



COUNTY OF YOLO

Office of the County Administrator

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Yolo County Board of Supervisors
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June 14, 2016

Dear Members of the Board of Supervisors:

With this letter, I submit for your consideration the 2016-17 Yolo County Recommended Budget. It is presented as the County Administrator's recommended budget and adjusts departmental expenditures and revenues for the coming fiscal year, meeting State requirements and addressing Board of Supervisors adopted policies. On June 14, the Board of Supervisors has scheduled a public hearing to consider this recommended spending plan, at which time, the Board may add, delete or modify the recommended budget. This letter is intended to highlight some of the expectations and assumptions used in creating the budget. The Board agenda item presented on June 14 will include a detailed staff report describing the significant changes, pending issues and areas of risk that comprise the recommended budget in greater detail.

Total expenditures for the County are recommended in the amount of \$372,922,234 with general purpose revenues of \$69,681,000, which represents an increase of \$2,179,600 from the 2015-16 year end estimated general purpose revenue. Capital expenditures are recommended at \$16,113,806.

The 2016-17 budget represents marginal growth in discretionary funding while at the same time increasing State and Federal revenue receipts for the third consecutive year. Additionally, this budget continues, for a second year, the Board-approved pre-funding plan for other post-employment benefits (OPEB). For these two reasons, the majority of budgets which rely on general purpose revenue are status quo and include few new positions related to Strategic Plan implementation, while those programs funded primarily through State and Federal revenue are more likely to have slightly increased expenditures and new positions recommended. However, overall, this budget includes a reduction of 24 total positions countywide from those approved during the 2015-16 fiscal year.

It is recommended the Board of Supervisors defer further program restorations or augmentations until the Adopted Budget hearing in September, at which time additional information, including updated revenue trends, final State Budget actions, labor agreements and 2015-16 closing fund balance information will be known.

The recommended budget also relies upon the following assumptions:

Funds Priority Focus Areas within the 2016-2019 Strategic Plan:

In November 2015, the Board approved the 2016-2019 Strategic Plan and Priority Focus Areas. The 2016-17 budget is the first opportunity to provide additional resources needed to further the action items necessary to progress the Priority Focus Area objectives. The following table highlights a few of these funded initiatives.

| Strategic Plan Goal | Priority Focus Area | Initiative |
|-------------------------|---|---|
| Thriving Residents | Develop and implement strategies to reduce homelessness. | <ul style="list-style-type: none"> • Davis New Pathways housing first program • Woodland Bridge 2 Housing • Homeless data management system |
| Safe Communities | Implement proactive, coordinated code enforcement effort. | <ul style="list-style-type: none"> • New code enforcement officer working on medical marijuana growth compliance as the start of building a code enforcement division |
| Sustainable Environment | Update and implement Climate Action Plan. | <ul style="list-style-type: none"> • Development of the County/City of Davis Community Choice Aggregation/Energy to provide renewable energy to residents and businesses |
| Flourishing Agriculture | Facilitate connections between growers and buyers. | <ul style="list-style-type: none"> • Hosting farm/buyer connection events • Food safety certification program |

Increases General Fund reserve in accordance with the Board of Supervisors adopted Fund Balance and Reserve policy:

The adopted budgets of the recent recessionary years (2008-2010) relied heavily on the use of one-time funds, including most notably, the General Fund reserve, to fund ongoing program needs. In 2010-11, the Board of Supervisors directed that the remaining General Fund reserve be maintained for unexpected emergencies, and beginning in 2011-12, the General Fund reserve has been increased annually consistent with the Board policy on Fund Balances and Reserves. The 2016-17 recommended budget includes an augmentation of \$923,651 which brings the total reserve to \$9,410,220 which is 5.0% of the General Fund which now includes the public safety fund in determining the total General Fund. We will continue to make progress toward the recommended reserve of 15%, which when combined with program-specific contingencies, will ensure fiscal resilience, continued improved credit ratings and a strengthened ability to address unforeseen emergencies.

Funds a General Fund contingency in accordance with the Board of Supervisors adopted Fund Balance and Reserve policy:

The 2016-17 fiscal year includes many known budget risks such as increased revenue projections for property tax and Prop 172 sales tax for public safety, a potential economic slowdown, labor negotiations with our largest bargaining units and reliance on carryforward assumptions which represent key concerns as staff constructs the 2016-17 budget. In addition to the aforementioned risks, specific uncertainties identified for 2016-17 include:

- State budget
- Fire season impacts
- Drought impacts
- Water related analysis and advocacy
- Jail medical costs due to change in population and new contract
- Marijuana regulation
- Child Welfare Services review

To prepare for unexpected fiscal actions, the preliminary estimate includes a \$2 million General Fund contingency, which is 2.7% of the 2016-17 general purpose revenue allocations.

More information will be available on a number of variables at the time of the Adopted Budget hearings, including State Budget impacts, actual closing fund balances and updated revenue trends. These variables will inform the recommended contingency level included in the Adopted Budget. Budgeted contingency is available for Board appropriation throughout the 2016-17 fiscal year should unexpected needs arise. Any unused contingency may also provide additional funding flexibility in crafting the 2017-18 budget.

Supports long term financial planning:

California’s economy at the State level is beginning to show signs of slowing economic growth. While those trends have not significantly impacted our general purpose revenues, the work done on a rainy day fund as part of the State Budget should serve to make the next normally occurring recession less impactful. By funding Strategic Plan strategies, increasing the General Fund reserve in accordance with Board policy, seeking to increase operating fund contingencies at Adopted Budget hearings and including a balanced array of cost reductions comprised of program restructuring, elimination of vacant positions and reduced expenditures, the proposed budget scenario supports long term financial planning and places the County’s finances in a position to also be better prepared for a normal recession.

Budget Forecast

Current economic and budget projections describe continued stability despite a lower than expected revenue growth. Job growth, while improving, continues at a slow pace. Similar to the 2015-16 budget, the 2016-17 budget continues to generally reflect flat local general purpose revenues.

Background

The figures to follow describe historic year trends for net operating budgets and total workforce. Revenues and expenditures dropped to a low of \$271 million in 2010-11 and have risen slowly over time (Figure 1). Funded positions however, remain lower by 221 (12.8%). The number of Yolo County employees per 1,000 residents is seeing a decrease of 0.13 over 2015-16.

