29	16.99	54%	0.84	31.34	16.99	54%	0.84	31.34	15.99	51%	0.96	34.35	19.00	55%	0.81	32.34	18.99	59%	0.70	32.05	18.50	58%	0.73	27.55	17.00	62%	0.62	
County Counsel	33.50	7.00	21%	3.79	35.75	7.00	20%	4.11	36.25	7.00	19%	4.18	36.25	7.00	19%	4.18	37.25	7.00	19%	4.32	37.25	7.00	19%	4.32	36.05	7.00	19%	4.15	
Human Resources	55.40	14.00	25%	2.96	55.00	14.00	25%	2.93	60.75	15.00	25%	3.05	65.25	17.00	26%	2.84	61.25	16.00	26%	2.83	55.47	15.00	27%	2.70	46.50	14.00	30%	2.32	
Information Systems	130.00	26.00	20%	4.00	131.00	25.00	19%	4.24	133.00	26.00	20%	4.12	133.00	27.00	20%	3.93	132.00	28.00	21%	3.71	119.50	27.00	23%	3.43	110.50	24.00	22%	3.60	
General Services	128.00	27.00	21%	3.74	129.00	28.00	22%	3.61	128.00	28.00	22%	3.57	130.00	32.00	25%	3.06	123.55	31.00	25%	2.99	117.00	33.00	28%	2.55	112.20	35.00	31%	2.21	
Clerk Recorder Assessor	123.60	10.00	8%	11.36	120.00	10.00	8%	11.00	120.00	10.00	8%	11.00	119.99	10.00	8%	11.00	112.25	11.00	10%	9.20	105.25	11.00	10%	8.57	100.73	10.00	10%	9.07	
ACTTC	107.76	37.00	34%	1.91	106.75	37.00	35%	1.89	107.75	37.00	34%	1.91	106.75	37.00	35%	1.89	106.75	38.00	36%	1.81	100.75	38.00	38%	1.65	91.00	37.00	41%	1.46	
Permit and Resource Mgmt	164.00	17.00	10%	8.65	168.00	17.00	10%	8.88	166.00	16.00	10%	9.38	166.00	16.00	10%	9.38	140.00	14.00	10%	9.00	120.50	13.00	11%	8.27	96.00	11.00	11%	7.73	
Economic Development Board	3.50	2.50	71%	0.40	3.50	2.50	71%	0.40	3.50	2.50	71%	0.40	3.50	2.50	71%	0.40	3.50	2.50	71%	0.40	3.50	2.50	71%	0.40	4.50	3.50	78%	0.29	
Regional Parks	88.80	10.50	12%	7.46	90.30	10.00	11%	8.03	93.05	10.00	11%	8.31	94.55	11.00	12%	7.60	93.05	11.00	12%	7.46	92.55	12.00	13%	6.71	81.55	12.55	15%	5.50	
Public Works	243.50	24.50	10%	8.94	241.00	25.50	11%	8.45	241.00	24.50	10%	8.84	238.00	25.50	11%	8.33	208.51	23.50	11%	7.87	185.75	22.75	12%	7.16	183.77	21.75	12%	7.45	
Sheriff/Adult Detention	693.24	47.00	7%	13.75	704.74	49.00	7%	13.38	713.74	47.00	7%	14.19	716.74	48.00	7%	13.93	694.74	47.00	7%	13.78	646.64	44.00	7%	13.70	590.00	41.00	7%	13.39	
District Attorney	115.75	10.00	9%	10.58	118.75	10.00	8%	10.88	124.27	10.00	8%	11.43	125.25	11.00	9%	10.39	125.55	11.00	9%	10.41	120.55	11.00	9%	9.96	108.75	10.00	9%	9.88	
Probation/Juvenile Institutions	282.35	17.00	6%	15.61	286.85	17.00	6%	15.87	308.10	19.00	6%	15.22	313.85	20.00	6%	14.69	305.85	20.00	7%	14.29	288.35	20.00	7%	13.42	247.60	18.00	7%	12.76	
Public Defender	47.00	6.00	13%	6.83	49.00	6.00	12%	7.17	52.00	6.00	12%	7.67	52.00	6.00	12%	7.67	54.00	6.00	11%	8.00	51.00	6.00	12%	7.50	45.00	4.00	9%	10.25	
Human Services	607.15	68.00	11%	7.93	608.15	68.00	11%	7.94	641.40	78.00	12%	7.22	647.40	75.00	12%	7.63	631.60	73.00	12%	7.65	661.60	77.00	12%	7.59	652.60	74.50	11%	7.76	
Health Services	615.17	87.21	14%	6.05	612.40	89.00	15%	5.88	622.67	95.01	15%	5.55	577.42	94.00	16%	5.14	506.60	81.25	16%	5.24	424.93	70.65	17%	5.01	466.39	80.40	17%	4.80	
Dept of Child Support Services	152.00	14.00	9%	9.86	152.00	14.00	9%	9.86	152.00	14.00	9%	9.86	144.00	15.00	10%	8.60	128.50	14.00	11%	8.18	114.50	7.00	6%	15.36	107.50	8.00	7%	12.44	
Agricultural Commissioner	58.50	8.00	14%	6.31	61.01	8.00	13%	6.63	66.00	8.00	12%	7.25	66.00	8.00	12%	7.25	64.75	9.00	14%	6.19	63.25	9.00	14%	6.03	32.75	6.00	18%	4.46	
UC Cooperative Extension	8.00	1.00	13%	7.00	8.60	1.00	12%	7.60	10.60	1.00	9%	9.60	9.93	1.00	10%	8.93	8.25	1.00	12%	7.25	6.04	0.50	8%	11.08	3.75	0.00	0%	n/a	
Fire and Emergency Svcs Dept	20.50	6.00	29%	2.42	22.50	7.00	31%	2.21	20.50	6.00	29%	2.42	20.50	6.00	29%	2.42	20.50	6.00	29%	2.42	18.00	5.00	28%	2.60	19.40	5.00	26%	2.88	
Ag Pres/Open Space Dist	18.00	5.00	28%	2.60	18.00	5.00	28%	2.60	18.00	5.00	28%	2.60	24.00	8.00	33%	2.00	24.00	8.00	33%	2.00	26.35	9.50	36%	1.77	26.52	9.50	36%	1.79	
Water Agency	200.00	36.00	18%	4.56	206.00	35.00	17%	4.89	206.00	37.00	18%	4.57	211.00	41.00	19%	4.15	211.00	41.00	19%	4.15	197.00	41.75	21%	3.72	195.50	41.00	21%	3.77	
Community Development	46.00	10.00	22%	3.60	46.00	10.00	22%	3.60	43.00	9.00	21%	3.78	41.00	7.00	17%	4.86	41.00	7.00	17%	4.86	41.00	7.00	17%	4.86	43.00	6.00	14%	6.17	
Fairgrounds	40.10	6.00	15%	5.68	40.10	6.00	15%	5.68	42.10	6.00	14%	6.02	39.00	5.00	13%	6.80	36.75	4.00	11%	8.19	37.75	5.00	13%	6.55	36.75	6.00	16%	5.13	
Library	130.30				131.30				138.30				138.30				138.30				138.32				138.32				
TOTALS (FTE)	4,143.41	513.70	13%	7.07	4,177.04	517.99	13%	7.06	4,279.32	533.00	13%	7.03	4,254.03	549.00	13%	6.75	4,041.84	529.24	14%	6.64	3,804.85	513.15	14%	6.41	3,604.18	502.20	14%	6.18	
Total (minus Library):	4013.11				4045.74				4141.02				4115.73				3903.54				3666.53				3465.86				

