



# COUNTY OF YOLO

Office of the County Administrator

*Patrick S. Blacklock*  
County Administrator

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Yolo County Board of Supervisors  
625 Court Street, Room 204  
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June 1, 2017

Dear Members of the Board of Supervisors:

With this letter, I submit for your consideration the 2017-18 Yolo County Recommended Budget. Pursuant to the County Budget Act, it is presented as the County Administrator's recommended budget. The 2017-18 Recommended Budget is balanced, meets State appropriation requirements and aligns with the Board of Supervisors adopted financial policies. On June 13, 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 highlights some of the assumptions, policies, and high level changes included in the budget. The Board agenda item presented on June 13 will include a detailed staff report describing in much more detail the significant changes, pending issues and areas of risk that comprise the recommended budget.

Total expenditures for the County are recommended in the amount of \$416,997,472 with general purpose revenues of \$74,800,455, which represents an increase of \$2,969,755 from the 2016-17 year end estimated general purpose revenue. Capital expenditures are recommended at \$37,285,724.

The 2017-18 budget represents marginal growth in both discretionary funding as well as State and Federal revenue receipts in most areas. However, there have been reductions in specific State funds as a result of lower statewide caseloads in CalWORKS and CalFresh resulting in local program reductions. At the time of this letter, the State continues to grapple with a solution to the In-Home Supportive Services Maintenance of Effort (IHSS MOE) funding formula which will shift a majority of the costs back to local costs from previously funded State costs. Additionally, this budget continues, for the third year, the Board-approved pre-funding plan for other post-employment benefits (OPEB). For these two reasons, the majority of budgets are status quo and include few new positions. The majority of new positions are funded without a cost to the General Fund. Three positions were added and funded by General Fund in departments whose General Fund appropriation was reallocated within their department to provide for additional staffing. However, overall, this budget includes a reduction of 21 total positions countywide from those approved during the 2016-17 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 2016-17 closing fund balance information will be known.

The recommended budget 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 2017-18 budget includes resources designed to further the action items necessary to progress the Priority Focus Area objectives. The following table highlights a few of these funded initiatives.

<b>Strategic Plan Goal</b>	<b>Priority Focus Area</b>	<b>Initiative</b>
Thriving Residents	Develop and implement strategies to reduce homelessness.	<ul style="list-style-type: none"> <li>• Develop a coordinated system for identifying and assessing people experiencing homelessness and prioritizing entry into permanent housing and supportive services</li> </ul>
Safe Communities	Identify and address service delivery and critical infrastructure needs in unincorporated communities	<ul style="list-style-type: none"> <li>• Assist Madison and Knights Landing with obtaining funding to ensure safe and adequate drinking water</li> <li>• Continue project management for North Davis Meadows CSA to consolidate with City of Davis water system for domestic water uses</li> <li>• Complete Westucky water/sewer connection to City of Woodland</li> <li>• Continue evaluation of options to address water quality and quantity issues in Wild Wings CSA</li> <li>• Repair Cache Creek and CSA 6 levees to acceptable standard</li> <li>• Implement \$1.5M award from Department of Water Resources for the Small Communities Flood Risk Reduction projects in Yolo, Clarksburg, and Knights Landing.</li> <li>• Develop flood solution for Madison’s localized flooding</li> </ul>
Sustainable Environment	Update and implement Climate Action Plan	<ul style="list-style-type: none"> <li>• Implement, through the Valley Clean Energy Alliance, Community Choice Aggregation/ Energy to provide renewable energy to residents and businesses and develop a timeline for implementation of remaining Climate Action Plan objectives</li> </ul>
Flourishing Agriculture	Facilitate connections between growers and buyers.	<ul style="list-style-type: none"> <li>• Enhance permit processing for agricultural processors</li> <li>• Develop a fully funded land use planning program to ensure comments are made on projects impacting agriculture</li> </ul>

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

Beginning in 2011-12, the Board approved increasing the General Fund reserve annually in order to be consistent with the Board policy on Fund Balances and Reserves. The 2017-18 recommended budget includes an augmentation of \$514,423 which brings the total reserve to \$9,924,643 which is 5.0% of the General Fund including the public safety 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 2017-18 fiscal year includes many known budget risks such as increased revenue assumptions for property tax and Prop 172 sales tax for public safety, a potential economic slowdown and reliance on carryforward assumptions which represent key concerns as staff constructs the 2017-18 budget. In addition to the aforementioned risks, specific uncertainties identified for 2017-18 include:

- Federal Legislative Changes (ACA repeal)
- State budget (IHHS MOE Shift, declining Social Service caseload)
- Natural Disaster Related Costs (levee maintenance, fire risk)
- Water related analysis and advocacy
- Marijuana regulation
- Child Welfare Services caseload

To prepare for unexpected fiscal actions, the preliminary estimate includes a \$2 million General Fund contingency, which is 2.5% of the 2017-18 general purpose revenue allocations and a \$1.5 million HHSa contingency for impacts related to the IHSS MOE Shift and Child Welfare Services caseload growth.

Staff is also recommending a \$500,000 contingency for technology improvements that enhance the ability for staff to become more efficient and the community to interface electronically with the County. We've identified 2017 as the year of information technology (IT) and these funds serve as an investment to kick start this internal initiative.

More information will be available on a number of variables at the time of the Adopted Budget hearings in September, 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 2017-18 fiscal year should unexpected needs arise. Any unused contingency may also provide additional funding flexibility in crafting the 2018-19 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.

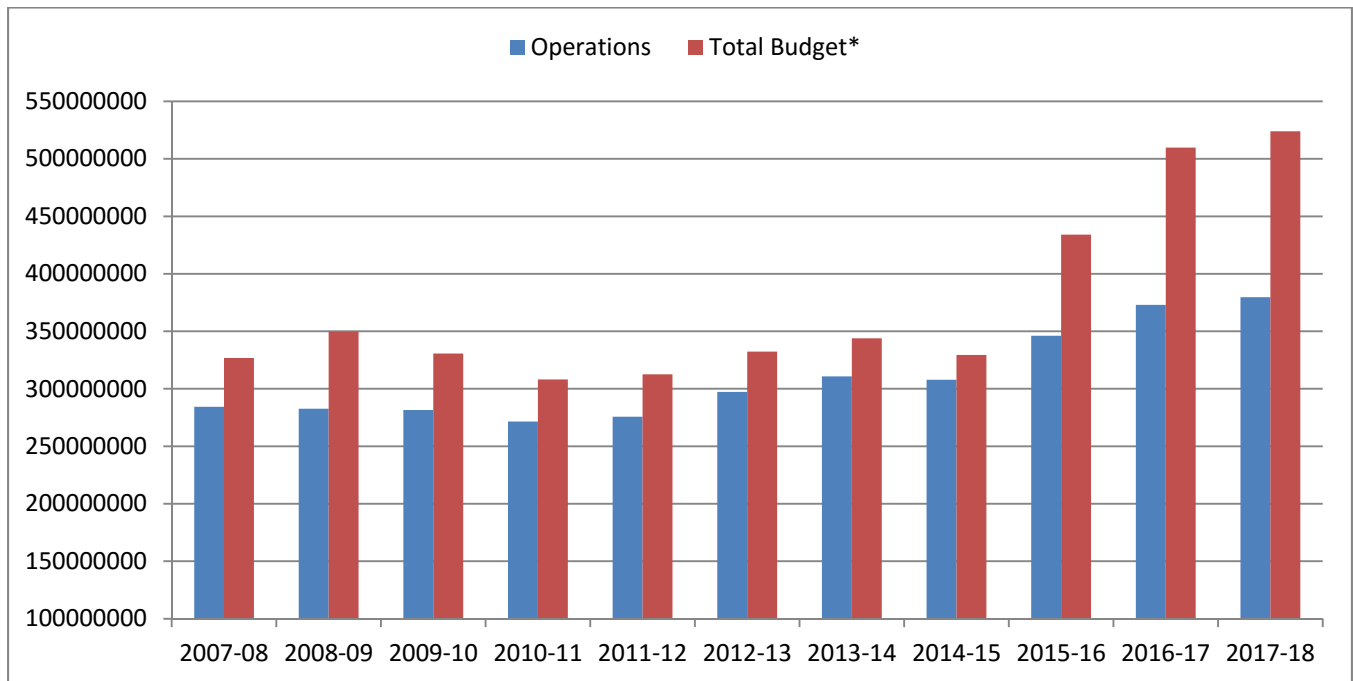
**Budget Forecast**

Current economic and budget projections describe continued stability and minimal expected revenue growth. Job growth has improved to the point that the low rate of unemployment will begin to impact businesses due to the inability to hire personnel. Similar to the 2016-17 budget, the 2017-18 budget continues to generally reflect flat local general purpose revenues.