Figure 1. Ten Year Trend – Yolo County Budget

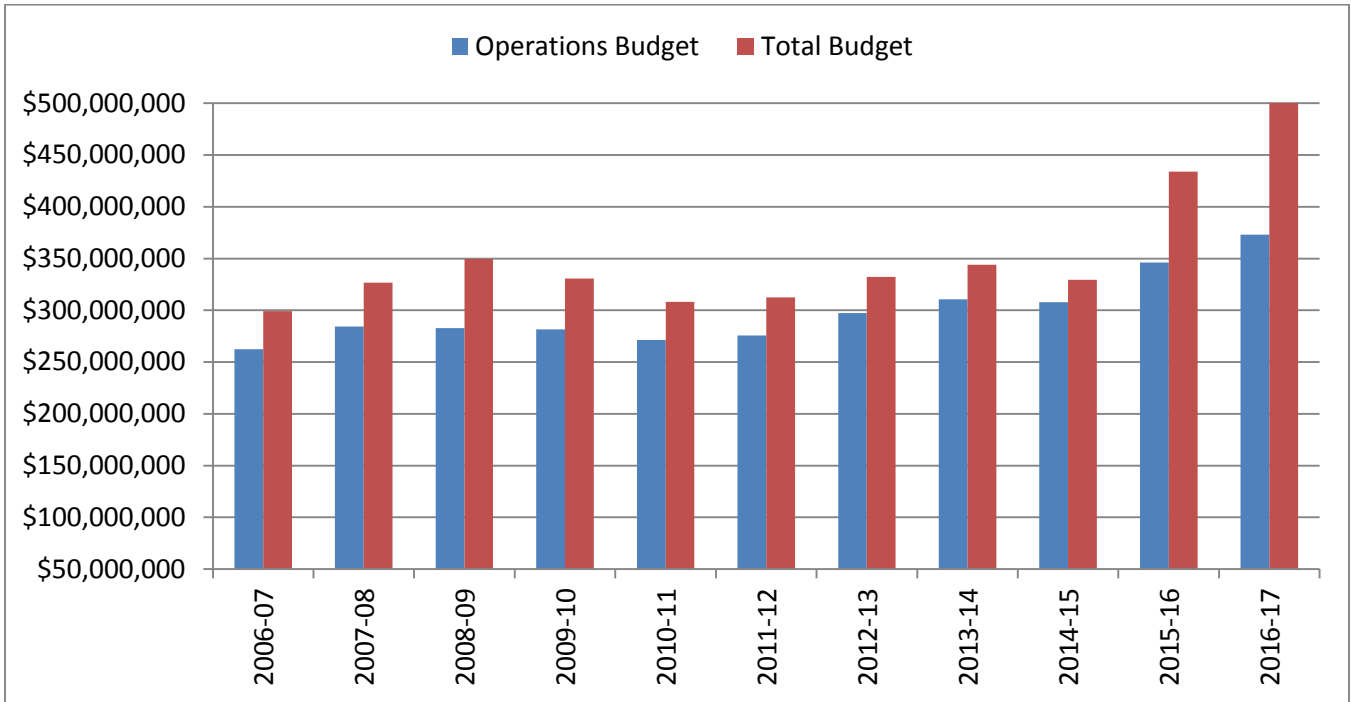


Figure 2. Number of Employees per 1,000 residents

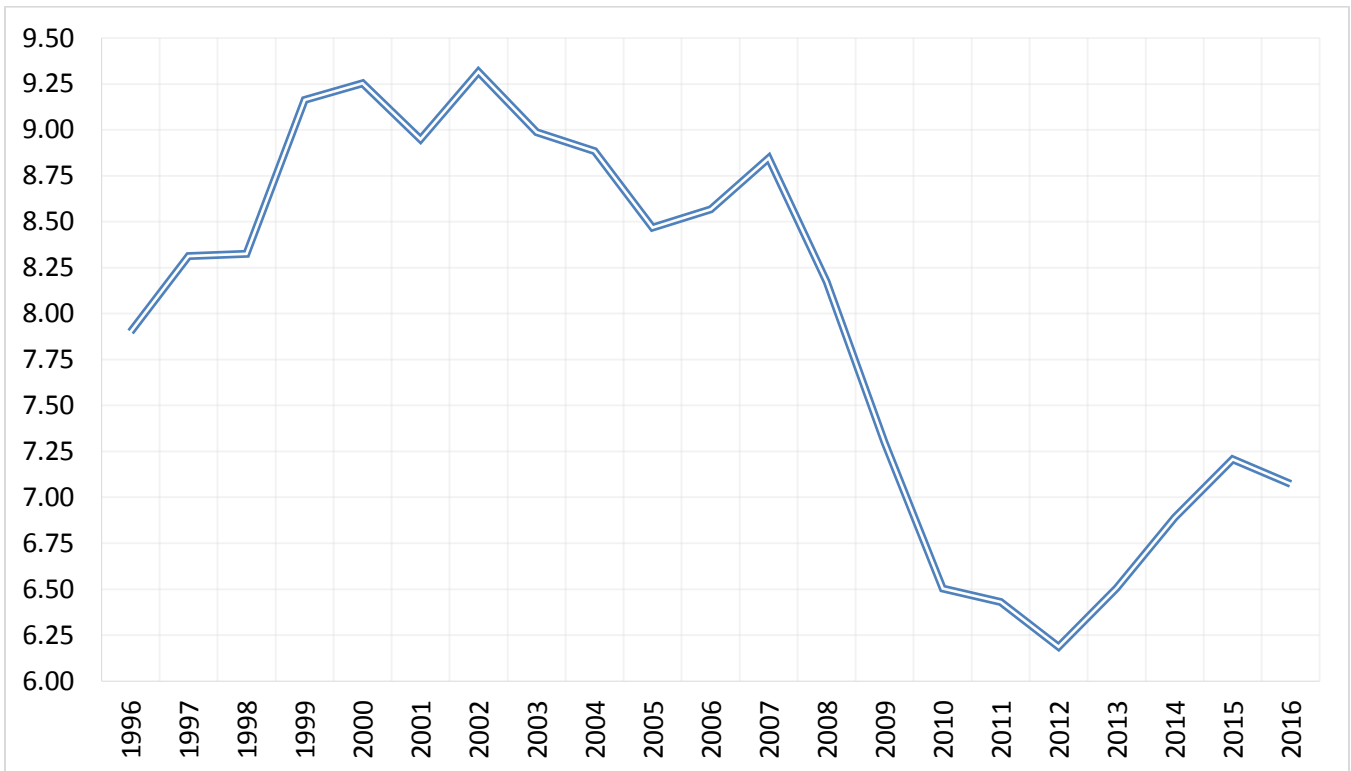


Figure 3. Total Spending by Program Area

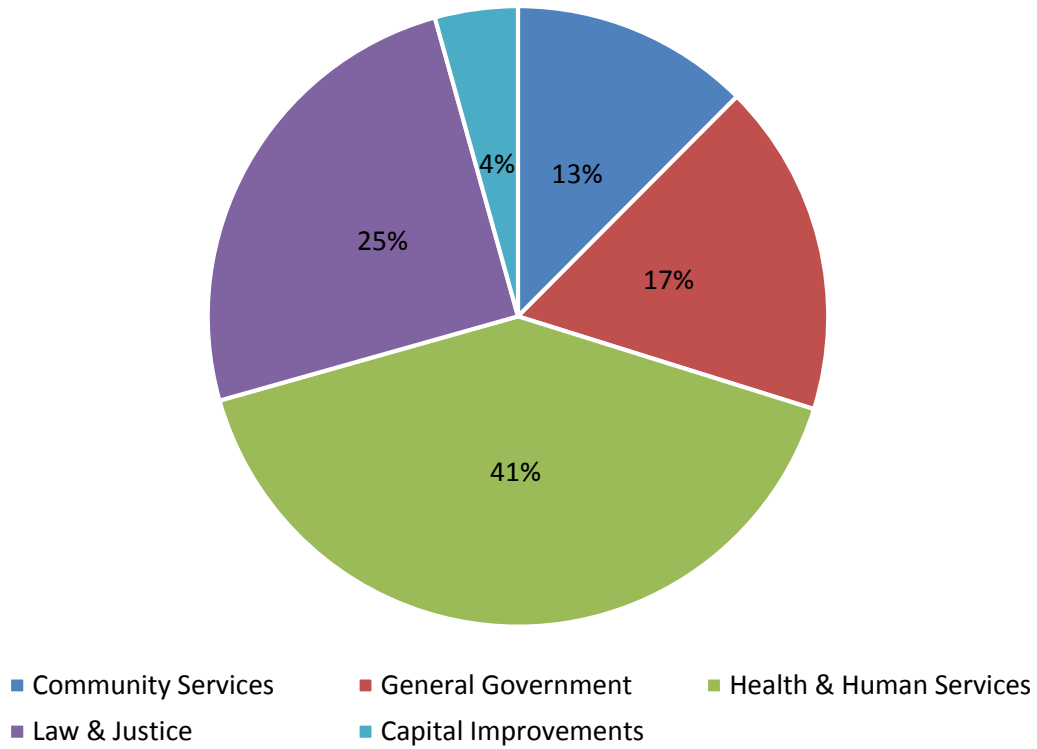
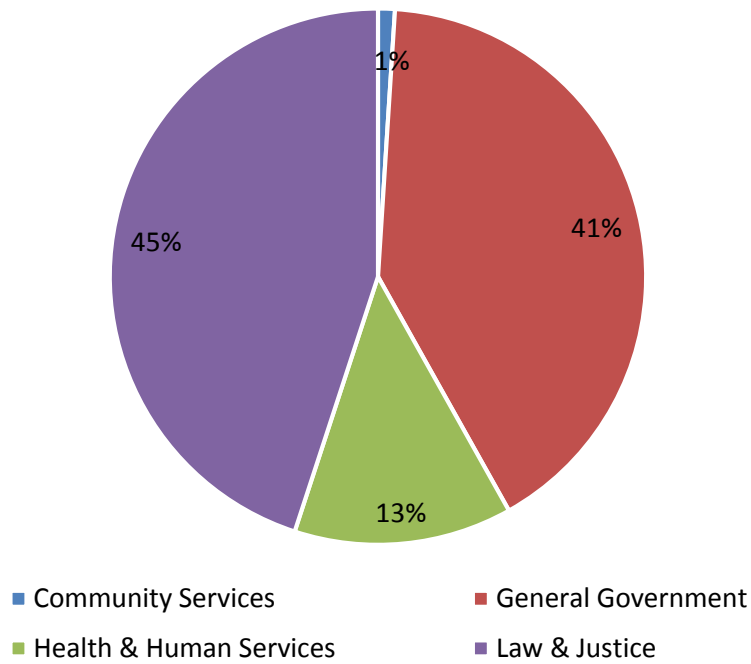


Figure 4. General Fund Spending by Program Area



Note: some County revenues, notably Public Safety, Sales Tax and Realignment, have seen increases in the last three years.

Figure 5. Sources of Total County Funds (not including General Purpose Revenue)

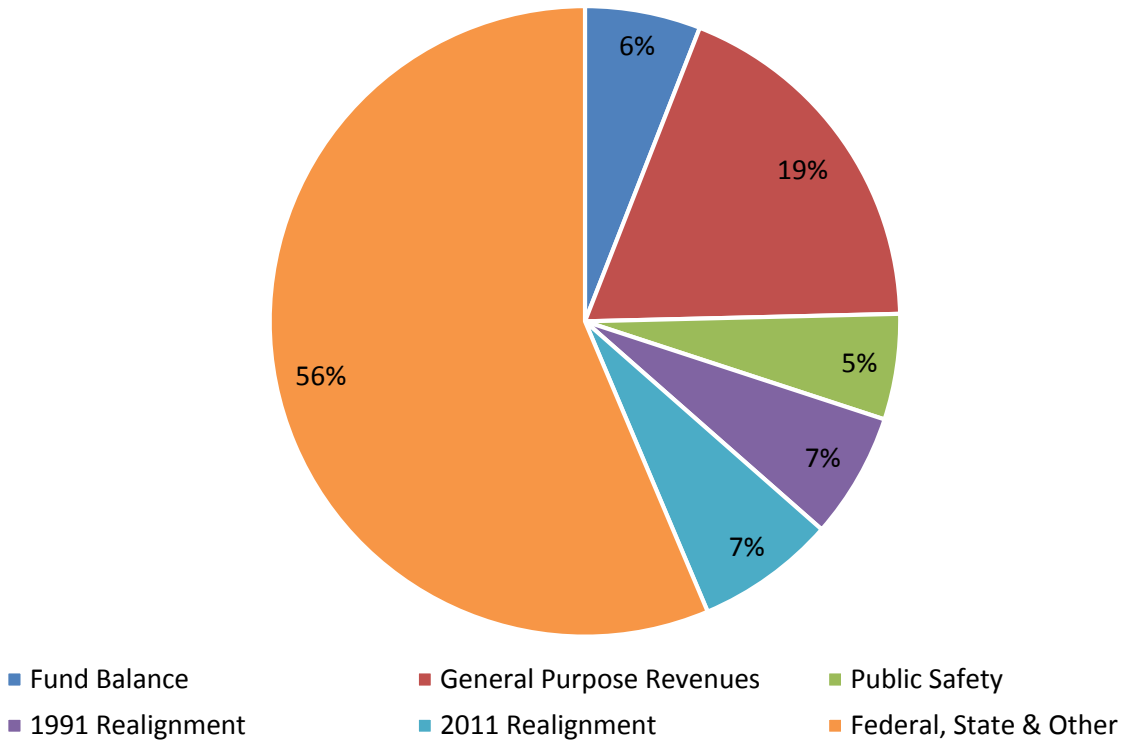
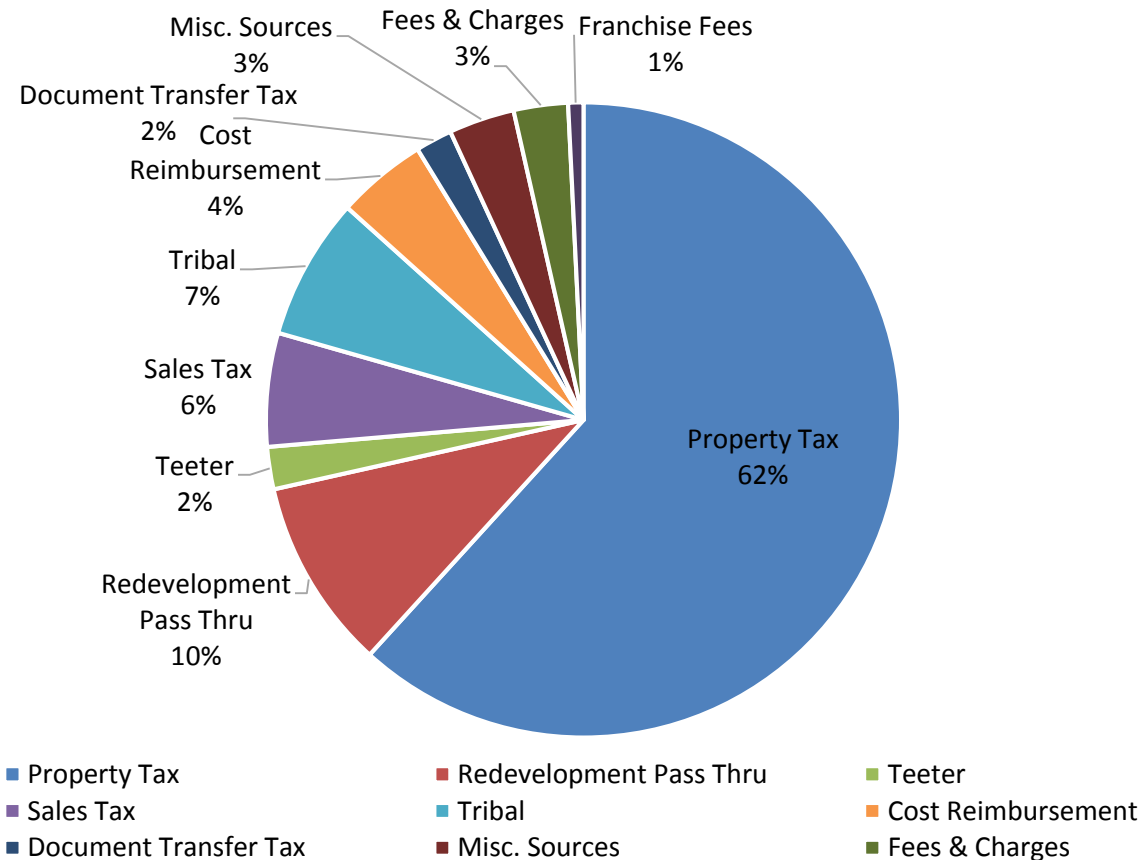


Figure 6. Sources of County General Fund



Fiscal Year 2016-17 Recommended budget

The Yolo County budget is composed of seven major funds and a large number of smaller special funds, internal service funds, enterprise funds, debt service and capital project accounts. The recommended budget includes:

| | |
|---|--------------|
| General Fund..... | \$73,903,953 |
| Employment & Social Services Fund | \$98,159,784 |
| Public Safety Fund | \$56,225,504 |
| Medical Services and Indigent Healthcare Funds..... | \$14,196,235 |
| Behavioral Health Fund | \$30,694,733 |
| Road Fund..... | \$16,109,113 |
| Library Fund | \$6,686,096 |
| Child Support Services | \$5,948,362 |
| Cache Creek Area Plan | \$707,705 |

The total budget of all funds pays for a wide variety of services, programs and projects that are financed by many revenue sources including grant funds, State and Federal revenues, and numerous fees that are paid in exchange for providing requested services to the public. When all of these funds and sources are combined, the fiscal year 2016-17 recommended budget totals \$376,922,234.

New Positions

The chart below provides a listing of new positions recommended in the 2016-17 budget. The majority of the positions (11 FTE) are funded through State and Federal resources with a small portion (2.5 FTE) funded by General Fund.

| Department | Position | FTE | Funding | Program |
|----------------------------|--|-----|---|---------------------------------------|
| Agriculture | Code Enforcement Officer | 1.0 | General Fund 50%; Regulatory Fees 50%* | Medical Marijuana |
| County Administrator | Sr. Management Analyst | 1.0 | Cache Creek Resource Management Funds | Cache Creek Resource Management |
| County Administrator | Sr. Accounting Tech-Conf | 0.5 | CSA Administration | CAO Administration |
| District Attorney | Technology Innovation Technician | 1.0 | General Fund 100% | DA Administration |
| Financial Services | Sr. Administrative Analyst | 1.0 | General Fund 100%** | Infor Support |
| Health & Human Services | Chief Fiscal Administrative Officer | 1.0 | Fed/State 65%; Realignment 35% | HHSA Fiscal/Admin |
| Health & Human Services | Accountant III | 1.0 | Fed/State 65%; Realignment 35% | HHSA Fiscal/Admin |
| Health & Human Services | Accounting Technician | 1.0 | Fed/State 65%; Realignment 35% | HHSA Fiscal/Admin |
| Health & Human Services | Public Health Nurse | 1.0 | Fed/State 100% | California Children Services |
| Health & Human Services | Outreach Specialist II | 1.0 | Grant/IGT 50%; WIOA 50% | Community Health |

| Department | Position | FTE | Funding | Program |
|----------------------------|--|-------------|----------------------|----------------------------|
| Health & Human Services | Emergency Medical Services Specialist II | 1.0 | Yolo EMS Agency 100% | Emergency Medical Services |
| Probation | Legal Secretary | 1.0 | Public Safety 100% | Probation Administration |
| Sheriff | Crime Analyst | 1.0 | Small & Rural 100% | Sheriff Management |
| Total New Positions | | 13.5 | | |

* To be fully funded by medical marijuana regulatory fees in future years.

** To be funded through IT charges in future years.

Capital Improvements and Debt Service

The capital improvement budget is financed by State grants, development impact fees, Accumulative Capital Outlay (ACO) funds and certain special revenue funds. The recommended budget for ACO-funded capital improvements is \$3,808,799, the majority of which will be utilized for the CIP debt financing, Monroe and Leinberger jail expansion and remodel, and Probation gym, treatment and visitor center. The 2016-2019 three-year Capital Improvement Plan and Financing strategy will be brought before the Board in September.

Debt service remains low – only \$3,520,087, representing less than 1% of the total budget. Debts currently being paid include the West Sacramento County Service Center, the District Attorney’s building, the Davis Library and four solar projects (Library, Monroe, Beamer/Cottonwood and Grasslands).

Reserves

During years when the County was experiencing growth, primarily in property taxes, the Board of Supervisors put aside funds to be spent as necessary in recessionary times, which helped moderate recessionary reductions and preserve core county services. Since 2010-11, the recommended budget has modestly increased the reserve in accordance with the Board’s Fund Balances and Reserves Policy. This reserve is to be used in the event of a catastrophic event or major unexpected cost and serves as a fiscally prudent backstop to more than \$372 million in County expenditures.