Exhibit B

PERMANENT POSITION SUMMARY (BY DEPARTMENT)

Mgmt. Defined by B/U

Department	2005-06				2006-07				2007-08				2008-09				2009-10				2010-11				2011-12			
	Adopted	Mgmt	%	S-M Rat.	Adopted	Mgmt	%	S-M Rat.	Adopted	Mgmt	%	S-M Rat.	Adopted	Mgmt	%	S-M Rat.	Adopted	Mgmt	%	S-M Rat.	Adopted	Mgmt	%	S-M Rat.	REC	Mgmt	%	S-M Rat.
BOS/CAO	31.29	21.74	69%	0.44	31.34	21.79	70%	0.44	31.34	21.79	70%	0.44	34.35	24.80	72%	0.39	32.34	23.79	74%	0.36	32.05	24.30	76%	0.32	27.55	21.80	79%	0.26
County Counsel	33.50	23.50	70%	0.43	35.75	25.75	72%	0.39	36.25	26.25	72%	0.38	36.25	26.25	72%	0.38	37.25	27.25	73%	0.37	37.25	27.25	73%	0.37	36.05	26.05	72%	0.38
Human Resources	55.40	28.90	52%	0.92	54.00	30.00	56%	0.80	60.75	32.75	54%	0.85	65.25	35.75	55%	0.83	61.25	34.75	57%	0.76	55.47	32.61	59%	0.70	46.50	27.00	58%	0.72
Information Systems	130.00	25.00	19%	4.20	131.00	24.00	18%	4.46	133.00	25.00	19%	4.32	133.00	25.00	19%	4.32	132.00	26.00	20%	4.08	119.50	25.00	21%	3.78	110.50	22.00	20%	4.02
General Services	128.00	23.00	18%	4.57	129.00	24.00	19%	4.38	128.00	24.00	19%	4.33	130.00	27.00	21%	3.81	123.55	27.00	22%	3.58	117.00	30.00	26%	2.90	112.20	32.00	29%	2.51
Clerk Recorder Assessor	123.60	10.00	8%	11.36	120.00	10.00	8%	11.00	120.00	10.00	8%	11.00	119.99	10.00	8%	11.00	112.25	11.00	10%	9.20	105.25	11.00	10%	8.57	100.73	10.00	10%	9.07
ACTTC	107.76	36.00	33%	1.99	106.75	36.00	34%	1.97	107.75	36.00	33%	1.99	106.75	36.00	34%	1.97	106.75	37.00	35%	1.89	100.75	37.00	37%	1.72	91.00	36.00	40%	1.53
Permit and Resource Mgmt	164.00	17.00	10%	8.65	168.00	17.00	10%	8.88	166.00	16.00	10%	9.38	166.00	16.00	10%	9.38	140.00	14.00	10%	9.00	120.50	13.00	11%	8.27	96.00	11.00	11%	7.73
Economic Development Board	3.50	2.00	57%	0.75	3.50	2.00	57%	0.75	3.50	2.00	57%	0.75	3.50	2.00	57%	0.75	3.50	2.00	57%	0.75	3.50	2.00	57%	0.75	4.50	2.00	44%	1.25
Regional Parks	88.80	9.50	11%	8.35	90.30	9.00	10%	9.03	93.05	10.00	11%	8.31	94.55	11.00	12%	7.60	93.05	11.00	12%	7.46	92.55	12.00	13%	6.71	81.55	12.55	15%	5.50
Public Works	243.50	23.50	10%	9.36	241.00	24.50	10%	8.84	241.00	23.50	10%	9.26	238.00	24.50	10%	8.71	208.51	21.50	10%	8.70	185.75	20.75	11%	7.95	183.77	19.75	11%	8.30
Sheriff/Adult Detention	693.24	45.00	6%	14.41	704.74	46.00	7%	14.32	713.74	45.00	6%	14.86	716.74	46.00	6%	14.58	694.74	43.00	6%	15.16	646.64	40.00	6%	15.17	590.00	37.00	6%	14.95
District Attorney	115.75	51.00	44%	1.27	118.75	53.00	45%	1.24	124.27	56.00	45%	1.22	125.25	56.00	45%	1.24	125.55	56.00	45%	1.24	120.55	54.00	45%	1.23	108.75	51.00	47%	1.13