**Background**

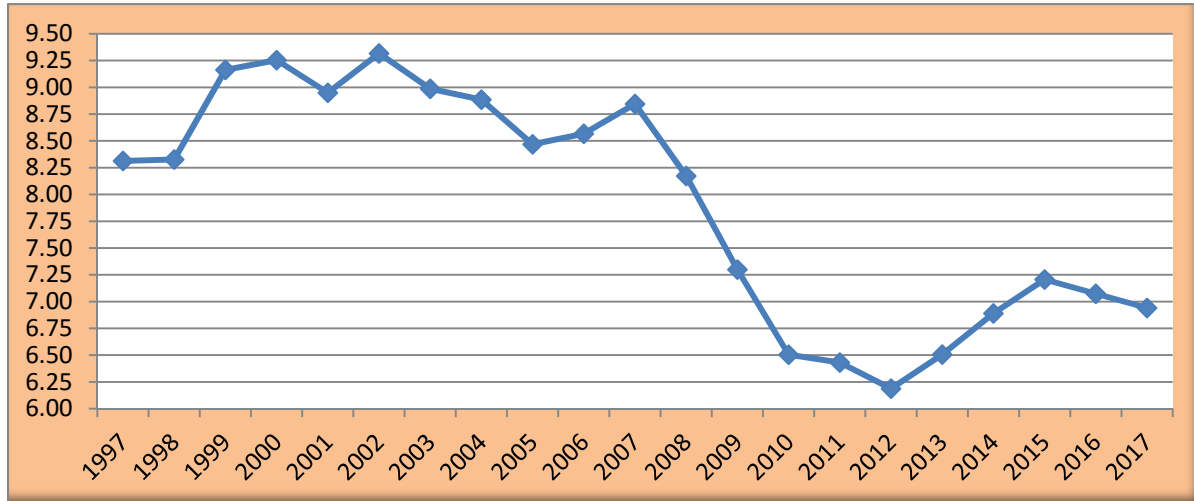
The figures to follow describe historic year trends for net operating budgets and total workforce. Revenues and expenditures dropped to a low of \$271 million in 2010-11 and have risen slowly over time (Figure 1). Funded positions however, remain lower by 208 (12%). The number of Yolo County employees per 1,000 residents is seeing a decrease of 0.13 over 2017-18.

**Figure 1. Ten Year Trend – Yolo County Budget**

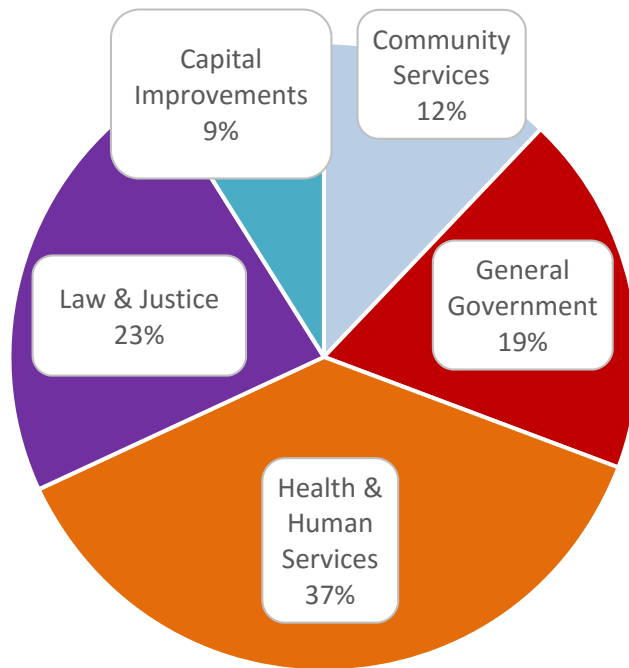


\*Total budget includes transfers between departments and thus includes duplicate figures.

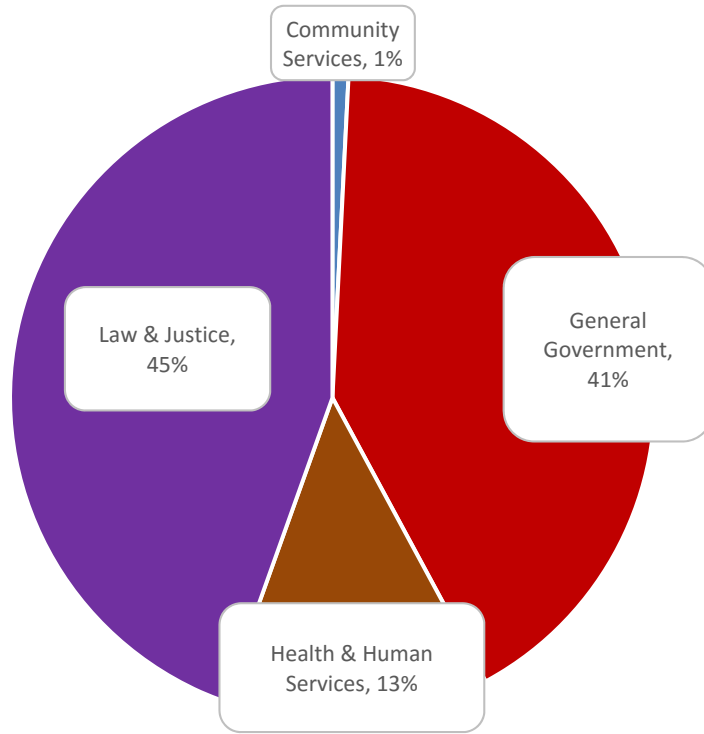
**Figure 2. Number of Employees per 1,000 residents**