The recommended budget includes the following reserves:

| | |
|--|-------------|
| General Fund Reserve | \$9,410,220 |
| Reserve for claims against the county | \$890,000 |
| Other Post-Employment Benefits (OPEB) Trust..... | \$800,000 |
| Reserve for OPEB Benefits | \$800,000 |
| Capital Improvement Plan | \$3,000,000 |
| Road Maintenance | \$1,500,000 |
| Audit Disallowance..... | \$2,000,000 |

Unfunded Liabilities

There are three major unfunded liabilities that continue to be a concern to the overall health of the County fiscal climate. Pensions, retiree health and road maintenance have a combined current estimated liability of \$732,492,556. The pension liability of \$204,044,955 has grown significantly (>50%) in the last two years despite pension reform lowering the formula for new employees. This is due to CalPERS' rate changes, changes in accounting methodology and revised employee termination assumptions of higher age retirement. The retiree health liability of \$153,091,000 is being addressed through the implementation of the Board-approved pre-funding plan which funds the trust, capping the county premium contribution and one-time funds being reserved. We are hopeful the biannual actuarial study, due this summer, will reflect a significant reduction in this liability as a result of these actions. The road maintenance liability of \$375,356,601 has yet to be addressed and staff is actively working on options for consideration which include a sales tax measure and regional capital improvement and financing plan.

The County of Yolo continues to benefit from an engaged, skilled and dedicated workforce who should be recognized for their ongoing commitment to making a difference by enhancing the quality of life in our community. I wish to thank our department heads, budget staff, the Chief Financial Officer and fiscal staff throughout the County whose hard work contributed to the creation of this budget. I also wish to acknowledge the Board of Supervisors for focusing attention on long-term financial planning which allows us to continue the County's credit rating at A- with a stable outlook.

Respectfully submitted,



Patrick S. Blacklock
County Administrator



Budget Summary

| | 2014-15 | 2015-16 | 2016-17 |
|--|----------------------|----------------------|----------------------|
| Operations | | | |
| General Fund Departments | \$50,528,661 | \$54,371,969 | \$52,852,649 |
| Public Safety Departments | \$77,433,537 | \$82,589,598 | \$88,473,852 |
| Employment & Social Services Programs | \$81,327,300 | \$93,206,963 | \$101,066,678 |
| Public Health Services | \$8,602,169 | \$13,733,876 | \$19,823,394 |
| Behavioral Health Services | \$31,000,860 | \$30,705,723 | \$30,694,733 |
| Road Fund | \$9,587,322 | \$16,570,819 | \$16,109,113 |
| Library Programs | \$6,097,575 | \$7,159,874 | \$7,047,779 |
| Child Support Services | \$5,859,904 | \$5,945,742 | \$5,948,362 |
| Cache Creek Area Plan | \$547,759 | \$931,309 | \$707,705 |
| County Service Areas | \$2,895,831 | \$6,752,917 | \$6,715,666 |
| Subtotal | \$273,880,918 | \$311,968,790 | \$329,439,931 |
| Internal Service/Enterprise Funds | | | |
| Airport Enterprise | \$394,866 | \$744,700 | \$310,480 |
| Sanitation Enterprise | \$9,645,635 | \$14,970,697 | \$14,466,100 |
| Dental Insurance | \$2,046,606 | \$1,892,800 | \$1,926,000 |
| Unemployment Insurance | (\$104,874) | \$204,120 | \$154,200 |
| Fleet Services (ISF) | \$1,348,606 | \$1,956,411 | \$2,005,216 |
| Telecommunications (ISF) | \$942,436 | \$2,018,133 | \$1,874,089 |
| Yolo Electric (ISF) | \$2,778,895 | \$1,114,280 | \$2,126,583 |
| Subtotal | \$17,052,169 | \$22,901,141 | \$22,862,668 |
| Total Operating Budget | \$290,933,087 | \$334,869,931 | \$352,302,599 |
| Capital Project Funds | | | |
| Accumulated Capital Outlay (ACO) | \$1,267,765 | \$2,609,710 | \$1,943,159 |
| Monroe Jail Expansion | \$1,248,805 | \$1,890,000 | \$10,832,335 |
| Juvenile Detention Facility Expansion | \$500,825 | \$3,521,840 | \$4,321,471 |
| Subtotal | \$3,017,394 | \$8,021,550 | \$17,096,965 |
| Debt Service | | | |
| Davis Library | \$638,628 | \$637,925 | \$532,075 |
| DA Building | \$198,255 | \$278,083 | \$278,083 |
| Solar | \$2,834,291 | \$2,373,891 | \$2,340,488 |
| West Sacramento Building | \$325,567 | \$372,024 | \$372,024 |
| Subtotal | \$3,996,740 | \$3,661,923 | \$3,522,670 |
| Total Capital/Debt Budget | \$7,014,135 | \$11,683,473 | \$20,619,635 |
| TOTAL COUNTY BUDGET | \$297,947,222 | \$346,553,404 | \$372,922,234 |



Mission Statement

Making a difference by enhancing the quality of life in our community.

Core Values

*Service • Performance
Integrity • Responsibility
Innovation • Teamwork*

Values Statement

As Yolo County employees, we recognize this is a great place to live and work. We are committed to doing right by others through public service and maintaining the trust of our residents and peers. Together, we will continue to foster a healthy, supportive and professional environment, striving always for excellence.

Yolo County Strategic Plan

Yolo County's Strategic Planning effort is a dynamic, countywide, long-term, future-oriented process of evaluation, assessment, decision/policy-making and implementation that links present circumstances with a meaningful vision of the future, considers Yolo County's capacity, resources and changing environment, and indicates where resources are to be concentrated.

The pages to follow provide: 1) an executive summary of the 2012-2015 strategic planning effort, also known as the Tactical Plan; 2) the 2016-2019 Strategic Plan; and strategic plan implementation strategies included in each department's 2016-17 goals. The strategic plan goals these strategies support are also identified through department sections in red.

2012-2015 Tactical Plan Executive Summary

In September 2011, the Board of Supervisors held a facilitated discussion with Department Heads and County Administrator staff to develop key policy goals, setting the foundation for detailed tactical plans and implementation strategies. Through this discussion, the following Strategic Plan Goals were identified for 2012-2015:

- Advance innovation
- Champion job creation and economic opportunities
- Collaborate to maximize success
- Enhance and sustain the safety net
- Preserve and ensure safe and crime-free communities
- Preserve and support agriculture
- Protect open space and the environment
- Provide fiscally sound, dynamic and responsive services

Ambitious, results-oriented countywide Three-Year Tactical Plans were developed for each goal by the Department Head Working Group and County Administrator staff, with significant input from employee focus groups, outside stakeholders and department heads.

Interactive & Adaptive Public Policy

Since adopted, the 2012-2015 Strategic Plan Goals and their associated tactical plans allowed Board members, County staff and community members to interact with each other in a transparent and adaptive public policy implementation process. Clear benchmarks supported the ongoing measurement and analysis of progress, and annual staff reports to the Board provided opportunities to amend the Tactical Plans. Knowing significant changes could occur over a three-year implementation period, these updates were integral to creating a culture of inquiry and constant improvement. In celebration of the 2012-2015 Tactical Plan, this report highlights success, acknowledges progress and identifies next steps as the County embarks on the implementation of the 2016-2019 Strategic Plan.

2012-2015 Goal: Advance innovation

To support continuous quality improvements in agency coordination and meet core competency standards, as well as sustain and grow organizational partnerships, Yolo County made a commitment to advance innovation through the 2012-2015 Tactical Plan. Including efforts to develop and engage the County's workforce, the "advance innovation" goal also featured efforts to identify and integrate new technology to improve staff productivity, service delivery and community outcomes. Since 2012, the county has:

- Modernized the county's financial and human resources information system to promote organizational efficiency and support fiscal responsibility
- Developed a model for Change Management that includes a framework for agency coordination, an employee-led change management training course and change agents within the organization to provide employee and administrative support
- Established the Employee Council with representatives from all department, which meets regularly and allows employees to provide input on countywide initiatives, increase employee engagement and champion opportunities for employee development and leadership
- Participated in regional efforts to promote broadband in underserved areas and increased broadband service at the Esparto, Knights Landing and Yolo branches of the Yolo County Library



2012-2015 Goal: Champion job creation and economic opportunities

To acknowledge the importance of a balanced, thriving economy that offers job opportunities, ample services and up-to-date infrastructure and technology for long term sustainability, the Board of Supervisors identified the County's need to "champion job creation and economic opportunities" in the 2012-2015 Tactical Plan. Over the past three years, the County has made significant strides in creating an environment where the Yolo County economy can thrive. Since 2012, the County has:

- Adopted an agricultural zoning ordinance and created the Clarksburg Ag District Overlay Zone
- Developed a balanced and sustainable airport budget and a countywide Capital Improvement Plan
- Established the Rural City Manager role within the County Administrator's Office to provide direct support and interaction with unincorporated communities



2012-2015 Goal: Collaborate to maximize success

Because we can accomplish more by working together, the Board of Supervisors, County staff and community partners wanted to “collaborate to maximize success” in the 2012-2015 Tactical Plan. Collaboration among County staff and community partners occurred daily during plan implementation through a variety of committees, workgroups and task forces. In addition to these groups, the County achieved the following:

- Developed and established the Yolaborate tool to track collaborative efforts
- Developed a collaborative approach with the Yolo Youth Development Coalition to foster safety and support for positive youth experiences and engagement
- Other examples of collaborative efforts:
 - Strategic Plan Work Group
 - Community Corrections Partnership
 - Yolo County Performance Measurement and Dashboard Group
 - Bridge to Housing



2012-2015 Goal: Ensure and sustain the safety net

At its core, Yolo County strives to assure a thriving community. To show the County’s commitment to promoting healthy living, protecting vulnerable populations and supporting a community that achieves and maintains self-sufficiency, “ensure and sustain the safety net” was identified as a top priority in the 2012-2015 Tactical Plan. Over the past three years, much has been accomplished with a few of the highlights below:

- Piloted Housing First model through Bridge to Housing Pilot Project where 65 of the 71 stable residents of the North Levee Encampment entered the program; 82% of which remained engaged at the end of the program with 92% of them acquiring Housing Choice Vouchers along with other much needed services, i.e. benefits, employment, etc.
- Launched Healthy Yolo and completed a comprehensive community health assessment
- Secured funding and held a dedication for the Hanna & Herbert Bauer Memorial Community Garden
- Increased access to behavioral health services by reducing wait times for first clinical assessments from 32 to 18 days and post hospital follow-ups from an average of 58 days to 16
- Increased CalFresh and MediCal participation (CalFresh by 25%; MediCal by 84%)
- Developed adult and family literacy programs to address the needs of high-need/at-risk residents, probationers and the AB 109 population via the Arthur F. Turner Community Library Family Literacy Program and Day Reporting Center Adult Literacy Program
- Provided Crisis Intervention Training to 436 first responders to further their ability to recognize behaviors and triggers of mental illness when in the field



2012-2015 Goal: Preserve and ensure safe and crime-free communities

Yolo County seeks to collaboratively “preserve and enhance safe and crime-free communities” through partnerships with County staff and community partners. In the 2012-2015 Tactical Plan, the focus of this goal was the use of well-informed offender case management, evidence-based criminal justice practices and collaboration across agencies. Since 2012, much was accomplished by Yolo County and its criminal justice partners:

- Formed the Community Corrections Partnership to support the collaborative evaluation of programs and strategies in the criminal justice system and developed and launched the Community Corrections Partnership Strategic Plan
- Expanded Yolo County Neighborhood Court Program to Woodland and West Sacramento through a \$1.95 million grant from the Board of State & Community Corrections.
- Trained and transitioned Probation staff to the Ohio Suite Assessment screening tool
- Expanded Day Reporting Center services to West Sacramento
- Expanded services in the Public Defender’s Office through the addition of an adult and juvenile social worker
- Continued to maintain and expand the Records Mitigation Clinic to ensure re-entry, post-conviction legal services were available to ex-offenders



2012-2015 Goal: Preserve and support agriculture

Yolo County believes in encouraging a vibrant and resilient agricultural economy, while preserving sufficient farmland to maintain regional food security in perpetuity. Acknowledging the county’s rich agricultural history and the need to ensure economic viability, preserve land availability, maintain and enhance infrastructure and cultivate economic benefits locally, a commitment to “preserve and support agriculture” was included in the 2012-2015 Tactical Plan. Here are a few highlights from the plan’s accomplishments:



- Implemented the Yolo County Farmbudsman position to provide permit process support to farmers and ranchers in Yolo County
- Developed and maintained an effective Farm-to-School program in all Yolo County school districts and Yolo County Head Start, increasing procurement of California specialty crops by 49.8% and training 40 farmers on how to sell to schools.

2012-2015 Goal: Protect open space and the environment

By including “protect open space and the environment” in the 2012-2015 Tactical Plan, the Board of Supervisors signaled its role in the efficient management of natural resources and open space for future generations. To achieve this goal, Yolo County has focused on expanding recreational opportunities, improving water quality resources and lowering greenhouse gas emissions. Over the past three years, forward progress has been made in most of these areas:

- Passage of the Esparto Assessment through a Prop 218 vote, a major milestone for the Esparto Community Park and Aquatic Facility Project
- Expanded recreation opportunities through the completion of four grant projects:
 - Knights Landing Boat Launch Improvement Design Project
 - Cache Creek Campground Showers Project
 - Putah Creek Access Improvements
 - Grasslands Regional Park Habitat Restoration
- Surveyed 13 parks (19 sites) through the Yolo County Parks Study which included both a fiscal analysis and usage study



2012-2015 Goal: Provide fiscally sound, dynamic, responsive services

As county employees, we are enthusiastically engaged in providing the services our community needs, in a financially responsible manner. Through implementation of the 2012-2015 Tactical Plan, County staff continued to “provide fiscally sound, dynamic, responsive services” by ensuring services are financially sustainable, adapted to fit changing conditions, and grounded in best practices. Here are some of the major milestones we’ve met since 2012:

- Improved operational efficiency through the creation of the comprehensive Department of Financial Services and combined Clerk-Recorder/Assessor/Elections Office
- Updated and implemented policies to support fiscal accountability with the Board's adoption of the Capital Asset Management Policy, Budget & Financial Management Policy and Accountability & Auditing Policy
- Reached a major milestone towards implementation of a one-stop-shop model with the integration of Environmental Health and Planning & Public Works into the now Community Services Department



What's Next?