Probation/Juvenile Institutions	282.35	17.00	6%	15.61	286.85	17.00	6%	15.87	308.10	18.00	6%	16.12	313.85	19.00	6%	15.52	305.85	19.00	6%	15.10	288.35	19.00	7%	14.18	247.60	17.00	7%	13.56
Public Defender	47.00	28.00	60%	0.68	49.00	30.00	61%	0.63	52.00	32.00	62%	0.63	52.00	32.00	62%	0.63	54.00	33.00	61%	0.64	51.00	31.00	61%	0.65	45.00	26.00	58%	0.73
Human Services	607.15	64.00	11%	8.49	608.15	64.00	11%	8.50	641.40	72.00	11%	7.91	647.40	70.00	11%	8.25	631.60	68.00	11%	8.29	661.60	70.00	11%	8.45	652.60	68.00	10%	8.60
Health Services	615.17	83.71	14%	6.35	612.40	85.50	14%	6.16	622.67	92.01	15%	5.77	577.42	91.00	16%	5.35	506.60	77.95	15%	5.50	424.93	67.65	16%	5.28	466.39	71.40	15%	5.53
Dept of Child Support Services	152.00	20.00	13%	6.60	152.00	20.00	13%	6.60	152.00	20.00	13%	6.60	144.00	21.00	15%	5.86	128.50	18.00	14%	6.14	114.50	12.00	10%	8.54	107.50	12.00	11%	7.96
Agricultural Commissioner	58.50	7.00	12%	7.36	61.01	7.00	11%	7.72	66.00	7.00	11%	8.43	66.00	7.00	11%	8.43	64.75	8.00	12%	7.09	63.25	8.00	13%	6.91	32.75	6.00	18%	4.46
UC Cooperative Extension	8.00	1.00	13%	7.00	8.60	1.00	12%	7.60	10.60	1.00	9%	9.60	9.93	1.00	10%	8.93	8.25	1.00	12%	7.25	6.04	0.50	8%	11.08	3.75	0.00	0%	n/a
Fire and Emergency Svcs Dept	20.50	5.00	24%	3.10	22.50	6.00	27%	2.75	20.50	5.00	24%	3.10	20.50	5.00	24%	3.10	20.50	5.00	24%	3.10	18.00	5.00	28%	2.60	19.40	5.00	26%	2.88
Ag Pres/Open Space Dist	18.00	5.00	28%	2.60	18.00	5.00	28%	2.60	18.00	5.00	28%	2.60	24.00	7.00	29%	2.43	24.00	7.00	29%	2.43	26.35	7.00	27%	2.76	26.52	7.00	26%	2.79
Water Agency	200.00	36.00	18%	4.56	206.00	35.00	17%	4.89	206.00	37.00	18%	4.57	211.00	41.00	19%	4.15	211.00	41.00	19%	4.15	197.00	41.75	21%	3.72	195.50	41.00	21%	3.77
Community Development	46.00	10.00	22%	3.60	46.00	10.00	22%	3.60	43.00	9.00	21%	3.78	41.00	7.00	17%	4.86	41.00	7.00	17%	4.86	41.00	7.00	17%	4.86	43.00	6.00	14%	6.17
Fairgrounds	40.10	6.00	15%	5.68	40.10	6.00	15%	5.68	42.10	6.00	14%	6.02	39.00	5.00	13%	6.80	36.75	4.00	11%	8.19	37.75	5.00	13%	6.55	36.75	6.00	16%	5.13
Library	130.30				131.30				138.30				138.30				138.30				138.32				138.32			
TOTALS (FTE)	4,143.41	598.85	15%	5.92	4,176.04	609.54	15%	5.85	4,279.32	632.30	15%	5.77	4,254.03	646.30	16%	5.58	4,041.84	623.24	16%	5.49	3,804.85	602.81	16%	5.31	3,604.18	573.55	17%	5.28
Total (minus Library):	4013.11				4044.74				4141.02				4115.73				3903.54				3666.53				3465.86			



This figure is adapted from the City of Portland Audit Services Division's Span of Control Stud, 1994, p11-3.