**Figure 3. Total Spending by Program Area**

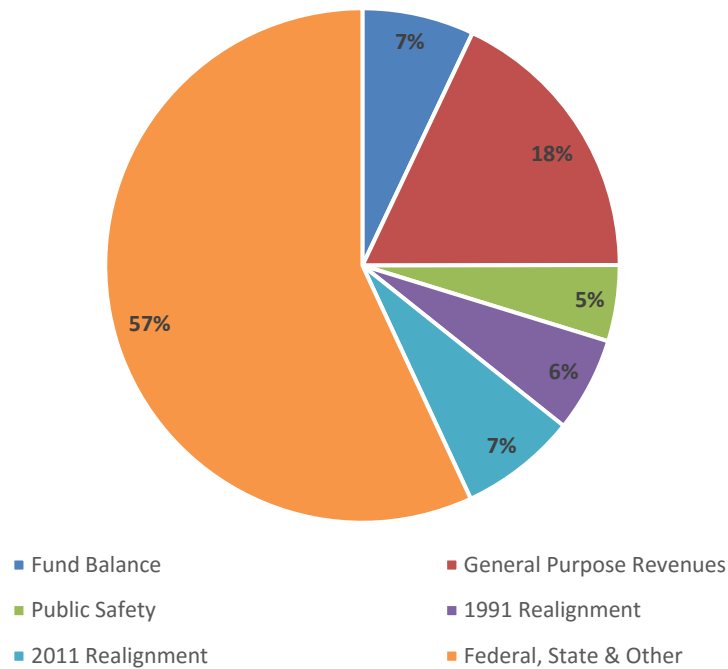


**Figure 4. General Fund Spending by Program Area**

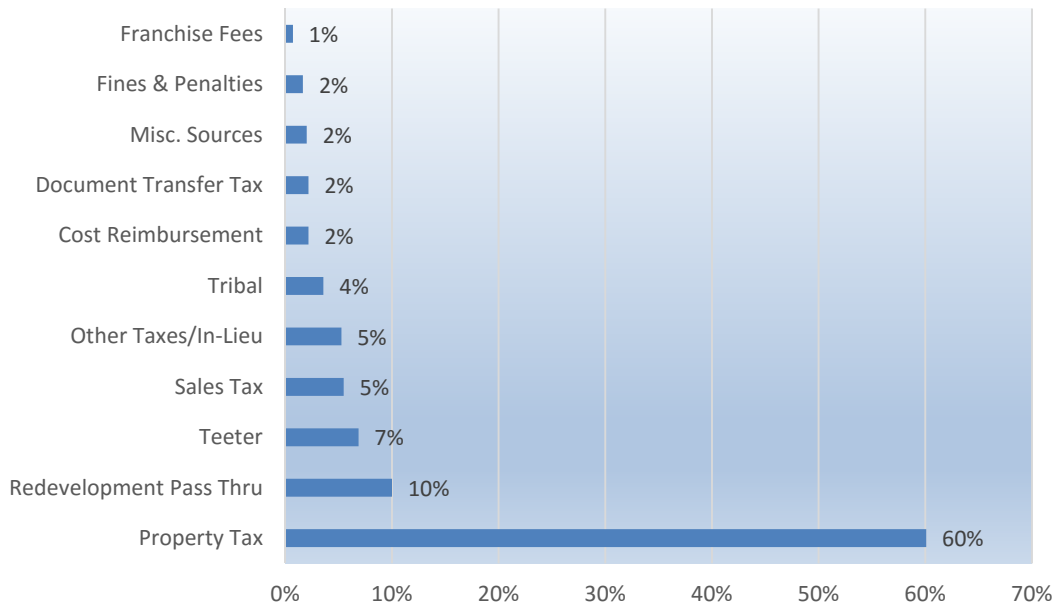


Note: some County revenues, notably Public Safety, Sales Tax and Realignment, have seen increases in the last three years.

**Figure 5. Sources of Total County Funds**



**Figure 6. Sources of County General Fund**



**Fiscal Year 2017-18 Recommended budget**

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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.....	\$145,552,823
Employment & Social Services Fund.....	\$90,468,427
Public Safety Fund.....	\$65,010,699
Medical Services Fund.....	\$18,353,262
Behavioral Health Fund.....	\$23,683,138
Road Fund.....	\$19,692,356
Library Fund.....	\$9,003,193
Child Support Services.....	\$5,948,363
Cache Creek Area Plan.....	\$795,714

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 2017-18 recommended budget totals \$416,997,472.

**New Positions**

The chart below provides a listing of new positions recommended in the 2017-18 budget. The majority of the positions (22 FTE) are funded through State and Federal resources with a small portion (3 FTE) funded by General Fund.

Department	Position	FTE	Funding	Program
Agriculture	Ag and Standards Inspector IV	1.0	Grant & fees	Export Services
Cannabis Taskforce	Ag and Standards Inspector I	1.0	Cannabis fees	Cannabis Taskforce
Community Services	Office Support Specialist	1.0	General Fund*	Planning/ Building
Community Services	Permit Counter Technician II	1.0	General Fund*	Planning/ Building
Community Services	Senior Solid Waste Attendant	0.5	Landfill fees	Landfill operations
Community Services	Senior Waste Facility Worker	1.5	Landfill fees	Landfill operations
District Attorney	Deputy District Attorney I	1.0	Cannabis/CFEP	Cannabis/ Consumer Fraud
Financial Services	Buyer II	1.0	General Fund	Purchasing
HHSA	Administrative Serv Analyst	2.0	Fed/MHSA/Realign.	Quality Mgmt/Crisis Mgmt.
HHSA	Alcohol & Drug Specialist II	1.0	Fed/Fees/Realign.	MHSA
HHSA	Alcohol, Drug and MH Prog Coordinator	1.0	Fed/Fees/Realign.	MHSA
HHSA	Clinician II	9.0	Fed/MHSA/Realign.	Quality Mgmt/Crisis Mgmt/MHSA
HHSA	Mental Health Specialist II	4.0	Fed/MHSA/Realign.	Crisis Mgmt/MHSA
<b>Total New Positions</b>		<b>25.0</b>		

\* Offset by reduction in contracted services.

## Capital Improvements and Debt Service

The capital improvement budget is financed by State grants, development impact fees, Accumulated Capital Outlay (ACO) funds, certain special revenue funds and lease revenue bond financing. The recommended budget for funded capital improvements is \$37,285,724. The CIP Projects funded in 2017-18 include the Courthouse Renovation, Library Archives remodel, Yolo Library, Monroe and Leinberger jail expansion and remodel the majority of which will be funded by the CIP debt financing expected to be presented to the Board in July 2017. The updated 2017-2020 rolling three-year Capital Improvement Plan will be brought before the Board in September.

Debt service remains low – only \$5,319,182, representing 1.4% of the total budget. Debts currently being paid include the West Sacramento County Service Center, the District Attorney’s building, the Davis Library, four solar projects (Library, Monroe, Beamer/Cottonwood and Grasslands) and the anticipated CIP debt service.

## 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. These reserves were depleted during the recession and 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 nearly \$417 million in County expenditures.

The recommended budget includes the following reserves:

General Fund Reserve .....	\$9,924,643
Reserve for claims against the county .....	\$890,000
Other Post-Employment Benefits (OPEB) Trust.....	\$6,852,685
Reserve for OPEB Benefits .....	\$800,000
Capital Improvement Plan .....	\$3,000,000
Road Maintenance .....	\$0*
Audit Disallowance.....	\$2,000,000

\*The Road Maintenance Reserve was utilized to fund the Pavement Rehabilitation project. Staff will recommend a reinvestment in this fund at Adopted Budget hearings should there be sufficient funds.

### External Requests

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Each year, the Board utilizes discretionary funding to assist partner agencies in providing services to vulnerable populations. Typically one source of general fund revenue, Pomona Fund, is utilized for these requests which allocates \$300,000 each year. This year the County received \$542,614 in funding requests from external non-profits.