Much was accomplished through the 2012-2015 Tactical Plan, however, the work does not stop here. On November 3, 2015 the Board of Supervisors adopted the 2016-2019 Strategic Plan. Over the next three years, the County will focus on the following goals and their associated priority focus areas (listed to the right):

Thriving Residents

Safe Communities

Sustainable Environment

Flourishing Agriculture

The Strategic Plan is supported through the guiding principles of: **Operational Excellence:**

- Advance innovation
- Collaborate to maximize success
- Engage and empower our residents
- Provide accessible, fiscally sound, dynamic and responsive services
- Strategically align our organization

Strategies departments will employ for all of the above are found in the pages to follow. **Within each department section, these strategies are highlighted in red.**

For more information, visit:

www.yolocounty.org/Strategic-Plan

We look forward to engaging you in the implementation of this plan so that we can work together to make a difference by enhancing the quality of life in Yolo County.

2016-2019 Strategic Plan

The Strategic Plan Goals and priority focus areas for 2016-2019 are supported by the following guiding principles of Operational Excellence:

- ★ Advance innovation
- ★ Collaborate to maximize success
- ★ Engage and empower our residents
- ★ Provide accessible, fiscally sound, dynamic and responsive services
- ★ Strategically align our organization



Thriving Residents

- ❑ Implement Community Health Improvement Plan
- ❑ Develop and implement strategies to reduce homelessness
- ❑ Expand best practices in programs benefitting children

Safe Communities

- ❑ Develop coordinated continuum of care ranging from prevention through intensive services
- ❑ Implement proactive, coordinated code enforcement effort
- ❑ Ensure robust disaster emergency management program
- ❑ Identify and address service delivery and critical infrastructure needs in unincorporated communities



Sustainable Environment



- ❑ Ensure water reliability
- ❑ Identify and implement sustainable parks system model
- ❑ Identify countywide waste reduction strategies
- ❑ Update and implement Climate Action Plan

Flourishing Agriculture

- ❑ Ag land preservation
- ❑ Facilitate connections between growers and buyers
- ❑ Develop strategies, including a concierge approach, to nurture new ag/ag tech businesses
- ❑ Align workforce development efforts with ag and food system employer needs



| Organizational Priorities | Tools Required |
|--|---|
| <ul style="list-style-type: none"> • Facilities and space planning (Capital Improvement Plan) • Implementation of InforSystem and Talent Development programs • Countywide implementation of Yolo Performance and related dashboards • Law & Justice case management system development and implementation • Outreach/education on county programs and services | <ul style="list-style-type: none"> • Data-driven, evidence-based, innovative practices, i.e. trauma-informed practices • Efficient and effective information technology systems • Effective allocation of resources to services • Collaboration among departments and with partners |

Strategic Plan Implementation Strategies Included in 2016-17 Department Goals

Agriculture Department

- ★ Develop a fully funded land use planning program to ensure comments are made on projects impacting agriculture
- ★ Facilitate connections between growers and buyers
- ★ Develop strategies to nurture new ag and ag tech businesses
- ★ Align workforce development efforts with ag and food system employer needs

Assessor/Clerk-Recorder/Elections

- ★ Research possible partnerships to improve efficiencies
- ★ Gather staff feedback to better facilitate innovative practices
- ★ Enhance outreach and educational efforts to the business community
- ★ Research best practices for online service options
- ★ Collaborate with strategic partners for effective and efficient outreach to the youth and the county's underserved populations
- ★ Research best practices to improve customer service to residences and taxpayers
- ★ Update staff training to ensure high levels of professional proficiency, customer service and public relations
- ★ Research enhanced social media platforms for improved outreach and customer service experience

Child Support Services

- ★ Ensure families that need Child Support Services receive them by increasing accessibility of information and services
- ★ Deliver excellent and consistent customer service
- ★ Educate customers and partners about child support
- ★ Improve program outcomes and federal performance measures
- ★ Set annual goals and explore methods to improve program performance
- ★ Partner to improve the lives of children
- ★ Implement new and improved business processes and practices



Community Services

- ★ Update and implement Climate Action Plan
- ★ Develop strategies, including concierge approach, to nurture new ag/ag tech business, including refining related policies and regulations related to agri-tourism and ag conservation
- ★ Preserve ag land by assessing current strategies and threats, and refining strategies, policies and tools based on analysis
- ★ Re-establish Code Enforcement program in coordination with other departments, including the Agricultural Commissioner and District Attorney
- ★ Build upon and improve "one-stop" processing of applications through better customer services and use of the TRAKIT system to provide timely information about individual permit tracking to applicants and the general public
- ★ Continue to improve coordination between Planning, Building, Public Works and Environmental Health divisions
- ★ Conduct outreach to stakeholders regarding development of a retail food placarding (grading) program and develop program proposal and plan.
- ★ Implement changes to County Code in compliance with new statewide septic systems standards.
- ★ Complete updates to County Code for well construction and water quality requirements
- ★ Continue to improve efficiency and customer service with enhanced online access to resources, such as permit applications, complaint forms, bill payment and portal for regulated businesses to check status of their inspections and violations
- ★ Safe, efficient, fiscally manageable county roadway system
- ★ Operation of a fully integrated county/city waste management system securing waste and other materials for continued efficient and economical operation of the County's integrated waste management programs

Strategic Plan Implementation Strategies Included in 2016-17 Department Goals cont.

County Administrator

- ★ Support organization in implementation of the 2016-2019 Strategic Plan
- ★ Further develop and implement Yolo Performance and related dashboards
- ★ Continue to support implementation and management of Infor
- ★ Collaborate with cities in the development of city plans to address homelessness through Housing First model and practices/ services/outreach for positive health outcomes for the homeless population
- ★ Facilitate a workgroup to develop a comprehensive plan which will deliver services utilizing best practices when supporting the children of Yolo County
- ★ Assist Health & Human Services Agency in pursuing funding for homeless services priorities identified in Comprehensive Funding Plan
- ★ Continue support of emergency response and recovery
- ★ Support and assist in the development of a coordinated continuum of care
- ★ Continue efforts related to rural initiative program (infrastructure)
- ★ Continue to expand Broadband infrastructure countywide
- ★ Support implementation of a proactive, coordinated code enforcement program
- ★ Form Groundwater Sustainability Agency
- ★ Implement short-term recommendations in adopted Parks Study
- ★ Assist Community Services in pursuing funding for alternative energy and waste reduction priorities identified in Comprehensive Funding Plan
- ★ Support waste reduction efforts
- ★ Monitor water and resource management in effort to achieve sustainability
- ★ Assist Agriculture Department in pursuing funding for Strategic Plan priorities identified in Comprehensive Funding Plan



County Counsel

- ★ Focus resources and attention on Board priorities, including Strategic Plan implementation and current issues, including code enforcement, Climate Action Plan implementation (including Community Choice Aggregation) and Sustainable Groundwater Management Act
- ★ Collaborate with Health & Human Services and the Yolo Superior Court in assuring high quality representation for parents and children in juvenile dependency matters
- ★ Continually evaluate options for reducing costs without compromising the quality of representation in indigent defense matters
- ★ Expand training and support for Child Welfare Services

Strategic Plan Implementation Strategies Included in 2016-17 Department Goals cont.

District Attorney

- ★ Continue innovation in DA paperless system and High-Tech Unit to Enhance Public Safety
- ★ Continue to improve upon the Neighborhood Court Restorative Justice expansion in West Sacramento, Woodland and homeless offender population
- ★ Continue to develop and perfect the Data-Driven Justice Intervention program
- ★ Collaborate with Information Technology, Sheriff, Probation, Courts and Public Defender, as well as local law enforcement agencies to advance innovation involving D2P program; LAWSuite upgrades and Court portal integration
- ★ Collaborate with M.C.C.C. and the Yolo County Office of Education on "Cradle to Prison" program Collaborate with Probation, the Courts and Health & Human Services on the Mental Health Court
- ★ Collaborate with the cities, local law enforcement agencies, Health & Human Services, the University and colleges on the Neighborhood Court program
- ★ Collaborate with local law enforcement agencies, the Sheriff and the community with the District Attorney's Citizen's Academy

Financial Services

- ★ Support continued implementation of the new financial & procurement system
- ★ Implement a new budget system
- ★ Complete the financial plan for the Capital Improvement Plan
- ★ Explore and develop e-commerce capabilities



General Services

- ★ Expand/enhance network from Woodland to Davis
- ★ Enhance disaster recovery capabilities
- ★ Enhance technology capabilities for departments and the public
- ★ Launch GIS Open Data site
- ★ Complete Phase 2 of Probation application and enhance Integrated Justice Systems for Public Defender and District Attorney
- ★ Support ongoing needs and expansion of the InforSystem
- ★ Update Countywide IT Plan priorities
- ★ Develop GIS solutions for population dashboard and programmatic performance and reporting
- ★ Implement approved Parks Study recommendations
- ★ Implement adopted Capital Improvement Plan

Health & Human Services

- ★ Increase number of clients securing and maintaining permanent housing through the CalWORKs Housing Support Program
- ★ Develop a robust Homeless Management Information System and coordinated entry system
- ★ Implement and monitor the Bridge to Housing 2.0 projects in Woodland and Davis
- ★ Fully implement the Bridge to Health & Housing
- ★ Fully implement Family Support Meetings in Child Welfare Services
- ★ Increase specialization of Child Welfare Services social workers to reach target populations
- ★ Fully implement and expand the use of Parent Partners in Child Welfare Services
- ★ Implement and monitor Community Health Improvement Plan
- ★ Ensure fiscal health
- ★ Continue Health & Human Services Agency integration
- ★ Make data-informed decisions and create a culture of quality

Strategic Plan Implementation Strategies Included in 2016-17 Department Goals cont.

Library

- ★ Enhance and conduct customer service training
- ★ Initiate Arts Education/service integration program supporting people experiencing homelessness at Davis, West Sacramento and Woodland libraries
- ★ Implement Touch Points throughout the system, delivering services utilizing best practices when supporting the children of Yolo County
- ★ Continue efforts to expand Broadband infrastructure in the Clarksburg area
- ★ Collaborate with Department of Agriculture Department and regional farmers on the development of literacy programs aimed at building the skills of the workforce for the ag and food system

Probation

- ★ Expand juvenile services to reduce recidivism and increase positive societal engagement
- ★ Complete construction of the Juvenile Detention Gymnasium Facility
- ★ Increase juvenile transportation staff to make juvenile court operations more efficient
- ★ Continue to incorporate new and improved technological solutions in daily probation operations
- ★ Complete phase two of the department's case management system, which will focus on implementing a new juvenile detention management system

Public Defender

- ★ Ensure zealous, high quality legal representation for each client
- ★ Collaborate with other stakeholders and community partners to establish client-centered policies and procedures that enable clients to access services necessary for their well-being and growth
- ★ Continuum of Care workgroup: map existing services, identify gaps and create solutions
- ★ Secure IGT funding to build housing capacity to bridge a gap in the behavioral health system of care for justice-involved, Medi-Cal beneficiaries
- ★ Continuously assess technology needs; develop a comprehensive IT plan; continue to incrementally implement IT practices, including piloting a "paperless" unit and completing case management upgrades that allow for linkages to electronically stored files and accurate data reporting; identify and develop needed resources to meet technology priorities
- ★ Increase community knowledge of legal rights and the work of public defense



Strategic Plan Implementation Strategies Included in 2016-17 Department Goals cont.

Public Guardian/Public Administrator

- ★ Continue to provide top-notch service
- ★ Case manage each client, advocating for their best interest
- ★ Maintain relationships with our client's care providers and the medical staff
- ★ Access services for Public Guardian clients and secure appropriate placement

Sheriff-Coroner

- ★ Establish a Crime Analyst position to assist with crime mapping to map, visualize and analyze crime incident patterns which will be used in the deployment of staff
- ★ Request additional 8 Correctional Officers to add to current staff to fill mandated positions and reduce overtime, adding 2 positions to each of the four shifts at the jail
- ★ Seek funding for Stepping Up Initiative to help reduce the number of people with mental illnesses in jail
- ★ Collect and review prevalence and assess individual needs to better identify adults entering jails with mental illnesses and their recidivism risk and use baseline information to guide decision making at system, program and case levels
- ★ Examine treatment and service capacity to determine which programs and services are available for people with mental illnesses and co-occurring substance use disorders and identify State and local policy and funding barriers to minimizing contact with the justice system and providing treatment and supports in the community



**Thriving
Residents**



**Flourishing
Agriculture**



**Operational
Excellence**



**Safe
Communities**



**Sustainable
Environment**



Statistical and Demographic Profile



Yolo County was one of the original 27 counties created when California became a state in 1850. “Yolo” may be derived from the native Patwin Indian word “yo-loy” meaning “abounding in the rushes.” Other historians believe it to be the name of the Indian chief, Yodo, or the Indian village of Yodoi.

The first recorded contact with Westerners occurred in the late 1830s. These included Spanish missionaries as well as trappers and hunters who could be found along the banks of “Cache Creek” – named by French-

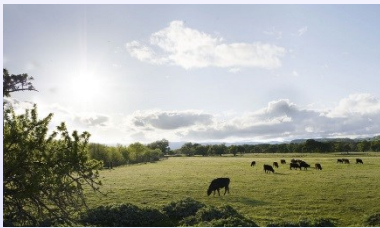
Canadian trappers. The first white settler, William Gordon, received a land grant from the Mexican government in 1842 and began planting wheat and other crops.