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OFFICE OF THE COUNTY ADMINISTRATOR

COUNTY OF SONOMA

575 ADMINISTRATION DRIVE – ROOM 104A
SANTA ROSA, CALIFORNIA 95403-2888
TELEPHONE (707) 565-2431
FAX (707) 565-3778

Veronica A. Ferguson
COUNTY ADMINISTRATOR
LORI NORTON
DEP. COUNTY ADMINISTRATOR
CHRIS THOMAS
DEP. COUNTY ADMINISTRATOR

June 13, 2011

TO: Board of Supervisors
FROM: County Administrator's Office

SUBJECT: FY 2011-12 Advertising Budget

Transient Occupancy Tax (TOT)

Transient Occupancy Tax of 9% is charged on all hotels, motels, bed and breakfasts, inns, and campgrounds in the unincorporated area of the county. This tax is paid on a quarterly basis. Per Board policy, the proceeds of this tax are distributed between the General Fund (25%) and the Advertising Fund (75%). The Advertising Fund finances Economic Development and the Advertising budgets. The Advertising budget also funds a portion of Regional Parks operations and maintenance costs and other departmental projects.

Transient Occupancy Tax History

The chart below summarizes TOT revenues for the past 10 years, and includes quarterly collections and delinquencies. In FY 10-11, based on the recent collection report (January to March 2011 Quarter), revenues are 7% (\$760,000) more than the prior year's total collections. Total collections include one-time delinquent TOT payments totaling \$160,000.

The existing revenue base (not including delinquent amounts) is expected to grow 5% from current year estimates.

TOT COLLECTIONS

Fiscal Year	General Fund	Advertising Fund	Total	Percent Change
FY 01-02	\$1,377,891	\$4,133,674	\$5,511,565	-2.9
FY 02-03	\$1,356,225	\$4,068,676	\$5,424,901	-1.6
FY 03-04	\$1,316,006	\$3,948,019	\$5,264,025	-3.0
FY 04-05	\$1,387,624	\$4,162,874	\$5,550,498	5.4
FY 05-06	\$1,551,633	\$4,654,899	\$6,206,532	11.8
FY 06-07	\$1,640,301	\$5,703,502	\$7,164,670	15.4
FY 07-08	\$1,996,885	\$5,990,665	\$7,987,550	11.5
FY 08-09	\$1,864,211	\$5,592,631	\$7,456,842	-6.6
FY 09-10	\$1,784,503	\$5,353,509	\$7,138,012	-4.3
FY 10-11 Est.	\$1,939,829	\$5,819,486	\$7,759,315	8.7

Budget Policy Workshop (May 10, 2011) Overview

The Board approved changes to the Advertising policy as follows:

- A. Rename Category A from Chambers of Commerce to Economic Development to provide the Board the flexibility to invest in specific projects/initiatives that will expand or stimulate the county's economic vitality. Recipients for this expanded category may be internal and/or external.
- B. Update Category A – Chambers of Commerce per agency funding cap from \$12,00 to \$13,200 to match the current maximum amount.
- C. Revise Category H – Major County Events and Cultural Organizations to add award criteria that confirms the county investment will result in increased heads-in-beds, and supports the local economy. In addition, staff recommends increasing this category cap to \$350,000.
- D. Update Category J – Departmental Activities to limit administrative costs not exceed 10% of budgeted revenues.

The Board also reviewed multi-year fiscal projections, which included the following baseline recommendations:

1. 5% TOT growth in FY 11-12 and 2-3% annually afterwards. Revenue projections do not include any new room revenues, as major new projects have been on hold for two years;
2. \$590,000 for existing advertisers, which is the same as last year and continues 10% decrease funding from FY 09-10;
3. \$3.14 million flat level support to Economic Development and Regional Parks with a 2% annual increase for future years;
4. \$1,659,700 to the SCTB following the policy's designation of investing the first 2% of collected TOT collections;
5. \$100,000 one-time support to finance the 3rd year implementation of the General Plan's Housing Element managed by Permit & Resources Management Department;
6. \$511,000 for program administration (collection, audit, program coordination, consultant, and legal services);
7. Set aside for affordable housing if funds are available after current year obligations are met with projected resources.

In addition, staff introduced FY 11-12 funding recommendations, as follows:

8. \$110,000 to provide one-time funding to cover Veterans Building operating costs until transition project is completed, and offset by the release of \$149,500 reserve for Parks operating costs;
9. \$54,000 the funding cap for existing Category H – Major Countywide Events and Organizations
10. \$100,000 toward the expansion of Vacation Rentals code and tax collection enforcement by Permit & Resources Management Department (PRMD) and Auditor-Controller-Treasurer-Tax Collector departments;
11. \$350,000 to finance exploratory phase of Economic Development initiatives, and funding to participate with the Santa Rosa Chamber of Commerce in the "Building Economic Success Together (BEST)" partnership.

Updated Advertising FY 11-12 Sources & Uses - Attachment 1

The projected available ending fund balance for FY 11-12 is \$517,000. Attachment 1 identifies FY 11-12 staff's recommendations of uses developed in collaboration with the Board's Advertising liaisons after funding requests for existing participants were received and incorporating Board input received during the May 10, 2011 workshop.

Tourist Safety & Community Impacts

According to Smith Travel Research and the Sonoma County Tourism Bureau, our county attracts 7.5 million visitors annually, which result in positive economic impact valued at \$1.34 billion a year. The county's privilege as a destination of choice creates increased impacts to our residents and safety needs. Consequently, staff is proposing to supplement funding for local communities' fire & safety services, and identify measures that lessen community impacts such as traffic.