The 2017-18 recommended budget includes the following funding for programs that are not one time in nature and for which the Board has previously approved funding:

Agency	Program	Funding Request
Yolo Crisis Nursery	Emergency Childcare & Wraparound Services	\$100,000
Family Violence Coordination Pilot Project	One-stop services for victims of crime	\$102,000
YoloArts	Art and Ag program and new initiatives	\$48,700

There are also requests for funding of programs that were funded in 16-17 through County sources that are no longer available and thus the agency is seeking Board support in 17-18. The Board may want to consider funding these as part of the Recommended Budget as these programs likely do not have alternative funding sources:

Agency	Program	Funding Request
Yolo County Children's Alliance	Food distribution to low income families	\$60,000 (Previously funded by HHS through IGT to allow time for sustainability plans to be developed)

Yolo Food Bank	Food distribution to low income families	\$25,000 (Previously funded by HHSa through IGT to allow time for sustainability plans to be developed)
Suicide Prevention	Program deficit	\$50,000 (Funded with General fund, was intended as one-time support)

The remaining requests for 17-18 are as follows:

Agency	Program	Funding Request
Yolo County Children's Alliance	VITA	\$97,000
Yolo Food Bank	Eat Well Yolo	\$50,000


### **Unfunded Liabilities**

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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 \$705,387,164. While total unfunded liabilities are lower this year as a result of the retiree health liability decrease, the pension liability of \$243,511,563 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 recent retiree health liability saw a reduction from \$153,091,000 to \$86,519,000 due to the implementation of the Board-approved pre-funding plan which funds the trust, capping the county premium contribution and one-time funds being reserved. The road maintenance liability of \$375,356,601 has yet to be addressed, though the recent passage of SB 1 will help, 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, the Chief Financial Officer, Department of Financial Services' budget staff 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 allowed us to receive an improved credit rating this year moving from an A- to an A+ with a stable outlook.

Respectfully submitted,

  
Patrick S. Blacklock  
County Administrator



## Budget Summary

	2015-16 Actual	2016-17 Adopted	2017-18 Recommended
<b>Operations</b>			
General Fund Departments	\$51,469,066	\$56,426,994	\$64,376,258
Public Safety Departments	\$81,246,562	\$90,156,181	\$91,649,880
Social Services Programs	\$89,318,146	\$97,827,526	\$93,027,665
Public Health Services	\$15,201,295	\$20,115,125	\$24,443,694
Behavioral Health Services	\$26,310,602	\$30,694,733	\$37,255,570
Road Fund	\$11,706,579	\$18,009,113	\$19,692,356
Library Programs	\$6,442,961	\$6,720,290	\$7,262,024
Child Support Services	\$5,808,722	\$5,948,363	\$5,948,363
Cache Creek Area Plan	\$708,989	\$707,705	\$785,714
County Service Areas	\$3,115,842	\$6,715,666	\$3,692,883
<i>Subtotal</i>	<i>\$291,328,764</i>	<i>\$333,321,696</i>	<i>\$348,134,407</i>
<b>Enterprise/Internal Service Funds</b>			
Airport Enterprise	\$967,341	\$310,480	\$416,230
Sanitation Enterprise	\$13,081,947	\$14,478,099	\$17,930,583
Dental Insurance ISF	\$1,934,795	\$1,926,000	\$1,982,100
Unemployment Insurance ISF	\$114,657	\$154,200	\$189,882
Fleet Services ISF	\$1,442,831	\$2,005,216	\$1,869,767
Telecommunications ISF	\$1,472,154	\$1,874,089	\$2,117,817
Yolo Electric ISF	\$2,580,976	\$2,126,583	\$1,751,780
<i>Subtotal</i>	<i>\$21,594,701</i>	<i>\$22,874,667</i>	<i>\$26,258,159</i>
<b>Debt Service</b>			
Davis Library	\$1,693,309	\$515,575	\$528,675
DA Building	\$277,083	\$277,083	\$375,933
CIP Bond	\$0	\$0	\$1,711,730
Solar	\$2,390,315	\$2,340,488	\$2,330,820
West Sacramento Building	\$371,898	\$372,024	\$372,024
<i>Subtotal</i>	<i>\$4,732,605</i>	<i>\$3,505,170</i>	<i>\$5,319,182</i>
<b>Total Operating Budget</b>	<b>\$317,656,070</b>	<b>\$359,701,533</b>	<b>\$379,711,748</b>
<b>Capital Improvement Program</b>			
Courthouse Renovation	\$0	\$142,000	\$4,697,061
Library Archives	\$0	\$0	\$1,999,125
Yolo Library	\$37,514	\$50,000	\$80,000
Monroe Jail Expansion	\$1,578,102	\$12,194,525	\$25,114,395
Leinberger Jail Expansion	\$0	\$1,957,400	\$3,044,900
Juvenile Detention Facility Expansion	\$710,312	\$4,389,681	\$2,350,243
<i>Subtotal</i>	<i>\$2,325,928</i>	<i>\$18,733,606</i>	<i>\$37,285,724</i>
<b>TOTAL COUNTY BUDGET</b>	<b>\$319,981,998</b>	<b>\$378,435,139</b>	<b>\$416,997,472</b>



### 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.*

# 2016-2019 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 include the 2016-2019 Strategic Plan and strategic plan implementation strategies included in each department’s 2017-18 goals. The strategic plan goals these strategies support are also identified in each department’s annual plan sections in red.

## Yolo County 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



# 2016-2019 Strategic Plan



## Sustainable Environment

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

On November 3, 2015 the Board of Supervisors adopted the 2016-2019 Strategic Plan. During this three year period, the County will focus on the following goals and their associated priority focus areas:

**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](http://www.yolocounty.org/Strategic-Plan)

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

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

## Results Based Accountability

In an effort to develop more robust outcome driven performance measures throughout the organization, the County has begun implementation of Yolo Performance; a results based accountability model of performance measurement. For FY17-18 departments were tasked with developing performance measures for at least one of their significant programs utilizing the Yolo Performance structure. To assist in this effort, staff conducted training workshops for both staff and department heads. Ultimately, 13 out of 14 County departments submitted performance measures in accordance with the Yolo Performance model. These measures will be perfected over the coming months and the data reviewed on a quarterly basis for inclusion in the 2018-19 budget document.

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# Strategic Plan Implementation Strategies Included in 2017-18 Department Goals

## Agriculture Department

- ★ Develop and enhance the team culture within the department
- ★ Adopt talent development best practices
- ★ Promote access to healthy, locally grown food; assure proper marketing and standards of fresh produce
- ★ Protect people and the environment from pesticide misuse by proper permitting, field use inspection monitoring, appropriate enforcement responses and ongoing compliance assistance
- ★ Assure a fair and equitable marketplace for all consumers and businesses in Yolo County
- ★ Encourage reduced risk pesticide use and integrated pest management practices
- ★ Develop a fully funded land use planning program to ensure comments are made on projects impacting agriculture

## Assessor/Clerk-Recorder/Elections

- ★ In accordance with completion of the corrective action plan, formalize fiscal policies and procedures department wide
- ★ Build upon partnerships with outside entities to continue to improve workflow efficiencies
- ★ Following formal approval of Department Job Reclassification, continue to expand intradepartmental cross-training
- ★ Expand and enhance outreach and educational efforts by collaborating with strategic partners to effectively and efficiently engage the business community, the county's youth, and its underserved populations
- ★ Outreach and travel to other counties to identify best work practices
- ★ Increase social media presence as an effective portal for outreach and citizen engagement
- ★ Research best practices to improve customer service to the citizens of Yolo County
- ★ Develop and conduct client surveys—explore effective implementation of customer recommendations
- ★ Update staff training to ensure high levels of professional proficiency, customer service and public relations



## Child Support Services

- ★ Ensure families that need Child Support Services receive them by increasing accessibility of information and services
- ★ Communicate who we are and what we do by expanding public awareness of child support services and ensuring our customers receive consistent and uniform services
- ★ Improve program outcomes and federal performance measures
- ★ Partner to improve the lives of children
- ★ Implement new and improved business processes and practices

## Community Services

- ★ Update and implement Climate Action Plan
- ★ Launch the Valley Clean Energy, Community Choice Energy Program
- ★ Ag land preservation, by assessing current preservation strategy and threats, and refining strategies and tools based on analysis
- ★ 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
- ★ Implement the retail food color-coded placarding system
- ★ Complete updates to County Code for well construction and water quality requirements
- ★ Continue to improve online resources for our customers such as new and updated application, handouts and relevant information



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## Strategic Plan Implementation Strategies Included in 2017-18 Department Goals (cont.)