The towns of Yolo County first developed along the Sacramento River. Fremont, its first town, was founded in 1849 along the confluence of the Sacramento and Feather Rivers and became the first county seat. Knights Landing, Washington, Cacheville (later called Yolo), Clarksburg, Winters, Esparto, Capay, Guinda, and Davisville (Davis) were all built near waterways. Davisville had the added advantage of being on the path of the newly constructed railroad. Woodland, which became the county seat in 1862, began in a wooded area of valley oaks and was also served by a nearby railroad.

Current Demographics

Yolo County’s 1,021 square miles (653,549 acres) are located in the rich agricultural regions of California’s Central Valley and the Sacramento River Delta. It is directly west of Sacramento, the State Capital of California, and northeast of the Bay Area counties of Solano and Napa. The eastern two-thirds of the county consists of nearly level alluvial fans, flat plains and basins, while the western third is largely composed of rolling terraces and steep uplands used for dry-farmed grain and range. The elevation ranges from slightly below sea level near the Sacramento River around Clarksburg to 3,000 feet along the ridge of the western mountains. Putah Creek descends from Lake Berryessa offering fishing and camping opportunities, and wanders through the arboretum of the University of California at Davis. Cache Creek, flowing from Clear Lake, offers class II-III rapids for white water rafting and kayaking.

Yolo County sits in the Pacific flyway, a major migration route for waterfowl and other North American birds. Several wildlife preserves are situated within the county. The Yolo Bypass Wildlife Area has been recognized as one of the most successful public-private partnerships for wildlife preservation. It provides habitat for thousands of resident and migratory waterfowl on more than 2,500 acres of seasonal and semi-permanent wetlands.



Current Demographics (continued)

Over 87% of Yolo County’s population of 214,555 (as of 2016) residents reside in the four incorporated cities. Davis, founded in 1868, now with a population of 68,314, has a unique university and residential community internationally known for its commitment to environmental awareness and implementing progressive and socially innovative programs. Woodland, population 57,526, is the county seat. It has a strong historic heritage, reflected in an impressive stock of historic buildings in the downtown area and surrounding neighborhoods. West Sacramento, population 53,082, sits across the Sacramento River from the state’s capital of Sacramento. It is home to the Port of West Sacramento which ships out 1.0 million tons of some of Yolo County’s many agricultural products, such as rice, wheat, and safflower seed, to world wide markets. West Sacramento is also home to a Triple-A baseball team, the Rivercats. The City of Winters, population 7,214, is a small farming town nestled at the base of the Vaca Mountains, offering unique shops, restaurants, galleries and live entertainment at the Palms Playhouse. It is close to Lake Berryessa and has become a favorite destination for bicycle enthusiasts.

Chart A – Population of Yolo County 1995-2015 (population 214,555 as of January, 2016)

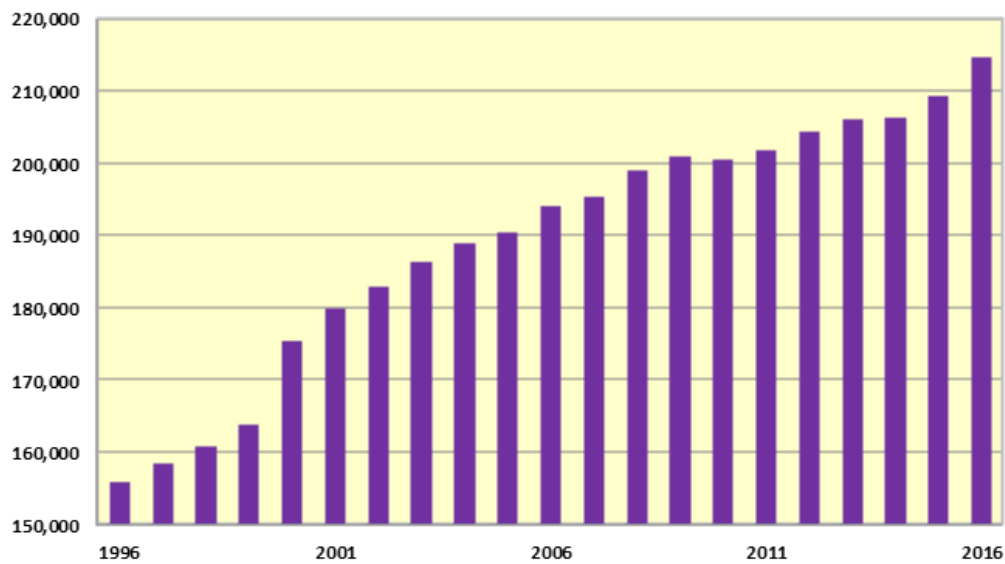
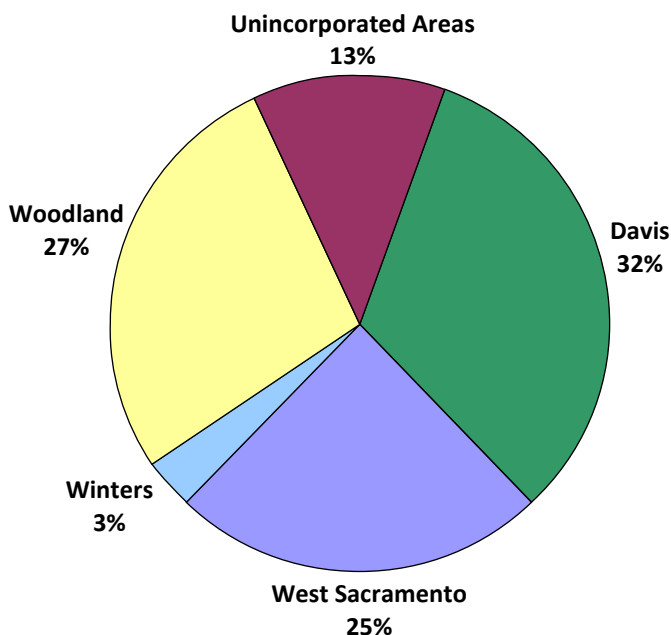
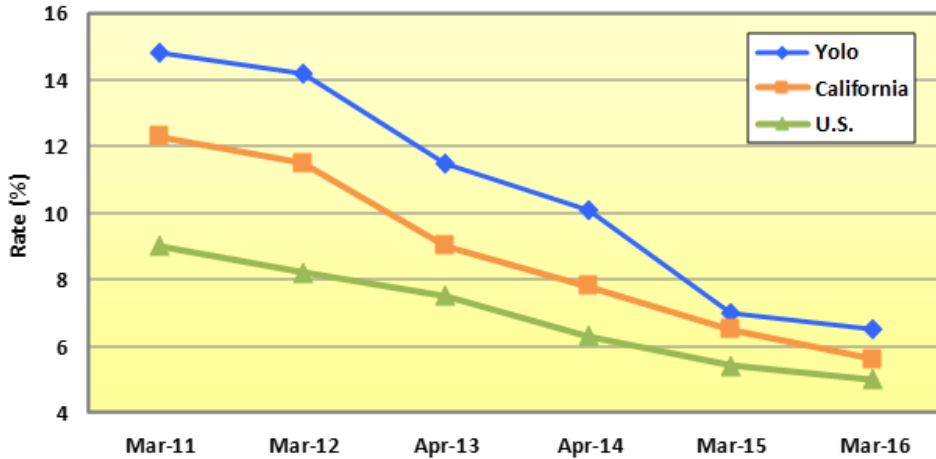


Chart B – Population Distribution in Yolo County



The unincorporated portion of Yolo County – the area for which the County of Yolo provides municipal services – represents 13% of the county’s total population. The rest of Yolo County receives services from one of the four different municipal governments and from the county.

Chart C – Unemployment Rates: Yolo County vs. California vs. U.S.



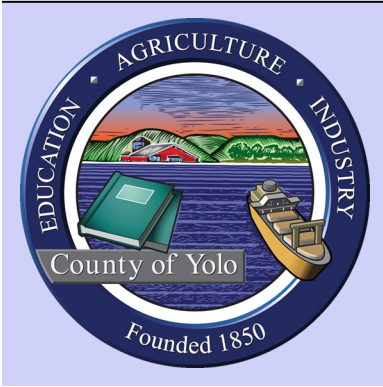
**Statistical
and
Demographic
Profile**
(continued)

Chart D – Largest Employers in Yolo County

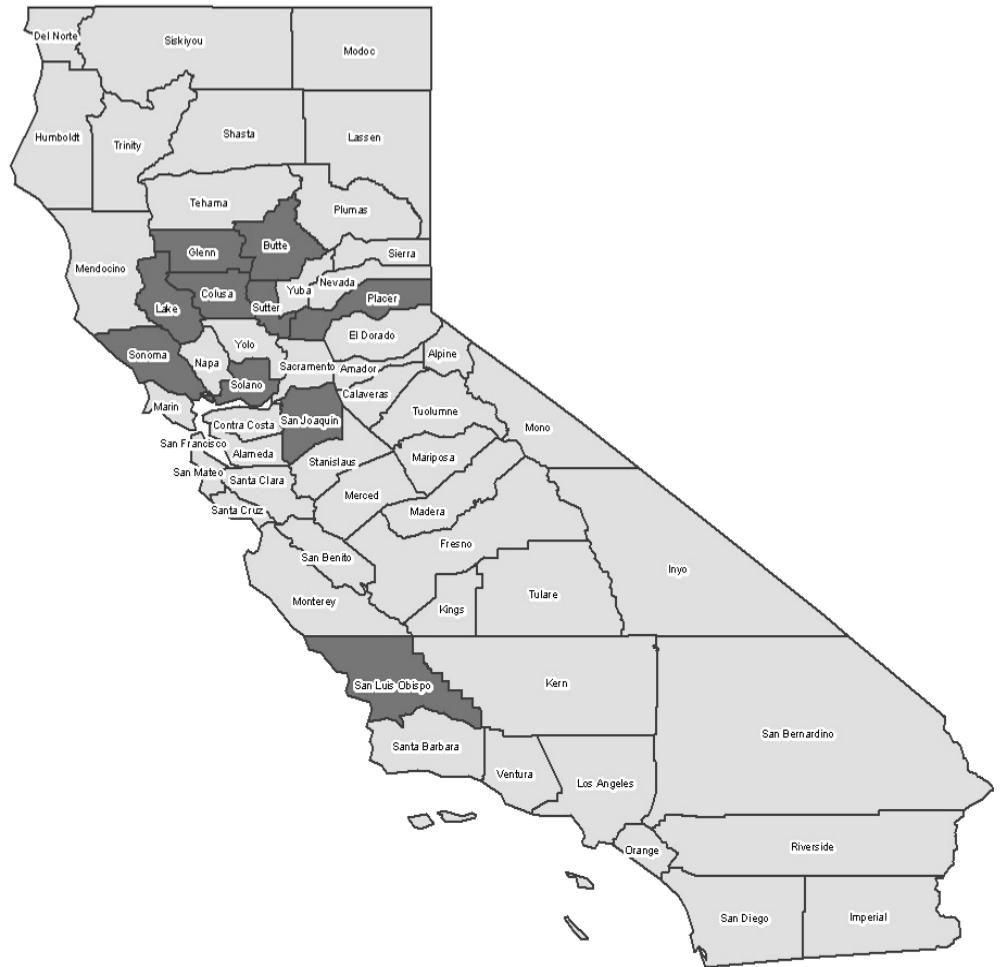
| <u>Company Name</u> | <u>Number of Full Time Employees</u> |
|--|--------------------------------------|
| 1. UC Davis | 12,646 |
| 2. State of California | 2,753 |
| 3. U.S. Government | 2,323 |
| 4. Cache Creek Casino Resort | 2,180 |
| 5. Yolo County..... | 1,517 |
| 6. United Parcel Service..... | 1,429 |
| 7. Woodland Joint Unified School District | 1,116 |
| 8. Clark Pacific Corp | 1,016 |
| 9. Raley’s, Inc. | 794 |
| 10. Woodland Memorial Hospital | 725 |
| 11. Walgreens..... | 691 |
| 12. Pacific Gas and Electric Company..... | 635 |
| 13. Sutter Health | 601 |
| 14. Nugget Market Inc..... | 435 |
| 15. Hunter of Douglas Inc..... | 384 |
| 16. City of Davis..... | 365 |
| 17. City of West Sacramento | 352 |
| 18. Beckman Coulter (formerly Siemens)..... | 301 |
| 19. Monsanto Co., Vegetable Seeds Division | 300 |
| 20. City of Woodland..... | 292 |
| 21. Nor-Cal Beverage Co. Inc. | 258 |
| 22. Safeway Inc..... | 254 |
| 23. Yolo County Office of Education..... | 250 |
| 24. University Retirement Community at Davis | 230 |
| 25. CommuniCare Health Centers..... | 216 |

Source: Sacramento Business Journal Book of Lists, December 25, 2015



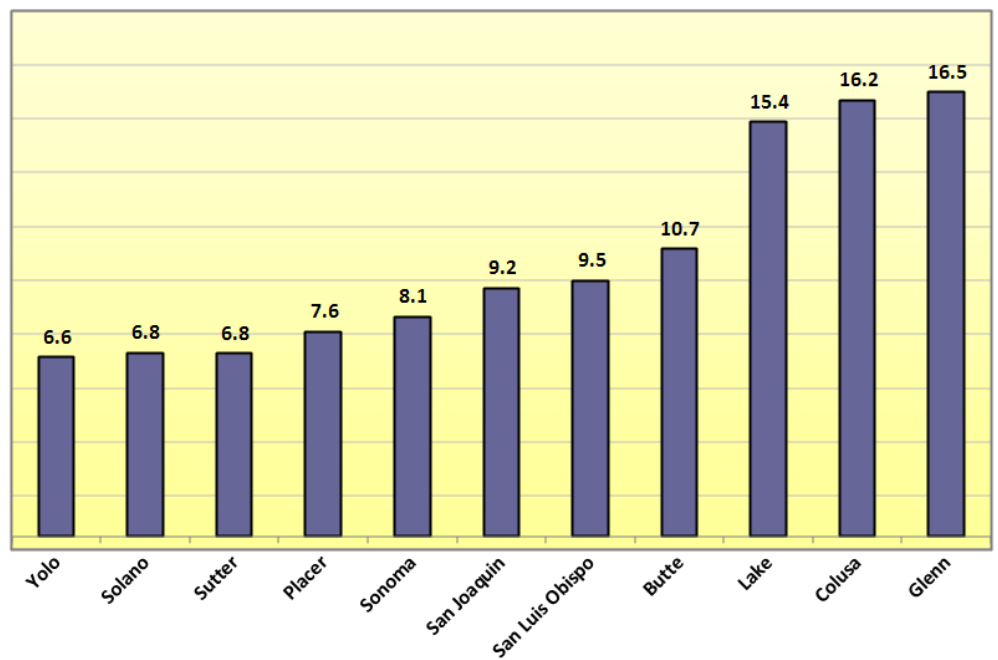


Comparable Counties



The chart shown on this page provides statistical comparison between Yolo County and other similar counties (Butte, Colusa, Glenn, Lake, Placer, San Joaquin, San Luis Obispo, Solano, Sonoma and Sutter). These counties were selected for comparison to Yolo County based on their similar characteristics.