In the short term, the recommendation is to designate \$100,000 to address special events' cumulative impacts such as traffic and noise. The funding will be managed by PRMD to engage community partners in the implementation of measures that mitigate community impacts, and increase communications with residents. This could include development of a pilot program for coordinating agricultural events in the Sonoma Valley (e.g., winery events), as identified in the General Plan, or other measures that will both support the County's vital agricultural and tourism economies while lessening community impacts.

In addition, Staff recommends identifying by the end of 2011 a global and long term solution that enhances county support to fire & safety providers taxed with tourist and/or event related emergencies. In the meantime and because of recent tourist emergency calls in the Bodega Bay area, \$100,000 in FY 11-12 is recommended as one-time support to the Bodega Bay Fire Protection District (District). The District serves the county's south coastline, covers 250 miles, provides first response to Doran and Westside Regional Parks (beaches and campsites), and also has first responder responsibilities to the Sonoma Coast State Beach System, which according to State Park's annual report draws 3 million visitors and 70,000 campers a year. Reports from the District note that in 2010, 72% of all medical aid calls were to non-residents of the district.

The one-time designation for Tourist Safety & Community Impacts can be offset by decreasing previously recommended expenditures, eliminating contingencies and consultant services, and reducing affordable housing set aside. Staff recommends these expenditure adjustments given contingencies may be covered by the Economic Uncertainty Reserve, currently at \$300,000; consultant services are not programmed for the new year; and unused affordable housing set aside is being re-budgeted and a 3rd year is designated to continue implementation of the General Plan's Housing Element.

Existing Advertisers Award Details – Attachment 2

Except for Thursday Night Market (now known as Wednesday Night Market) - \$1,080, and Sonoma City Opera - \$2,050, all existing participants requested continuance of funds.

Emails announcing the opening of the application period were transmitted to current recipients for same level funding, as well the ability to compete for increased award under Category H, by completing a new application that focuses on illustrating the project/event draw of overnight visitors. Applications for Category H new available funding are due on **7/1/11** and the form can be downloaded from County Administrator's Office Internet web site Advertiz@sonoma-county.org.

Also, staff will solicit new project proposals through chambers of commerce, the Sonoma County Tourism Bureau, and visitor centers. Also, the county's advertising internet page was updated for general public reference.

Attachments

Attachment 1 – Advertising Fund Sources and Uses

Attachment 2 – Funding Recommendations for existing program participants

Attachment 3 – Current Advertising and Promotions Policy (for reference only)



ATTACHMENT 1 - ADVERTISING

June 2011 Estimate FY 2010-11	Final Budget Hearings FY 2011-12
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BEGINNING OPERATING FUND BALANCE	<u>1,858,507</u>	1,218,074
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SOURCES

Interest	25,000	25,000
Transient Occupancy Tax	5,819,486	5,971,017
Release of O&M Reserve	-	149,975

Revenues	5,844,486	6,145,992
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USES

Chambers of Commerce	27,500	27,500
Agricultural Promotion	153,000	153,000
Historical Groups	44,500	44,500
Cultural & Community	12,060	10,980
County Wide Events	5,400	5,400
Cultural Organizations	9,000	6,750
Departmental Activities	103,540	43,540
Major County Events & Org	295,578	350,020

Advertisers Awards	650,578	641,690
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Regional Parks	2,226,846	2,231,768
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NEW - Tourist Safety & Mgmt of Community Impacts **200,000**

PRMD - Housing Element Project	100,000	100,000
Economic Dev. Department	1,407,460	1,108,458
Economic Development Initiatives	117,000	218,000
Sonoma County Tourism Bureau	1,448,201	1,659,713
Economic Development	3,072,661	3,286,171

Affordable Housing Set Aside	15,000	126,706
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CAO	51,514	52,544
ACTTC Collection	130,819	130,819
ACTTC Audit	200,000	200,000
Consultant	100,000	-
Legal Services	37,500	77,500
Vacation Rentals Enforcement		100,000

Collection & Program Admin	519,833	560,863
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Contingency	-	-
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Total Expenses	6,484,918	6,847,198
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Increase/(Decrease) to Fund	(640,433)	(701,207)
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ENDING OPERATING FUND BALANCE	1,218,074	516,868
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Restricted Designations (not included in Operating FB)

EUR	313,659	313,659
Parks O&M Reserve	149,975	Released to FB
LT Receivables	15,000	15,000