### Community Services, continued

- ★ Maintain a safe, efficient, fiscally manageable county roadway system
- ★ Seek new customers and secure commercial waste agreements for food and liquid waste
- ★ Complete construction of liquid waste and anaerobic composting projects at the Landfill
- ★ Continue to work with regulatory agency and private companies to permit and construct composting facility
- ★ Operate Biogas to Electricity Power Plant to enhance renewable energy production and green house reduction; while further enhancement of operating revenues
- ★ Work with regulatory agencies to finalize and approve future landfill module design
- ★ Implement pharmaceutical collection program in the County

### County Administrator

- ★ Implement robust employee engagement strategies
- ★ Develop sustainability plan for 2-1-1
- ★ Expand use of results based accountability through performance management system and related dashboards
- ★ Develop new revenue through Medi-Cal Administrative Activities billing and Donations program
- ★ Public posting of online community dashboardMarket and brand Yolo County values
- ★ Implement electronic forms in Human Resources
- ★ Develop benefits and leaves education campaign for employees and department HR Generalists
- ★ Continue implementation of new employee onboarding and orientation program
- ★ Expand and enhance performance management across county programs and services
- ★ Begin construction and remodel of the projects included in the CIP Financing Plan
- ★ Finalize the General Ledger and Project Accounting system improvements.
- ★ Enhance and improve the functioning of the Infor Procurement module
- ★ Implement the Infor Budget Module
- ★ Begin construction of Esparto Recreational Center
- ★ Assist Adult Day Health Center with facility expansion/relocation
- ★ Complete Environmental Impact Report for Yolo Library
- ★ Improve options for aging population through coordinated Senior Services Plan for Winters residents
- ★ Assist Madison and Knights Landing with obtaining funding to ensure safe and adequate drinking water
- ★ Continue project management for North Davis Meadows CSA to consolidate with City of Davis water system for domestic water uses
- ★ Complete Westucky water/sewer connection to City of Woodland
- ★ Continue evaluation of options to address water quality and quantity issues in Wild Wings CSA
- ★ Repair Cache Creek and CSA 6 levees to acceptable standard
- ★ Begin construction of Monroe Detention Facility project
- ★ Develop flood solution for Madison's localized flooding



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## Strategic Plan Implementation Strategies Included in 2017-18 Department Goals (cont.)

### County Administrator (Continued)

- ★ Develop software to share data among criminal justice departments, HHS and community based services providers
- ★ Develop Emergency Management Strategic Plan for Operational Area
- ★ Implement \$1.5M award from Department of Water Resources for the Small Communities Flood Risk Reduction projects in Yolo, Clarksburg, and Knights Landing.
- ★ Refine cannabis cultivation ordinance and fees
- ★ Enhance permit processing for agricultural processors
- ★ Continue exploration of new Animal Shelter facility in collaboration with Cities and UC Davis.
- ★ Progress toward self-sustainable administration of CSA services through most appropriate program
- ★ Stabilization of sewer systems and funds in North Davis Meadows and Wild Wings CSAs

### County Counsel

- ★ Focus resources and attention on Board priorities, including ongoing policy issues and capital projects
- ★ Continue and expand support for Child Welfare Services
- ★ Represent County interests in matters involving federal, tribal, state, and other local governments, including anticipated projects and ongoing initiatives that involve other levels of government and require significant attention
- ★ Complete competitive process for indigent defense (conflicts) counsel by Fall 2017

### District Attorney

- ★ Continue innovation in DA paperless system and High-Tech Unit to enhance public safety
- ★ Continue to develop and perfect a data-driven program
- ★ Continue to update the necessary High Tech equipment in keeping with the ever changing technological advancements.
- ★ Continue to improve upon the Neighborhood Court Restorative Justice expansion in West Sacramento, Woodland and with the Homeless Offender population
- ★ Collaborate with HHS to address Prop 47 offenders more effectively
- ★ Partner with County departments on Cannabis Task Force
- ★ Develop and deploy a coordinated electronic suspected child abuse reporting system (ESCARS) in a collaborative effort with HHS/Child Welfare Services and local law enforcement



### Financial Services

- ★ Continue to refine the Infor financial and procurement system
- ★ Implement a new budget system
- ★ Complete the financial plan for the Capital Improvement Plan
- ★ Implement e-commerce capabilities
- ★ Continue to develop the finance function into a collaborative strategist
- ★ Continue to raise management awareness of business risks and controls to mitigate risks
- ★ Continue the implementation of the long-term financial Plan
- ★ Implement financial transparency by developing a policy and procedure and adding more useful data and information on County website



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## Strategic Plan Implementation Strategies Included in 2017-18 Department Goals (cont.)

### General Services

- ★ Continue to update IT policies and procedures with latest best practices
- ★ Continue to expand/enhance network from Woodland to Davis
- ★ Continue to enhance disaster recovery capabilities
- ★ Install new generator for the Administrative Building
- ★ Continue to explore phone system replacement/upgrade options
- ★ Continue to expand access to online GIS tools and capabilities across the organization
- ★ Continue to enhance and expand public access to information via public facing applications and information products
- ★ Explore Citizen Engagement and Mobile solutions to advance County initiatives
- ★ Explore cloud-based enterprise solutions such as Office 365
- ★ Enhance parcel maintenance to improve data sharing between departments and business systems
- ★ Complete the IT plan focusing on Mobile Solutions, Security and Cloud based technologies
- ★ Utilize the results of the Park User Fee Study and revise master fees as needed
- ★ Expand development of automated Parks pass sales prior to Parks guest arrivals for daily and annual parks passes and seasonal boat passes
- ★ Implement automatic pay station at Elkhorn Boat Ramp Facility to increase revenue capture
- ★ Develop Parks marketing strategy to increase public awareness and visitation throughout the Park System
- ★ Create a public facing Parks amenities GIS website
- ★ Centralize on-call professional services contract management under one system
- ★ Release RFP for energy services provider to identify opportunities to improve energy savings countywide
- ★ Enhance the facility work order system
- ★ Increase employee engagement and actively promote individual development plans to staff
- ★ Review and analyze current business process design to ensure most efficient methodology
- ★ Inter-County marketing of Graphic services to reduce outsourcing of printing requests
- ★ Research technology enhancements to reduce turnaround times for Graphic work orders
- ★ Survey all customers to determine service level needs based on what documents require courier services

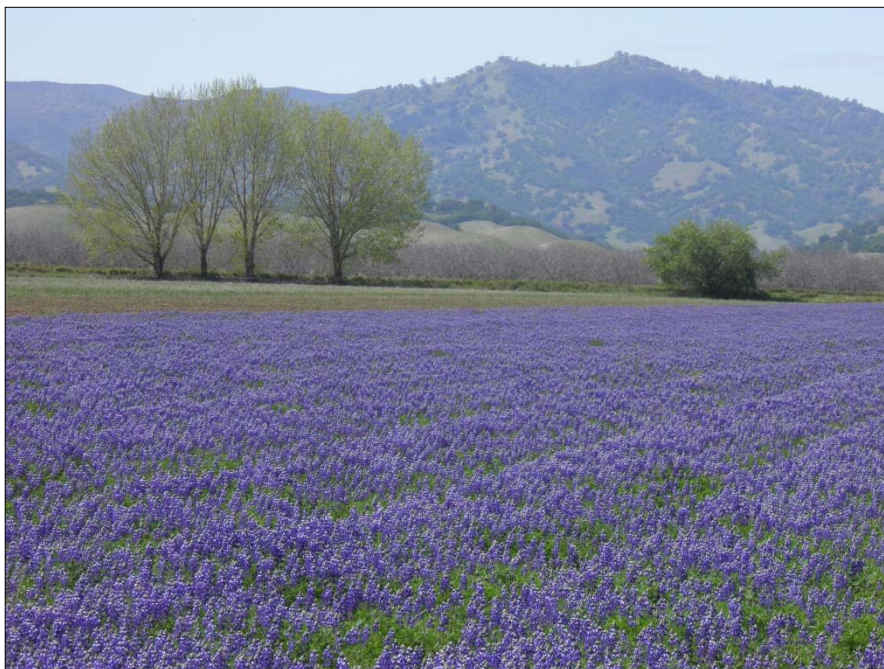


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## Strategic Plan Implementation Strategies Included in 2017-18 Department Goals (cont.)