Chart E – Comparable Counties: Full Time Employees per 1,000 Residents



Property Tax Allocation

The property tax is a tax on certain kinds of property. It is based on the value of the property. The property tax is a state tax administered by counties. Counties and cities do not impose and cannot increase the property tax except as described below. Taxable property includes “real property” (land and the buildings that are on it), as well as things like boats, aircraft and business equipment.

How is property tax revenue distributed?

Proposition 13 transferred the authority to determine where property tax revenues go to the Legislature. Generally, property taxes are allocated within a county based upon the historical share of the property tax received by local agencies prior to Proposition 13. However, those allocations have changed over the years; the most significant change being the ERAF (Education Revenue Augmentation Fund) property tax shift. Proposition 1A restricts the Legislature to following certain procedures before allocating property tax from counties, cities and special districts to schools; and before changing the allocations between counties, cities and special districts.

Below is a chart illustrating how a Yolo County property tax dollar is allocated:



Sales Tax Allocation

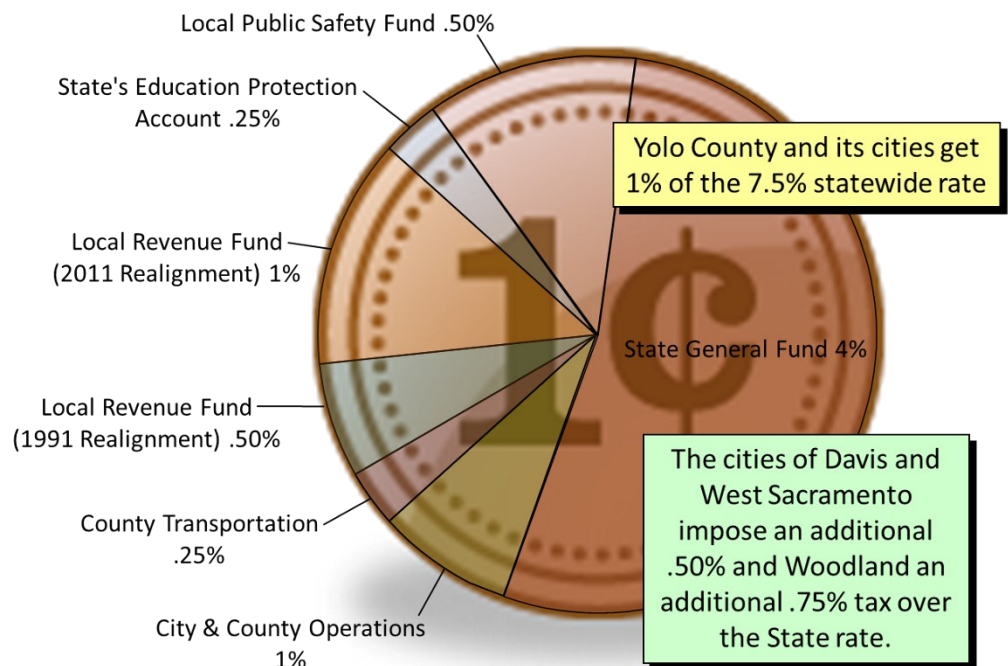
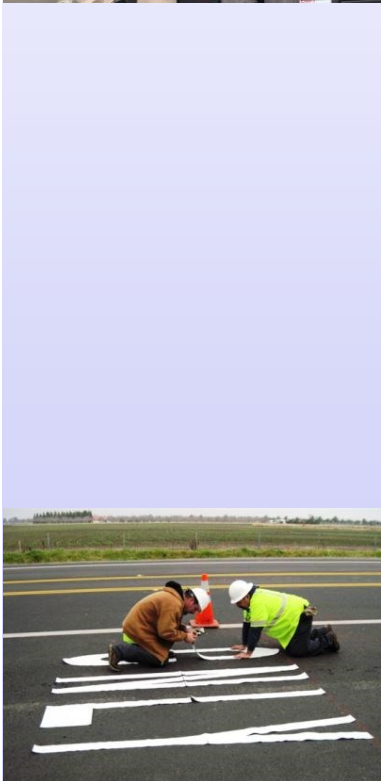


Consumers are familiar with the experience of going to a store, buying something, and then having an amount added for sales tax. The sales tax is actually imposed on retailers for the privilege of selling tangible personal property in California. Services are exempt from the sales tax as well as certain items, like most groceries and medicine. Retailers typically pass this tax along to the consumer. The sales tax is assessed as a percentage of the amount purchased.

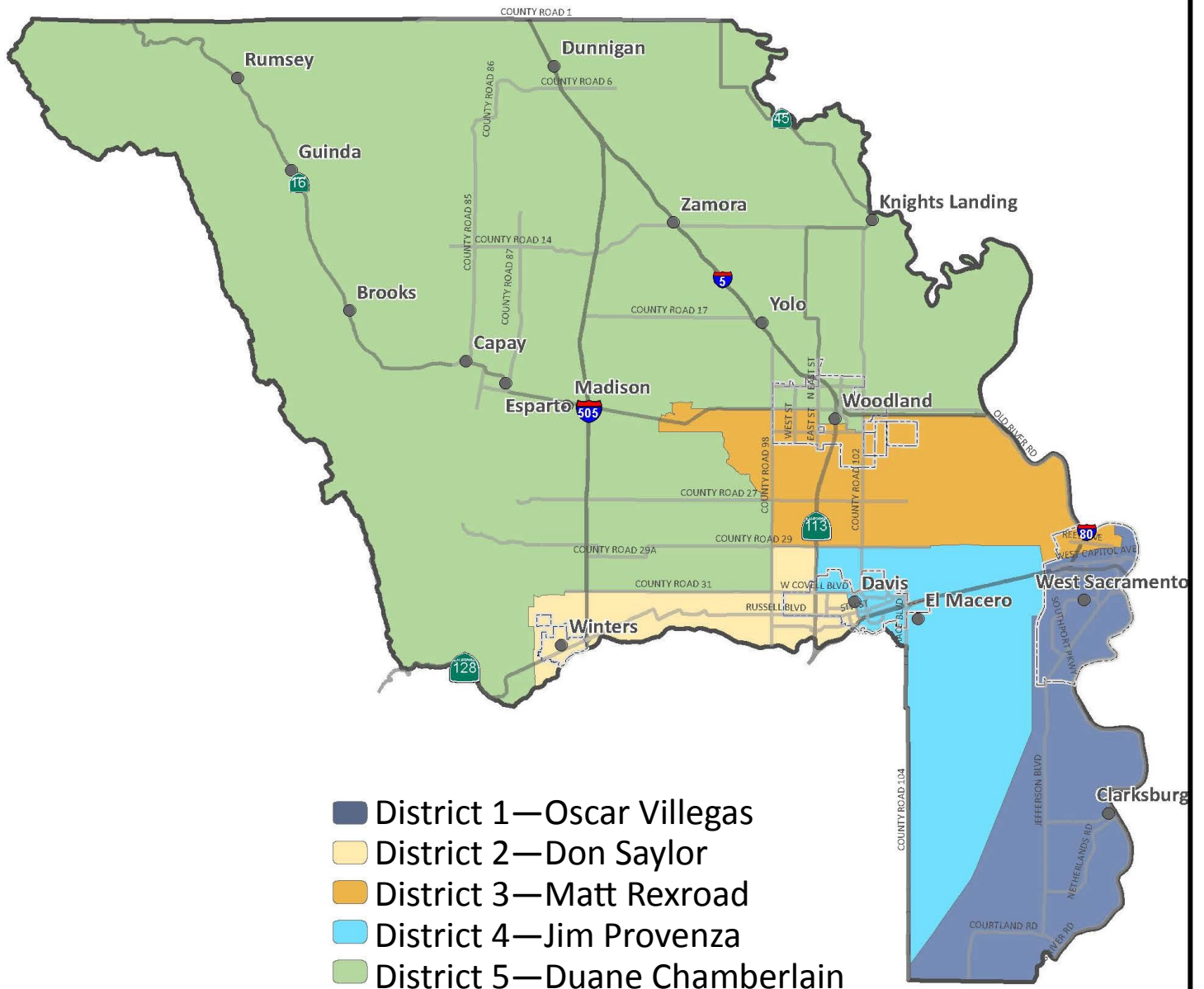
The “base” sales tax rate of 7.5% has a number of components. For example, the State imposes a basic sales tax rate of 6.5%. This means if you bought an item for \$10.00 and the cash register receipt shows 75 cents for sales tax, then about 65 cents of that sales tax goes to the State. About 10 cents come back to local governments (5 cents for counties to fund health social service and mental health programs and 5 cents for counties and cities to fund public safety services). A fourth component exists in certain counties and cities which have increased the use tax rate to fund programs such as transportation, criminal justice facilities and the acquisition of open space.

Locally, counties may impose a sales and use tax up to 1.25%. Cities may impose a sales and use tax at the rate of up to 1%. Payment of the city sales tax is credited against payment of the county sales tax, which simply means you don’t have to pay twice for the local share — only once. Cities keep all of the local sales tax collected within the city; counties keep the local sales tax collected outside city boundaries.

The chart below illustrates how the Yolo County sales tax is allocated:



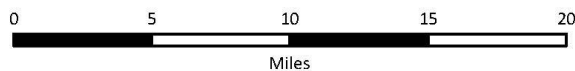
Yolo County Supervisorial Districts



- District 1—Oscar Villegas
- District 2—Don Saylor
- District 3—Matt Rexroad
- District 4—Jim Provenza
- District 5—Duane Chamberlain

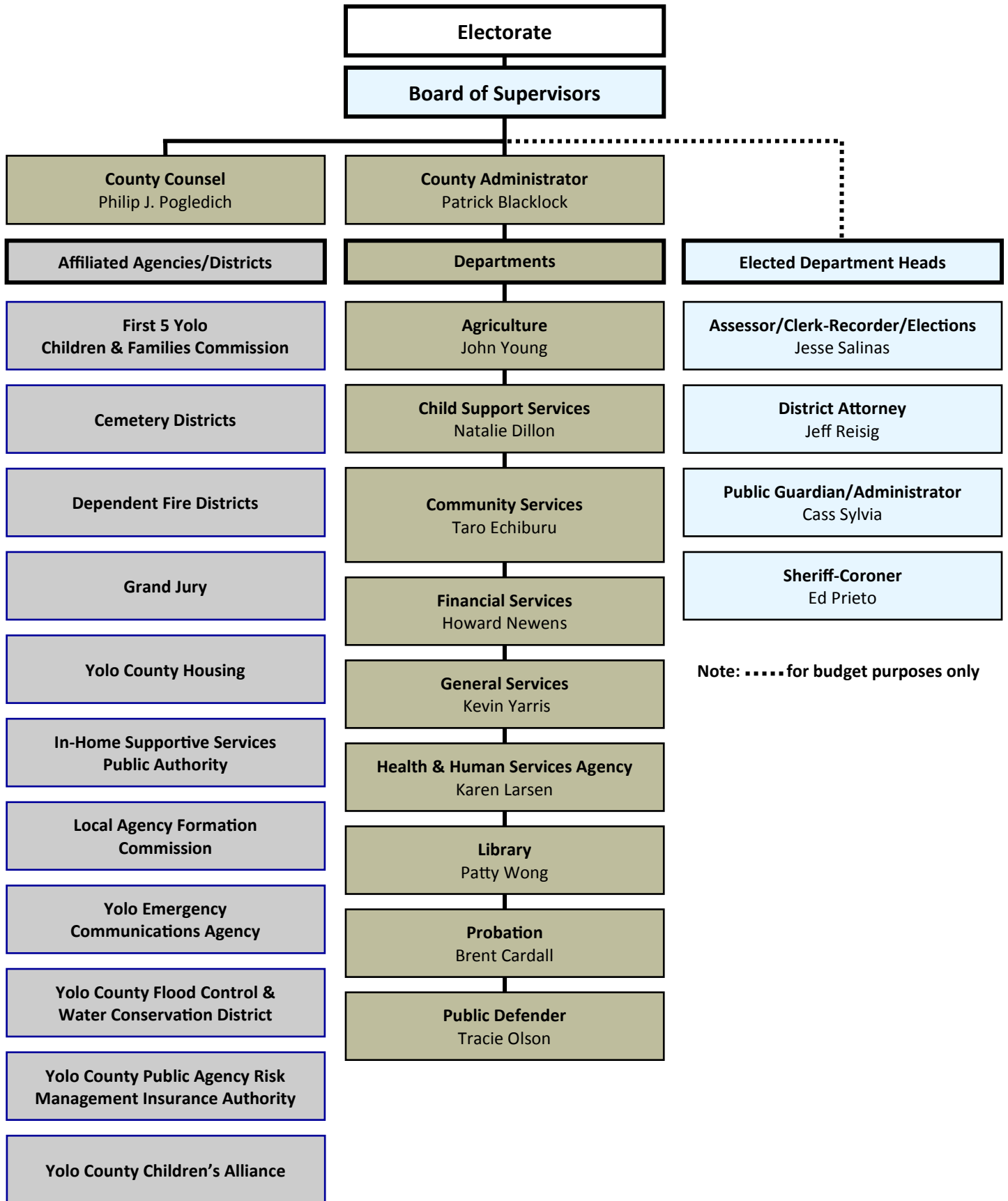


- Cities and Towns
- ⊕ Incorporated Cities
- ⚡ Major Roads



Created by Yolo County IT Division of DGS - May, 2012 Data Sources: Yolo County, Yolo County Elections Department