ATTACHMENT 2 - ADVERTISING

Sub-Object	FY 2011-12 Budget Hearings
8103 -- C OF C-GEYSERVILLE	1,500
8104 -- C OF C-FORESTVILLE	1,100
8108 -- C OF C-SONOMA VALLEY	13,200
8110 -- C OF C-RUSSIAN RIVER	7,000
8111 -- C OF C-MONTE RIO	500
8114 -- C OF C-BODEGA BAY	-
8116 -- LARKFIELD/MARK WEST CC	4,200
A- Chambers of Commerce	27,500
8304 -- SO CO WINE GROWERS	153,000
C- Agricultural Promotion	153,000
8401 -- HIST RECORDS COMM	4,000
8405 -- SO CO LANDMARK COMM	40,500
D - Historical Groups	44,500
8137 -- CLOV-RAM SALE	450
8147 -- MONTE RIO EVENTS	810
8188 -- THURSDAY NIGHT MARKET	No Request
8227 -- OCC COMM CHOIR	1,080
8238 -- ACTORS THEATER 4 CHILDREN	1,080
8239 -- RUSSIAN RIVER CHAMBER	6,480
8240 -- S R SYMPHONIC CHORUS	1,080
8276 -- INDEPENDENCE DAY CELEB	n/a
8408 -- CASA GRANDE FISH HATCHERY	n/a
NEW- THE RIVER CHOIR	-
E- Cultural, Artistic, and Community	10,980
8149 -- PET-HOLIDAYS	2,700
8275 -- CALIFORNIA JUNIOR MISS	n/a
8277 -- SOCIETY FOR ADV OF ARTS/FILM	2,700
F - Countywide Events	5,400
8173 -- SANTA ROSA PLAYERS	2,250
8193 -- SONOMA CITY OPERA	No Request
8209 -- REDWOOD ARTS COUNCIL	2,250
8219 -- SO VLY CHORALE	2,250
G - Cultural Organizations	6,750
8131 -- APPLE BLOSSOM	4,500
8134 -- BURBANK ROSE	6,300
8163 -- SONOMA COMMUNITY CENTER	n/a
8183 -- PETALUMA 150TH	n/a
8203 -- CINNABAR THEATRE	12,600

ATTACHMENT 2 - ADVERTISING

Sub-Object	FY 2011-12 Budget Hearings
8204 -- CULTURAL ARTS COUNCIL	45,000
8220 -- SUMMER REPERTORY THEATRE	13,500
8221 -- SYMPHONY ORCHESTRA	9,000
8234 -- SEB-CENTER FOR THE ARTS	13,230
8271 -- HARVEST FAIR	28,872
8273 -- HEALTH & HARMONY	13,500
8286 -- SPRECKLES	n/a
8291 -- HIST MUSEUM FOUNDATION	30,276
8305 -- SO VLY VISITORS BUREAU	28,800
8305 -- SO VLY VISITORS BUREAU (One-time)	-
8308 -- SO VLY FILM FESTIVAL	9,000
8311 -- KRCB-TV CHANNEL 22	13,500
8310 -- SO VLY MUSEUM OF ART	9,000
8312 -- LUTHER BURBANK WF CENTER	58,500
New Applicants Set Aside	
8286 -- Expand Cat. H from \$296 (09-10 level) to \$350	54,442
H - Major County Event and Cultural Organization	350,020
8403 -- REG PKS	13,500
8406 -- CAPITOL EXH & STATE FAIR	7,200
8410 -- SONOMA COUNTY LIBRARY	22,840
J- Departmental Activities	43,540
ADVERTISERS BUDGET	641,690

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Resolution No.

Sonoma County Administration
Building, Santa Rosa, CA

CONCURRENT RESOLUTION OF THE BOARD OF SUPERVISORS AND ALL PUBLIC ENTITIES GOVERNED BY THE BOARD OF SUPERVISORS OF THE COUNTY OF SONOMA, ADOPTING THE FISCAL YEAR 2011-12 BUDGET FOR ALL GOVERNMENTAL ENTITIES WITHIN ITS JURISDICTION, ADDRESSING NEW FUND BALANCE CLASSIFICATIONS FOR ALL GOVERNMENTAL TYPE FUNDS AND CONFIRMING THE COMMITMENT OF TRANSIENT OCCUPANCY TAX REVENUES, ADA REQUIREMENTS, AND USE OF WATER AGENCY FUNDS FOR COSTS ASSOCIATED WITH THE RUSSIAN RIVER PROJECT

WHEREAS, the Board has completed Budget Hearings, as required by Sections 29080 and 29081 of the Government Code, State of California, and

WHEREAS, it is the desire of the Board to adopt a Fiscal Year 2011-12 Budget by reference for all governmental entities within its jurisdiction, and

WHEREAS, the Governmental Accounting Standards Board (GASB) has issued statement #54 with an objective to improve the usefulness and understandability of governmental fund balance information, and

WHEREAS, the three fund balance categories previously used for accounting and tracking of reserved, designated, and unreserved/undesignated fund balances will be replaced with five new categories: non-spendable, restricted, committed, assigned and unassigned, effective beginning with the FY 2010-11 Comprehensive Financial Report (CAFR) and the FY 2011-12 Budget, and

WHEREAS, the establishment of a hierarchy for the use of fund balance when more than one classification of fund balance is expended within the same fund is encouraged, and

WHEREAS, the statement authorizes the commitment of fund balance for specific purposes when specifically approved by the Board, and authorizes the Board to assign fund balances or to delegate the authority to a body or official to assign fund balance amounts, and

WHEREAS, it is the desire of the Board to approve the new fund balance classifications recommended by GASB statement #54, establish a spending hierarchy of fund balances, commit a portion of annual Transient Occupancy Tax (TOT) revenues and delegate authority to the County Administrator to assign fund balances, and

WHEREAS, the Federal Americans with Disabilities Act of 1990 (ADA) is wide-ranging legislation intended to make American Society more accessible to people with disabilities, and

WHEREAS, the County has an updated ADA Transition Plan with a multi-year schedule for additional ADA barrier removal that is addressed in the Fiscal Year 2011-12 Budget reviewed in the Budget Hearings.

NOW, THEREFORE, BE IT RESOLVED and ordered that the Fiscal Year 2011-12 Recommended Budget, adjusted for the attached increases/decreases listed in Exhibit "A", be adopted by reference as the Fiscal Year 2011-12 Final Budget for the governmental entities listed in Exhibit "B", in accordance with Sections 29088 through 29091 of the Government Code, State of California.