### Health and Human Services

- ★ Increase community-based access points for outpatient specialty mental health services
- ★ Develop a coordinated system for identifying and assessing people experiencing homelessness and prioritizing entry into permanent housing and supportive services
- ★ Increase the percentage of foster children and youth placed in local home-based setting
- ★ Provide timely access to benefit programs for applicants in HHSA Service Centers
- ★ Implement county-wide policies to improve community health and wellness for Yolo residents
- ★ Improve the quality and performance of public health services by securing National Public Health Accreditation
- ★ Improve the Agency's preparedness to respond to emergencies that require the provision of mass care, public health and/or medical services
- ★ Develop a 3-year financial sustainability plan for the Agency's primary funding sources
- ★ Develop staffing and service delivery plans for the Service Centers that operate within social services funding allocations
- ★ Improve management's ability to access electronic fiscal data in a timely manner
- ★ Use mental health funding more efficiently by increasing use of community-based treatment options instead of hospitalizations
- ★ Diversify funding by seeking grants and other funding sources
- ★ Develop consistent agency wide policies and procedures
- ★ Develop and provide training on core topics, including eligibility for safety net programs, trauma-informed practices, mental health first aid, social determinants of health, fiscal issues, human resources and leadership
- ★ Increase opportunities for employee engagement and inclusion
- ★ Implement use of a performance management system agency wide
- ★ Expand the use of data dashboards
- ★ Advance "culture of quality" through implementation of quality improvement projects in all branches.
- ★ Pilot use of cross-branch performance measures by developing and tracking measures for all homeless and housing services in the Agency



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## Strategic Plan Implementation Strategies Included in 2017-18 Department Goals (cont.)

### Library

- ★ Facilitate and promote positive employee activities through recognition, inclusion and diversity training and events
- ★ Develop and implement succession planning
- ★ Yolo Library - complete CEQA Study and EIR, finalize building design and construction plan, secure additional property
- ★ Initiate CalHumanities Grant providing film festivals in 3 locations which also provide Arts Education/service integration supporting people experiencing homelessness
- ★ Library's Touchpoints trainer team will provide training to core Library staff as well as to our sister libraries, delivering services utilizing best practices when supporting the children of Yolo County
- ★ Continue the Families Together program reunifies probationers with their younger family members through family literacy engagement and activities to grow a reading tradition at home
- ★ Literacy resources are provided by Library staff at two Day Reporting Centers, where attendees are signed up for library cards and connected to community resources
- ★ Continue the books by mail program, which allows delivery of library materials to homebound residents unable to visit library facilities
- ★ Add a 4th day of service at the Yolo Branch Library
- ★ Continue efforts to expand Broadband infrastructure in the Clarksburg area
- ★ Collaborate with Department of Agriculture and regional farmers on the development of Literacy programs aimed at building the skills of the workforce for the ag and food system, including Library staff led community conversations about Literacy in Capay, Esparto and Winters
- ★ English Conversation Groups as part of Migrant Services

### Probation

- ★ Complete SB 81 Juvenile Detention Facility Multipurpose Center Project (September, 2017)
- ★ Upgrade all Juvenile Detention Facility Security Systems
- ★ Integrate Probation Services within the Yolo County Historic Courthouse
- ★ Complete Positive Behavioral Health Interventions and Supports training of JDF Staff to strengthen pro-social detention techniques of minors in the JDF Continue AB 109 Recidivism Study in collaboration with Community Corrections Partnership
- ★ Continue development of LawSuite 2.0 Phase II and III

### Public Defender

- ★ Through training, supervision and other management practices, ensure attorneys and staff understand and adhere to their professional and ethical responsibilities to pursue with knowledge and skill whatever lawful and ethical measures are required to vindicate a client's cause.
- ★ Maintain and increase resources to augment key support services provided by the investigation unit, social worker unit and the Record Mitigation Clinic. Add resources to meet the additional burdens thrust upon the units by recent legislative changes and case law opinions.
- ★ Participate in Continuum of Care workgroups to develop a system that guides clients through a comprehensive array of health and behavioral services at all levels of care.
- ★ Evaluate Proposition 47 Pilot Program after expansion to Woodland Police Department and consider countywide implementation.
- ★ Secure house with Intergovernmental Transfer funds and implement program to bridge a gap in the behavioral health system of care for justice-involved, Medi-Cal beneficiaries.
- ★ Complete Community-Based Transitional Housing Program grant application and implement vision if funds are received.
- ★ Participate in Stepping Up Initiative and implement chosen programs.
- ★ Continue collaboration with California Endowment to improve programs that benefit children.

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## Strategic Plan Implementation Strategies Included in 2017-18 Department Goals (cont.)

### Public Defender (Continued)

- ★ Utilize Public Defender Employee Engagement Survey results to implement next steps, namely create an internal group to review results, identify highs and lows, develop recommendations for targeted internal improvements, and implement appropriate changes.
- ★ Maintain robust internal training program.
- ★ Commence global improvements to Public Defender Records Management System (PDRMS) and complete the shift to an electronic file system.
- ★ Maintain robust intern program.
- ★ Maintain and expand Know Your Rights training for incarcerated juveniles.
- ★ Develop educational platform to explain adult institutional privilege paradigm to inmates and highlight opportunities to improve personal circumstances.

### Sheriff/Coroner/Public Administrator

- ★ Fully train the Crime Analyst position to assist with crime mapping.
- ★ Request an additional eight Correctional Officers to add to the current number of staff available to fill mandated positions and reduce overtime.
- ★ Continue to seek funding for the Stepping Up Initiative approved by the BOS in December 2015 to help reduce the number of people with mental illnesses in jail.