Yolo County Organization





Services Provided by Yolo County

The different roles of county government

With 6.6 employees per 1,000 residents, Yolo County provides all the services highlighted in the table on the right, throughout the county, playing three very different roles as a county government:

- 1) the County, as a regional government, provides countywide services, including public health, elections and criminal prosecutions;
- 2) for the residents of the unincorporated areas, the County provides all the municipal services a city would provide, including patrol services, waste management and road maintenance; and
- 3) as a political subdivision of the State, the County provides Federal and State services, including child protective services, food stamps and mental health services.

| (1) | (2) | (3) |
|--------------------------------------|-------------------------------------|-------------------------------------|
| <u>Countywide Services</u> | <u>Municipal Services</u> | <u>Statewide Services</u> |
| Adult Detention (Jail) | Airports | Adult Protective Services |
| Agricultural Commissioner | Building Inspector/Code Enforcement | Anti-Tobacco Programs |
| Aid to Victims of Crime & Violence | Building Permits/Plan Checking | California Children's Services |
| AIDS Education, Prevention & Testing | County Clerk/City Clerk | CalWORKs |
| Animal Regulation | County Counsel/City Attorney | Child Care Licensing |
| Assessor | Disaster Preparedness | Child Health and Disability Program |
| Auditor-Controller | Economic Development | Child Protective Services |
| Child Abductions | Emergency Services | Child Support Services |
| Communicable Disease Control | Fire Protection | Drug and Alcohol Abuse Services |
| Cooperative Extension | Housing | Family Planning |
| Coroner/Medical Examiner | Library Services | Food Stamps |
| District Attorney (Prosecution) | Parks and Recreation | Foster Care |
| Domestic Violence | Pest Control | Foster Grandparents |
| Elections | Planning and Zoning | General Assistance |
| Emergency Children's Shelters | Police Protection | In-Home Support Services |
| Environmental Health | Sewers | Job Training |
| Environmental Protection Programs | Street Lighting/Maintenance | Maternal and Child Health |
| Epidemiology | Street Trees/Landscaping | Medical Care Services |
| Flood Control | Streets/Roads/Highways/Storm Drains | Medically Indigent Adults |
| Forensic Labs | Water Delivery | Mental Health Services |
| Hazardous Waste Collection | Weed Abatement | Public Health/Laboratory |
| Homeless Shelters | | Women, Infants and Children (WIC) |
| Immunizations | | |
| Indigent Burials | | |
| Juvenile Detention | | |
| Juvenile Justice Programs | | |
| Landfill/Recycling | | |
| Law Library | | |
| Livestock Inspector | | |
| Local Agency Formation Commission | | |
| Probation (Juvenile and Adult) | | |
| Public Administrator | | |
| Public Defender | | |
| Public Guardian-Conservator | | |
| Recorder/Vital Statistics | | |
| Regional Parks | | |
| Treasurer/Tax Collector | | |
| Weights and Measures | | |
| Veterans Services | | |



Realignment

In general, realignment means shifting primary responsibility for providing a specific public service from State government to local government, particularly counties. This shift of responsibility is usually accompanied by both a revenue source and the authority to shape that particular public service program to best accommodate local conditions and priorities.

Realignment I

In 1991, the State faced a multibillion dollar budget deficit. To resolve this budget crisis, the Legislature developed a legislative package that formed the foundation and base funding of 1991 Realignment. This legislation:

- ◆ Transferred several programs from the State to the counties, most significantly certain health and mental health programs.
- ◆ Changed the way State and county costs are shared for social services and health programs.
- ◆ Increased the sales tax and vehicle license fee and dedicated this revenue to counties.

The 2016-17 recommended budget for Realignment I revenues is summarized below.

| Fiscal Year 2016-17 Budgeted 1991 Realignment I Revenue | | | | | |
|---|-------------|---------------|-----------|----------------------|--------------|
| Social Services | Health | Mental Health | Probation | County Stabilization | Total |
| \$9,314,642 | \$1,669,171 | \$5,871,657 | \$948,820 | \$574,000 | \$18,378,290 |

Remaining 2016-17 Realignment I Social Services Accounts Realigned in 2011

| CalWORKs | Family Support & Child Poverty | Total |
|-------------|--------------------------------|-------------|
| \$3,563,506 | \$2,564,119 | \$6,217,625 |

2011 Health and Human Services Realignment II

Building upon the 1991 Realignment, 2011 Realignment moves program and fiscal responsibility to counties, providing a dedicated source of funding while eliminating duplication of effort, generating savings and increasing flexibility.

Realigned programs and services include local public safety, mental health, substance abuse, foster care, child welfare and adult protective services. Many of these programs are already administered at the local level by counties. The 2011 Realignment changes were made with the goal of providing services more efficiently and at less cost. The funding sources for realignment are the dedication of 1.0625 cents of a State special fund sales tax and the dedication of a portion of vehicle license fee revenues.

Counties receive 2011 Health and Human Services (HHS) Realignment funding from the following accounts and their related growth accounts:

- ◆ Protective Services Subaccount (Foster Care, Child Welfare and Adult Protective Services)
- ◆ Behavioral Health Subaccount (Early and Periodic Screening, Diagnosis and Treatment; Mental Health Managed Care; Substance Abuse Treatment; and Women and Children's Residential Treatment)
- ◆ Mental Health Account (Community Mental Health Programs)

The recommended budget for HHS 2011 Realignment revenues is summarized below.

| 2015-16 Budgeted H&HS 2011 Realignment II Revenue | | |
|---|---------------|--------------|
| Social Services | Mental Health | Total |
| \$10,328,342 | \$3,534,537 | \$13,862,879 |

Public Safety Realignment

2011 Public Safety Realignment II

Counties receive 2011 Public Safety Realignment funding from the following accounts and their related growth accounts

- ◆ Trial Court Security Subaccount
- ◆ Enhancing Law Enforcement Activities Subaccount (Local Jurisdiction for Lower-level Offenders and Parole Violators and Adult Parole)
- ◆ Community Corrections Subaccount
- ◆ District Attorney and Public Defender Subaccount
- ◆ Juvenile Justice Subaccount (consisting of the Youthful Offender Block Grant Special Account and Juvenile Reentry Grant Special Account)

The 2016-17 recommended budget for Public Safety 2011 Realignment revenues is summarized below.

| Fiscal Year 2016-17 Budgeted Public Safety Realignment II Revenue | | | | |
|---|-------------|-------------------|-----------------|--------------|
| Sheriff | Probation | District Attorney | Public Defender | Total |
| \$6,078,092 | \$5,727,604 | \$702,555 | \$324,839 | \$12,833,090 |

Under AB 109, signed by Governor Jerry Brown in April 2011, Public Safety Realignment refers to the shifting of criminal justice responsibilities from the State prisons and parole board to local county officials and superior courts. The bill required each county to establish a Community Corrections Partnership (CCP), chaired by the Chief Probation Officer with membership of local stakeholders, to develop and recommend a plan for addressing the county's needs in response to Public Safety Realignment. The CCP is comprised of members and stakeholders of the Yolo County law enforcement and offender treatment communities.

The CCP Executive Committee develops a plan on how to distribute the revenue provided by the State. The plan is deemed accepted by the Board of Supervisors unless the Board rejects the plan by a four-fifths vote. The table on the following page details the services that will be provided using CCP funding during fiscal year 2016-17. The 2016-17 Recommended Budget is based on the assumption that programs funded in the prior year will maintain current levels of service. If the CCP modifies these funding allocations during their budget process, adjustments, including reductions, can be made as part of Adopted Budget hearings.

| Community Corrections Partnership Estimated Amounts for 2016-17 | | |
|--|--------------------------|-----------------------|
| Program | Approximate Amount Spent | Department |
| Maintaining Jail Bed Capacity | \$1,083,830 | Sheriff |
| Electronic Monitoring | \$826,673 | Sheriff |
| Community Corrections Case Management | \$2,610,104 | Probation |
| Local Law Enforcement | \$330,000 | Cities in Yolo County |
| Long Term Planning | \$0 | Probation |
| Additional beds in Leinberger Facility | \$1,137,134 | Sheriff |
| Day Reporting Center/Treatment Services | \$1,160,362 | Probation |
| Pre-Trial Probation Services | \$718,725 | Probation |
| Supplemental funding for prosecution | \$578,406 | District Attorney |
| Supplemental funding for Public Defender | \$183,451 | Public Defender |
| Yolo Library Offender Literacy Support | \$12,044 | Library |
| TOTAL | \$8,657,967 | |

In addition to 2011 realignment funding, the Sheriff, District Attorney and Probation departments also receive Proposition 172 Public Safety sales tax revenues. Although revenues have been trending positively over the past few years, at recommended budget a determination was made to keep allocations constant for now. The reason for this more conservative approach is threefold: one, sales tax growth is not expected to continue its recent pace; two, Yolo County's pro rata share of Proposition 172 funding is expected to decrease in 2015-16, as compared to 2014-15 which saw an increase in pro rata share when compared to its prior year; and three, a more cautious approach at recommended budget may provide additional flexibility in September if year-end revenues and economic conditions allow for an adjustment at that time.

Below is a summary of 2016-17 Proposition 172 funding by department.

| Fiscal Year 2016-17 Budgeted Proposition 172 Public Safety Revenue | | | |
|--|-------------------|-------------|--------------|
| Sheriff | District Attorney | Probation | Total |
| \$12,000,000 | \$4,000,000 | \$4,000,000 | \$20,000,000 |



General Purpose Revenue

General purpose revenue (as summarized on the below table) is estimated to end the current fiscal year \$1,865,700 (2.8%) above what was adopted in the 2015-16 budget. Staff is projecting that total general purpose revenue will increase by \$2,179,600 (3.2%) over the estimated actual of 2015-16.

The economy has a major influence on many of the consumer-driven general purpose revenue sources, which include property taxes, sales tax and other discretionary revenue. Based on the current economic forecast, staff is projecting modest economic growth. While the housing market has continued to make stable gains, evidence suggests that the economy may be hitting the peak of the current expansion. Staff is projecting an overall growth of \$2,089,000 or 5.1% in total property tax revenue over what is estimated to be collected in 2015-16.

General Purpose Revenue is revenue derived from sources not specific to any program or service delivery that may be used for any purpose that is a legal expenditure of County funds. Examples of general purpose revenue include property tax, sales tax, property tax in lieu of vehicle license fees, court fines, real property transfer tax and miscellaneous other sources. There are no restrictions as to the use of these monies, often referred to as discretionary revenue.

| | Actual 2014-15 | Adopted 2015-16 | Estimated Actual 2015-16 | Recommended 2016-17 | Est. 2015-16 vs. Recommended 2016-17 |
|------------------------------|---------------------|---------------------|--------------------------------|------------------------|--|
| Property Tax - Secured | \$15,387,957 | \$16,157,400 | \$16,315,800 | \$17,213,200 | \$897,400 |
| Prop Tax - Unsecured | 568,467 | 725,600 | 728,400 | 619,100 | (109,300) |
| Prop Tax - In Lieu of VLF | 22,219,982 | 23,331,000 | 23,652,100 | 24,953,000 | 1,300,900 |
| Sales Tax Swap | 875,182 | 476,700 | 805,600 | 0 | (805,600) |
| Redevelopment Pass Thru | 6,166,704 | 6,475,000 | 6,429,100 | 6,782,700 | 353,600 |
| Supplemental Roll w/VLF | 251,402 | 208,200 | 250,000 | 250,000 | 0 |
| Teeter | 2,540,714 | 1,500,000 | 1,500,000 | 1,500,000 | 0 |
| Sales Tax | 2,861,580 | 3,391,800 | 3,185,000 | 4,026,500 | 841,500 |
| Tribal Proceeds | 4,612,433 | 4,939,400 | 4,939,400 | 5,038,200 | 98,800 |
| Overhead Costs Reimb. | 1,271,561 | 2,000,000 | 2,700,000 | 3,200,000 | 500,000 |
| Document Transfer Tax | 1,302,946 | 1,302,900 | 1,301,000 | 1,300,000 | (1,000) |
| Williamson Act | 506,631 | 506,600 | 494,300 | 490,000 | (4,300) |
| State Mandated Costs (SB 90) | 429,528 | 0 | 0 | 0 | 0 |
| Interest Earnings | 777,583 | 130,000 | 171,500 | 80,000 | (91,500) |
| Other Government Wldd | 493,437 | 436,400 | 391,100 | 390,000 | (1,100) |
| Conaway settlement | 522,175 | 0 | 0 | 0 | 0 |
| Penalty on Delq Taxes | 189,779 | 236,100 | 236,400 | 190,000 | (46,400) |
| Fines | 118,964 | 119,000 | 135,800 | 135,000 | (800) |
| County Stabilization | 574,000 | 574,000 | 574,000 | 574,000 | 0 |
| Franchise Fee/Royalties | 539,616 | 537,800 | 600,700 | 540,000 | (60,700) |
| Board Controlled Penalties | 134,600 | 140,000 | 140,000 | 150,000 | 10,000 |
| Loan repayments | 1,504,216 | 0 | 0 | 0 | 0 |
| Justice Collections | 1,525,668 | 1,510,400 | 1,550,000 | 1,450,000 | (100,000) |
| Other | 1,172,213 | 937,400 | 1,401,200 | 799,300 | (601,900) |
| TOTAL REVENUES | \$66,547,338 | \$65,635,700 | \$67,501,400 | \$69,681,000 | \$2,179,600 |



Welcome to the Yolo County budget for fiscal year 2016-17, which begins on July 1, 2016. These sections of the budget document are designed to help readers understand the purpose and content of the budget.