BE IT FURTHER RESOLVED that after the adoption of the budget and the end of the 2010-11 fiscal year, the County Auditor-Controller-Treasurer-Tax Collector and the County Administrator are authorized to complete any necessary transfers and adjustments to implement the adopted FY 2011-12 budget. Such adjustments shall include but not be limited to decreasing appropriations in any and all funds associated with projects initiated prior to the 2011-12 fiscal year to meet actual available resources and adjusting the County General Fund Appropriations for Contingencies to use all available County General Fund Balance. Such adjustments shall also include budgetary and accounting adjustments necessary to assign year-end actual fund balances, reductions to the County General Fund Balance set aside for State Mandates necessary to balance for fiscal year 2010-11 revenues lost due to state suspensions or deferrals of County General Fund State Mandates, the deallocation and transfer of tobacco endowment funds that become available, the transition of the Radio Division from ISD to the Sheriff's Office, reductions to Fund Balance set aside for Supplemental Tax Processing fees based upon year-end balances and increasing appropriations to departmental budgets to accommodate the Voluntary Separation Incentive Program (VSIP). Additionally, such adjustments shall include increasing or decreasing appropriations for various Community Development Commission and Water Agency Funds to close out the fiscal year for previously approved projects, operations and maintenance expenses and budgetary and accounting adjustments necessary to assign actual fund balances.

BE IT FURTHER RESOLVED that the Human Resources Director, with the concurrence of the County Administrator, is authorized to make technical changes to departmental position allocation lists to conform with the position allocation changes included in Exhibit "C", as updated by Board direction in the Budget Hearings, and all previous Board actions. Such technical changes shall also include the adjustment of the term of any time limited positions necessary to complete projects continued into the 2010-11 fiscal year per the adopted budget and authorized adjustments thereto.

BE IT FURTHER RESOLVED that the Human Resources Director and the County Administrator are directed to return to the Board mid-year 2010-11 with an update on vacant positions and recommendations for deletion of such positions that have remained vacant for six months or more.

BE IT FURTHER RESOLVED that the Board approves the five new fund classifications as further defined in Exhibit "D".

BE IT FURTHER RESOLVED that the Board directs that the following hierarchy be established in circumstances when expenditures are made for a purpose for which amounts are available in multiple fund balance classifications: fund balance will be depleted in the order of restricted, committed, assigned and unassigned.

BE IT FURTHER RESOLVED that the Board hereby commits 75% of annual Transient Occupancy Tax (TOT) revenues to provide funding to promote county economic development and tourism.

BE IT FURTHER RESOLVED that the Board delegates authority to the County Administrator to annually assign fund balance amounts as described in the policy in Exhibit "D" in order to adjust estimated amounts to actuals at year-end.

BE IT FURTHER RESOLVED that the Board declares its intent to continue allocating funds in future years to identify and remove physical and programmatic barriers to County services, and

BE IT FURTHER RESOLVED that the Board directs all department and agency heads of the County to examine all possible programmatic and operational means to ensure accessibility of their programs and services to avoid more costly and time-consuming construction or remodeling projects to remove barriers.

BE IT FURTHER RESOLVED that with respect to the Sonoma County Water Agency this Board hereby finds, determines, declares and orders as follows:

1. The Warm Springs Dam/Russian River Project ("the Project") was approved by the United States Congress (Public Law 516, 81st Congress, 2nd Session), by the California Legislature (Water Code sections 12699 and 12700) and the Agency's indebtedness arising from the Project ("the indebtedness") was approved by the Agency's voters in elections held in 1955, 1974 and 1979. The Agency levies a tax at a rate necessary to pay the indebtedness so as to ensure a continuation of the benefits of the Project.

2. Costs associated with the Project have increased due to the increased costs of contractual obligations owed to the federal government and other public agencies as identified and discussed in the August 2001 "Report to the Board of Directors of the Sonoma County Water Agency on Financing the Costs of the Russian River Project" ("the Report"). Such obligations include the obligations relating to the operation of Warm Springs Dam and the Russian River Project that will be imposed on the Agency during Fiscal Year 2011-12 under the Biological Opinion issued by the National Marine Fisheries Service in September 2008. In addition, as described in the Report, other Agency revenues are not reasonably available to fund these increased costs due to the need to fund other obligations identified in the Final Budget, including but not limited to funding other Agency non-Project obligations and programs.

3. The rate of the tax levied for the indebtedness for fiscal year 2011-12 is a rate reasonable, necessary and appropriate to discharge the Agency's voter-approved indebtedness, including an amount appropriate for necessary reserves, after taking into account funds available from the Agency's General Fund and other Agency funds. Accordingly, this Board concludes that the Agency's taxes for the Project have been and are levied in full compliance with the requirements of Article 13 A, section 1(b)(1), Revenue & Taxation Code section 96.31 and Government Code section 29100.

4. The County Counsel is directed to advise this Board and the General Manager as to lawful appropriations that can be made from taxes levied for the Project to pay the indebtedness.

5. The General Manager shall include in his budget request for fiscal year 2012-13 appropriations that anticipate all costs of making payments on the indebtedness and which are reviewed by the County Counsel. The General Manager shall also identify in his 2012-13 budget request any other revenues that can reasonably be used to pay the indebtedness and reduce or avoid future increases in the Agency's Article 13 A, section 1(b)(1) tax.