**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 contacts 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.

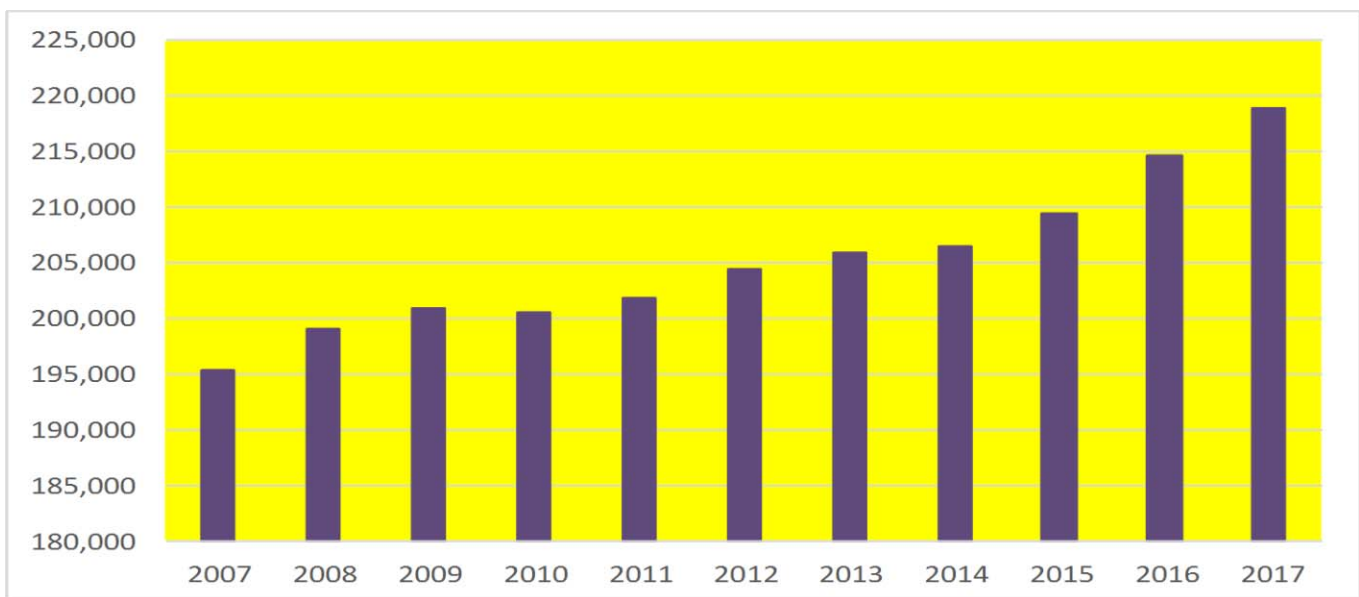
Yolo County sits in the Pacific flyway, a major migration route for waterfowl and other North American birds. Several wildlife preserves are situated within the county. The Yolo Bypass Wildlife Area has been recognized as one of the most successful public-private partnerships for wildlife preservation.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



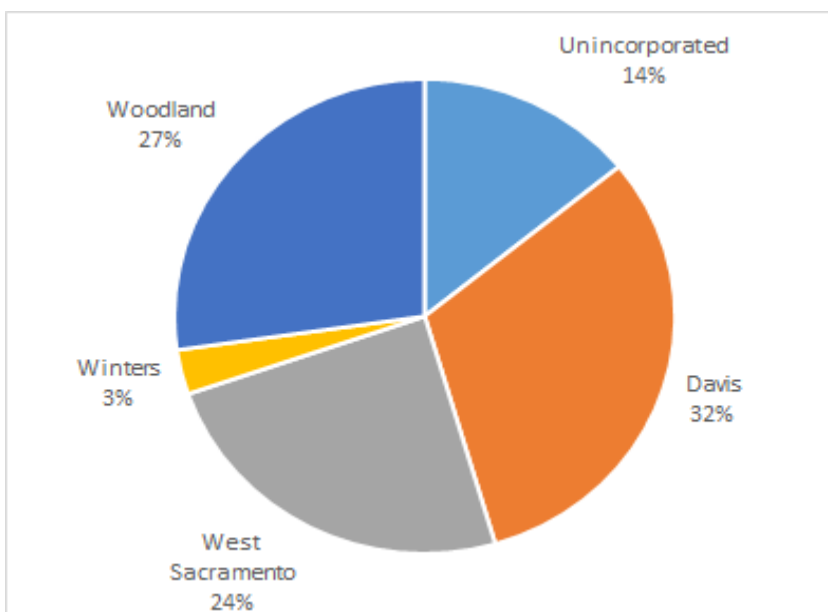
## Current Demographics (continued)

Over 86% of Yolo County's population of 218,896 (as of 2017) residents reside in the four incorporated cities. Davis, founded in 1868, now with a population of 68,740, has a unique university and residential community internationally known for its commitment to environmental awareness and implementing progressive and socially innovative programs. Woodland, population 59,616, 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 53,163, 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 7,255, 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 1997-2017

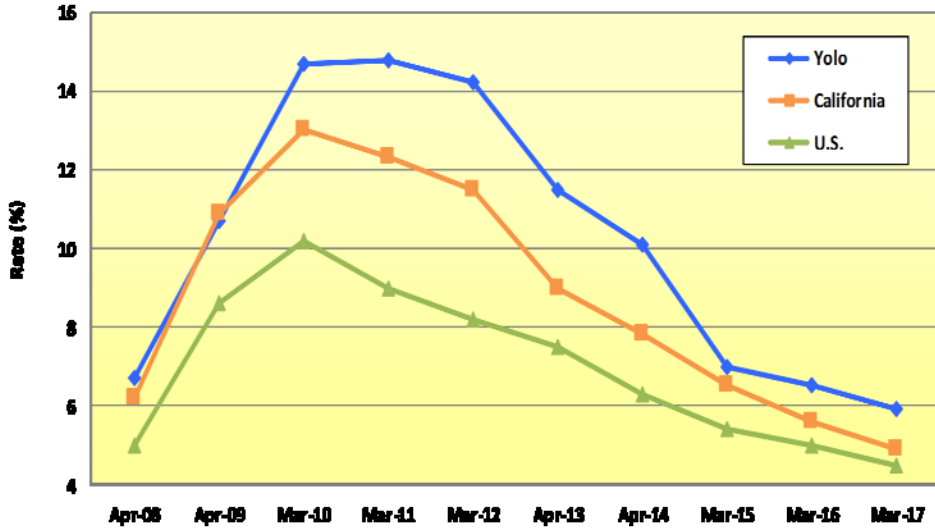


### Chart B – Population Distribution in Yolo County



The unincorporated portion of Yolo County – the area for which the County of Yolo provides municipal services – represents 14% 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.....	9,599
2. State of California.....	2,753
3. U.S. Government.....	2,316
4. Cache Creek Casino Resort.....	2,300
5. Yolo County.....	1,411
6. Woodland Joint Unified School District.....	1,116
7. Raley’s, Inc.....	1,007
8. Walgreens.....	839
9. Woodland Memorial Hospital.....	712
10. Sutter Health.....	665
11. Clark Pacific Co.....	591
12. Nugget Market Inc.....	435
13. City of Davis.....	385
14. Hunter of Douglas Inc.....	384
15. City of West Sacramento.....	365
16. Beckman Coulter (formerly Siemens).....	345
17. Nor-Cal Beverage Co. Inc.....	284
18. City of Woodland.....	282
19. Safeway Inc.....	258
20. Monsanto Co., Vegetable Seeds Division.....	250
21. Yolo County Office of Education.....	250
22. University Retirement Community at Davis.....	230
23. Costco.....	224
24. CommuniCare Health Centers.....	220
25. Bayer Crop Science Biologics.....	200
25. Farmers’ Rice Cooperative.....	200