Guide to Reading the Budget

Purpose of the Budget

The budget represents the Board of Supervisors' operating plan for each fiscal year, identifying programs, projects, services and activities to be provided, their costs, and the financing plan to fund them.

The budget is also a vehicle for presenting plans and opportunities that will make Yolo County an even better place to live and work. It includes a narrative from each department that reports program successes in the prior year, as well as goals for the next year. In the latter case, new approaches may be presented for more effective and relevant methods of delivering services to county residents. Additionally, department goals and strategies directly related to implementation of the 2016-2019 Strategic Plan are noted in red, highlighting the **Strategic Plan goal, priority focus area or organizational priority** that is supported. See Yolo County Strategic Plan earlier in this document for more information.

Developing the Budget

Every year, the County of Yolo goes through a budget development cycle to ensure the preparation of a balanced budget for the coming fiscal year. The last day of the county's fiscal year always falls on June 30. The County Administrator compiles and presents to the Board of Supervisors a recommended budget, which is produced as a team effort, with input from all departments, and meets the County Administrator's standards as a sound, comprehensive plan, consistent with Board policy direction, and achievable within estimates of available resources. The Board of Supervisors is scheduled to consider the 2016-17 Recommended Budget on June 14, 2016. They will return for a vote on what will become the Adopted Budget following passage of the State budget. At the end of the year, the Chief Financial Officer will submit the Final Budget incorporating all of the changes made to the budget during the year.

How to Locate Information in the Budget

The budget is divided into County functions, departments and programs. It covers a wide range of information from general overviews to specific data.

1. If you are looking for general information...

...about the budget as a whole, see *Introduction and Overview* section. These sections include an overview of the recommended budget, preliminary budget assumptions for the coming fiscal year due to baseline trends, State budget issues and the current economic climate. They also contain information on emerging "issues" and pending State actions.

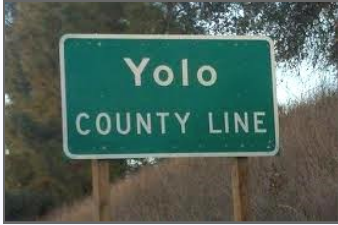
2. If you are looking for specific information...

...related to County department activities, you'll find department information under *Functional Areas*. County departments are grouped together under categories of similar services. Check the *Table of Contents* for department listings and page numbers. All department narratives include an overview of the department's functions; a selected listing of departmental accomplishments in the prior year and objectives for the coming year; and a summary of anticipated budget expenses and revenues, as compared to the prior year's adopted expenses.

In the *Appendices* you will find information on a number of topics such as: position listings, equipment purchases, financial standards and policies and the financial summary for year before last.



Guide to Reading the Budget (continued)



Policies/Methodologies Helpful for Understanding the County Budget

Budgetary Amendments

After the budget is adopted it becomes necessary to amend the budget from time to time. Budgetary amendments that change total revenues or appropriations for a department require Board of Supervisors approval.

Accounting Basis used in the Budget

The budget is developed on a modified accrual basis for governmental fund types (General Fund, Special Revenue Funds, Debt Service Funds and Capital Project Funds), adjusted for encumbrance accounting. Appropriations for encumbrances are included and appropriations for expenditures against prior year encumbrances are excluded. Under the modified accrual basis, obligations are generally budgeted as expenses when incurred, while revenues are recognized when they become both measurable and available to finance current year obligations. Proprietary fund types (e.g., Airport and Sanitation) are budgeted on a full accrual basis. Not only are obligations recognized when incurred, but revenues are also recognized when they are incurred or owed to the County.

Fund Types used by the County

Governmental Fund Types:

General Fund: This is the general operating fund of the County. All financial resources except those required to be accounted for in other funds are included in the General Fund.

Public Safety Fund: Passed by the voters to help backfill counties for the loss of local property taxes the State shifted to schools, Proposition 172 provided a statewide, ½ cent sales tax to help counties pay for law enforcement related services.

Special Revenue Funds: These funds account for the proceeds of specific revenue sources (other than expendable trusts or major capital projects) that are legally restricted to expenditures for specified purposes.

Debt Service Funds: These funds account for the accumulation of resources for, and payment of, general long-term debt principal, interest and related costs.

Capital Projects Funds: These funds account for financial resources used for the acquisition or construction of major capital facilities (other than those in proprietary fund types).

Proprietary Fund Types

Enterprise Funds: State and local governments use the enterprise funds to account for “business-type activities” – activities similar to those found in the private sector. Business type activities include services primarily funded through user charges.

Internal Service Funds:

Internal Service Funds (ISF) account for the financing of goods or services provided by one department or agency to other departments or agencies of the County or other governmental units on a cost reimbursement basis. A common use of these fund types is to account for the County’s self insurance programs

2016-17 Budget Process/Planning Calendar

January 2016

| | |
|----------|--|
| Jan 4–29 | CAO/CFO/DFS analysts determine beginning assumptions used to develop 2016-17 base budget, including carry forward policy, Public Safety sales tax, realignment, property tax, grant funding, A-87 costs, labor costs, unemployment costs, etc. |
| Jan 29 | Departments submit 2015-16 midyear budget monitor reports to DFS |
| Jan 26 | Board Budget Ad Hoc Committee meeting |

February 2016

| | |
|---------------|---|
| Feb 9 | Board approves 2016-17 budget principles, base assumptions and budget planning calendar. |
| Feb 10–Mar 25 | Departments compile Annual Report & Plan considering 2015-16 goals and related accomplishments, 2016-17 goals and strategies, and performance measures. Department plans should consider priorities (i.e. mandates, long-term plans) and influences (i.e. legislation, financial conditions) and highlight alignment with the Board of Supervisors 2016-2019 Strategic Plan Goals and Priority Focus Areas. |
| Feb 10-24 | CAO and DFS prepare various allocation scenarios for the 2016-17 budget. CAO processes these with various committees. |
| Feb 23 | Board Budget Ad-Hoc Committee meeting |
| | Board reviews 2015-16 midyear budget monitor report |
| | Department Update to Board: Public Defender, Child Support Services |
| Feb 26 | DFS distributes to departments: 2015-16 revenue assumptions, general fund allocations, salaries and benefits worksheets, budget development worksheets, budget/planning calendar and budget instructions. |
| Feb 29 | Department Budget Training |

March 2016

| | | | | | | | |
|---------------------------------|--|------------------------------|-------------------|-----------------------------|--------------------|---------------------------------|---------------------|
| Mar 4 | Master Fee training for those planning to update their fees in 2016-17 | | | | | | |
| Mar 8 | Department Update to Board: DA, Sheriff, Public Guardian-Public Administrator | | | | | | |
| Mar 22 | Board Budget Ad Hoc Committee meeting | | | | | | |
| | Department Update to Board: Probation, Community Services, Agriculture | | | | | | |
| Mar 25 | Departments submit requested budget, to include: <table style="width: 100%; border: none;"> <tr> <td style="width: 50%;">Budget Development Worksheet</td> <td>Position Requests</td> </tr> <tr> <td>Salary & Benefits Worksheet</td> <td>Equipment Requests</td> </tr> <tr> <td>Department Annual Report & Plan</td> <td>Operating Transfers</td> </tr> </table> | Budget Development Worksheet | Position Requests | Salary & Benefits Worksheet | Equipment Requests | Department Annual Report & Plan | Operating Transfers |
| Budget Development Worksheet | Position Requests | | | | | | |
| Salary & Benefits Worksheet | Equipment Requests | | | | | | |
| Department Annual Report & Plan | Operating Transfers | | | | | | |
| Mar 28–Apr 24 | CAO and DFS analyze department budget requests and associated budget forms. | | | | | | |
| Mar 31 | Departments submit proposed changes into the Master Fee Database | | | | | | |

April 2016

| | |
|----------|--|
| Apr 4–22 | CAO and DFS meet with departments to review requested budget and determine recommended budget. |
| Apr 5 | Department Report to Board: Clerk-Recorder-Assessor-Elections, Financial Services, Library |
| Apr 15 | External funding requests submitted to CAO |
| Apr 26 | Board Budget Ad Hoc Committee meeting; Budget development status update to Board |
| | Board adopts Master Fee updates |
| | Department Update to Board: County Administrator, County Counsel, General Services |

May 2016

| | |
|--------------|---|
| May 2–May 27 | CAO and DFS assemble and review budget book. DFS prepared budget resolution reports and ensures all budget documents are accurate and consistent with recommendation. |
| May 24 | Board Budget Ad Hoc Committee Meeting |
| | Department Update to Board: Health & Human Services |

June 2016

| | |
|--------|--|
| Jun 3 | 2016-17 Recommended Budget distributed to media and public |
| Jun 14 | 2016-17 Recommended Budget presented to the Board of Supervisors |



How to Read Budget Tables

How much spending is proposed in each program

Amount of revenue other than General Fund anticipated in each program

Amount of General Fund being used in each program

At the bottom right of each department face page you will find the table labeled "2016-17 Summary of Budget" (example to the right).

This table gives specific details related to each of the department's budget units.

2016-17 Summary of Major Programs

| | Appropriation | Revenue | Net County Cost | Use of Fund Balance |
|--------------|--------------------|--------------------|--------------------|---------------------|
| Assessor | \$2,961,194 | \$1,159,750 | \$1,801,444 | \$0 |
| Elections | \$2,417,987 | \$350,200 | \$2,067,787 | \$0 |
| Recorder | \$1,819,017 | \$1,062,625 | \$679,644 | \$76,748 |
| TOTAL | \$7,198,198 | \$2,572,575 | \$4,548,875 | \$76,748 |

How much money, other than General Fund, is available and from what source

How much spending is proposed for the department and in which category

At the top of the second page of each department section is another table showing a summary of the total budget for the department by various appropriation and revenue categories (example on the right). This also shows changes in the authorized appropriation for the department between the current year and next year's recommended budget.

(Note: Examples shown on this page are for illustrative purposes only and do not reflect real budget numbers.)

| | Actual 2013-14 | Actual 2014-15 | Budget 2015-16 | Requested 2016-17 | Recommend 2016-17 |
|--------------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| Revenue | | | | | |
| Licenses, Permits, & Franchises | \$61,152 | \$51,595 | \$44,500 | \$47,500 | \$47,500 |
| Revenue From Use of Money & Prop | \$1,977 | \$1,878 | \$800 | \$1,150 | \$1,150 |
| Intergovt Revenue-State | \$2,821 | \$247,057 | \$10,000 | \$17,750 | \$17,750 |
| Intergovt Revenue-Federal | \$0 | \$3,000 | \$0 | \$0 | \$0 |
| Charges For Services | \$2,535,881 | \$2,634,325 | \$2,308,225 | \$2,464,725 | \$2,464,725 |
| Miscellaneous Revenues | \$59,247 | \$75,812 | \$46,250 | \$41,450 | \$41,450 |
| Other Financing Sources | \$74,687 | \$2,200 | \$0 | \$0 | \$0 |
| Total Revenue | \$2,735,765 | \$3,015,867 | \$2,409,775 | \$2,572,575 | \$2,572,575 |
| Appropriation | | | | | |
| Salaries & Employee Benefits | \$4,742,331 | \$4,932,854 | \$5,344,117 | \$5,493,179 | \$5,436,754 |
| Services & Supplies | \$1,386,875 | \$1,289,702 | \$1,528,245 | \$1,814,698 | \$1,677,323 |
| Other Charges | \$43,712 | \$44,220 | \$38,875 | \$39,348 | \$39,348 |
| Capital Asset-Equipment | \$92,841 | \$16,814 | \$15,000 | \$5,373 | \$30,373 |
| Operating Transfers Out | \$13,200 | \$24,400 | \$24,800 | \$14,400 | \$14,400 |
| Intrafund Transfers | (\$876) | (\$1,051) | (\$12) | \$0 | \$0 |
| Total Appropriation | \$6,278,083 | \$6,306,939 | \$6,951,025 | \$7,366,998 | \$7,198,198 |
| Use of Fund Balance Available | \$4,792 | (\$25,181) | \$70,085 | \$76,748 | \$76,748 |
| Net County Cost | \$3,537,526 | \$3,316,253 | \$4,471,165 | \$4,717,675 | \$4,548,875 |
| Funded Staffing: | 48.00 | 52.25 | 53.50 | 52.00 | 51.00 |

How much Fund Balance is used in the budget, if any

How many positions are being paid for in this department

How much General Fund is needed to balance the department's budget