Supervisors / Directors / Commissioners:

Brown:	Rabbitt:	Zane:	McGuire:	Carrillo:
Ayes	Noes	Abstain	Absent	

SO ORDERED

Exhibit “A”

Supplemental Budget Adjustments

To be compiled during the hearings to reflect Board actions.



GOVERNMENTAL AGENCIES INCLUDE WITHIN THE FY 2011-12 BUDGET

1. Under the Board of Supervisors Jurisdiction:

- A. County of Sonoma - (Including individual budgets and information in the following functional areas)

Administration & Fiscal Services
Justice Services
Health & Human Services
Development Services
Other County Services
Capital Projects
Reserves / Designations

- B. Internal Service/Enterprise Funds

1. Heavy Equipment Internal Service Fund
2. Self-Funded Insurance - ISF
3. Unemployment Insurance - ISF
4. ERP System Administration - ISF
5. Refuse Disposal Enterprise Fund
6. Spud Point Marina Enterprise Fund
7. Airport Enterprise Fund
8. Transit Enterprise Fund
9. Sport Fishing Center Enterprise Fund
10. Hospital Closeout Enterprise Fund
11. Sonoma County Energy Independence Program

- C. Special Districts

1. County Service Areas
 - a. #40 County Fire Services
 - b. #41 Multi-Services
2. South Santa Rosa Lighting/Landscaping District
3. Community Facilities Districts
 - a. #4 Wilmar
 - b. #5 Dry Creek
 - c. #7 Mayacamas
4. Lighting Districts
 - a. Belmont Terrace
 - b. Carmet
 - c. Cinnabar
 - d. Countryside Manor
 - e. Forestville
 - k. Monte Rio
 - l. Pacific View
 - m. Penngrove
 - n. Rio Nido
 - o. South Park

- | | | | |
|----|---------------|----|--------------------|
| f. | Geyserville | p. | Summer Home Park |
| g. | Graton | q. | Valley of the Moon |
| h. | Guerneville | r. | West Side |
| i. | Jenner | s. | Woodside |
| j. | Madrone Acres | | |

5. Permanent Roads
 - a. Bittner Lane
 - b. Mill Creek Lane
 - c. Mirabel Heights
 - d. Monte Rosa
 - e. Peaks Pike
 - f. Canon Manor

6. Sonoma County Library - Joint Powers Agency

2. Under the Board of Directors Jurisdiction:

A. Special Districts

1. Sonoma County Water Agency and Zones
2. Sanitation Districts
 - a. Occidental
 - b. Russian River
 - c. Sonoma Valley
 - d. South Park
3. Northern Sonoma County Air Pollution Control District*
4. Sonoma County Agricultural Preservation/Open Space District
5. IHSS Public Authority
6. Rio Nido Geologic Hazardous Abatement District

3. Under the Board of Commissioners Jurisdiction:

A. Community Development Commission

B. Redevelopment Agencies

1. Roseland
2. Sonoma Valley
3. Russian River

*Subject to a separate public hearing conducted by the Board of Directors scheduled June 21, 2011 at 10:00 a.m.

Exhibit “C”

FY 2011-12

Adopted Position Allocation

To be compiled during the hearings to reflect Board actions.



EXHIBIT “D”

Fund Balance Classifications

- Effective beginning in FY 2011-12, the three fund balance classifications previously used for accounting and tracking of reserved, designated and unreserved/undesignated balances will be replaced with five new categories: nonspendable, restricted, committed, assigned and unassigned. These changes are based on the Government Accounting Standards Board (GASB) statement #54, 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 have been assigned by the Board for specific purposes. The delegation of authority envisioned in this policy is to adjust estimated year-end balances to actuals as the results of operations without separately returning to the Board to secure authority to do so. The delegation of authority does not extend to transferring monies between assigned balances or the creation of new assignments of available funds for new purposes.
 - Unassigned Fund Balance – a residual classification for the general fund. The total fund balance less restricted, committed or assigned 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.



Resolution No.

Sonoma County Administration
Building, Santa Rosa, CA

RESOLUTION OF THE BOARD OF DIRECTORS OF THE
SONOMA VALLEY COUNTY SANITATION DISTRICT
ADOPTING THE FISCAL YEAR 2011-12 BUDGET

WHEREAS, the Board of Directors has completed Budget Hearings as required by Sections 29080 and 29081 of the Government Code, State of California, and

WHEREAS, it is the desire of the Board of Directors to approve the Fiscal Year 2011-12 Final Budget by reference for the Sonoma Valley County Sanitation District,

NOW, THEREFORE, BE IT RESOLVED and ordered that the Fiscal Year 2011-12 Recommended Budget, adjusted for any attached increases/decreases listed in Exhibit "A" be adopted by reference as the Fiscal Year 2011-12 Budget, for the Sonoma Valley County Sanitation District in accordance with Sections 29088 through 29091 of the Government Code, State of California.

BE IT FURTHER RESOLVED that after the adoption of the budget and the end of the 2010-11 fiscal year, the County Auditor-Controller-Treasurer-Tax Collector and the County Administrator are authorized to complete any necessary transfers and technical adjustments to the Final 2010-11 Final Budget to implement the adopted FY 2011-12. Such adjustments shall include but not be limited to adjusting appropriations for any and all funds associated with projects, budgetary and accounting adjustments necessary to assign year end actual fund balances.

Directors:

Carillo	Brown	Gallian	
Ayes	Noes	Abstain	Absent

SO ORDERED