Source: Sacramento Business Journal Book of Lists, December 23, 2016



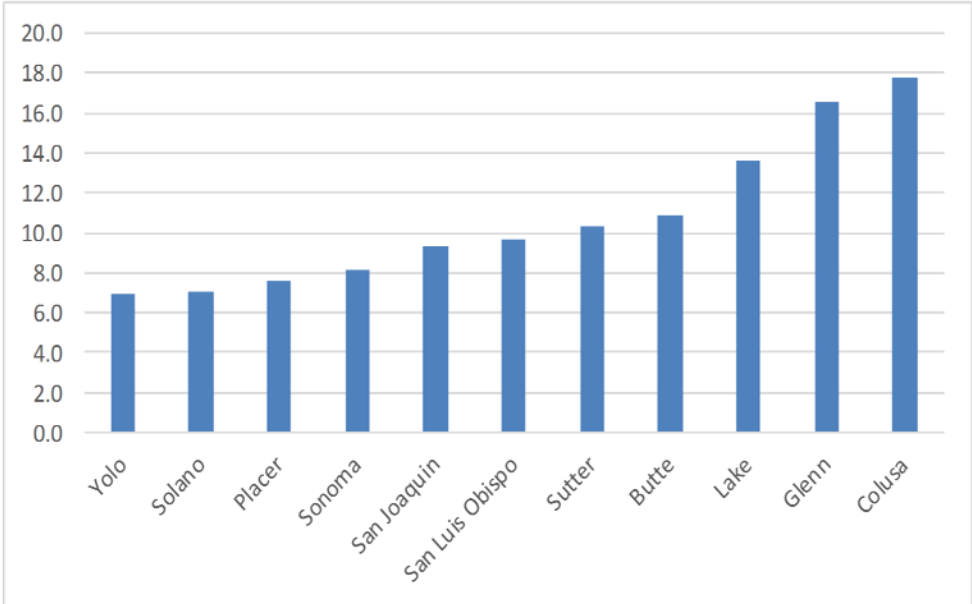


# Comparable Counties



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\***



\*Data compiled from each County's 2016-17 Budget Document





# 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.





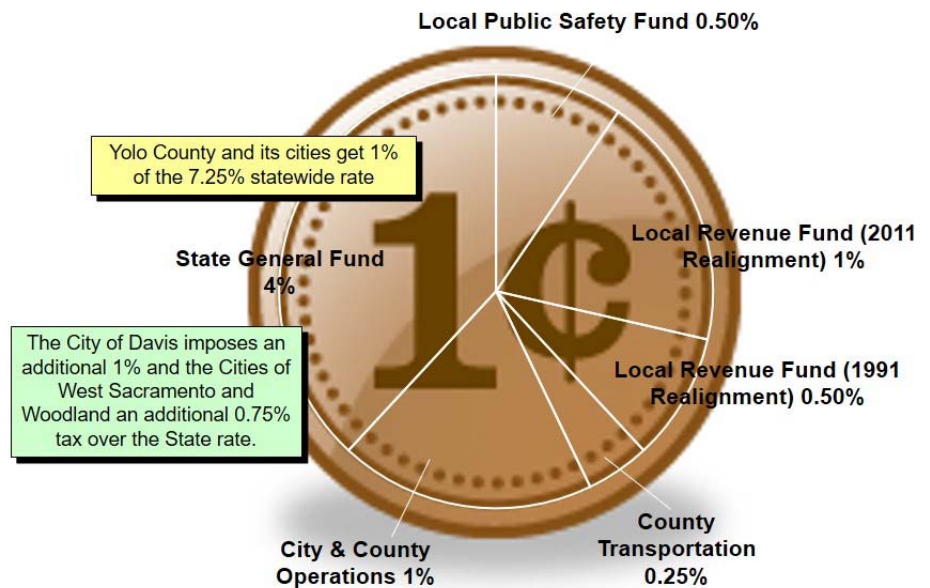
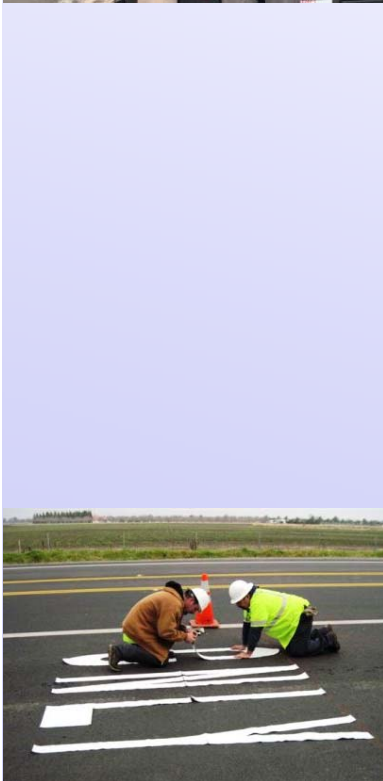
# Sales Tax Allocation

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.

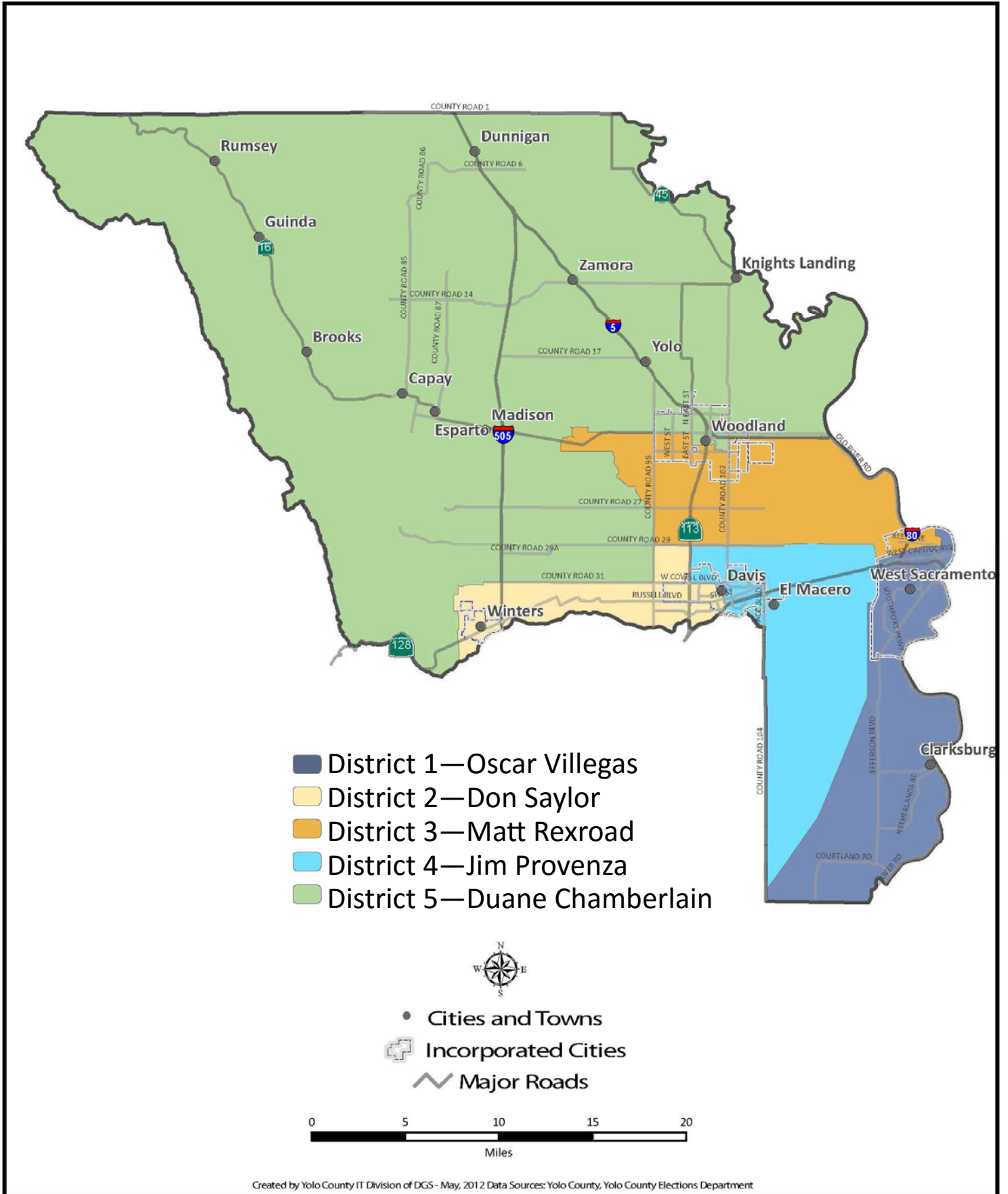
The “base” sales tax rate of 7.25% has a number of components. For example, the State imposes a basic sales tax rate of 6.5%. This means if you bought an item for \$10.00 and the cash register receipt shows 75 cents for sales tax, then about 65 cents of that sales tax goes to the State. About 10 cents 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.

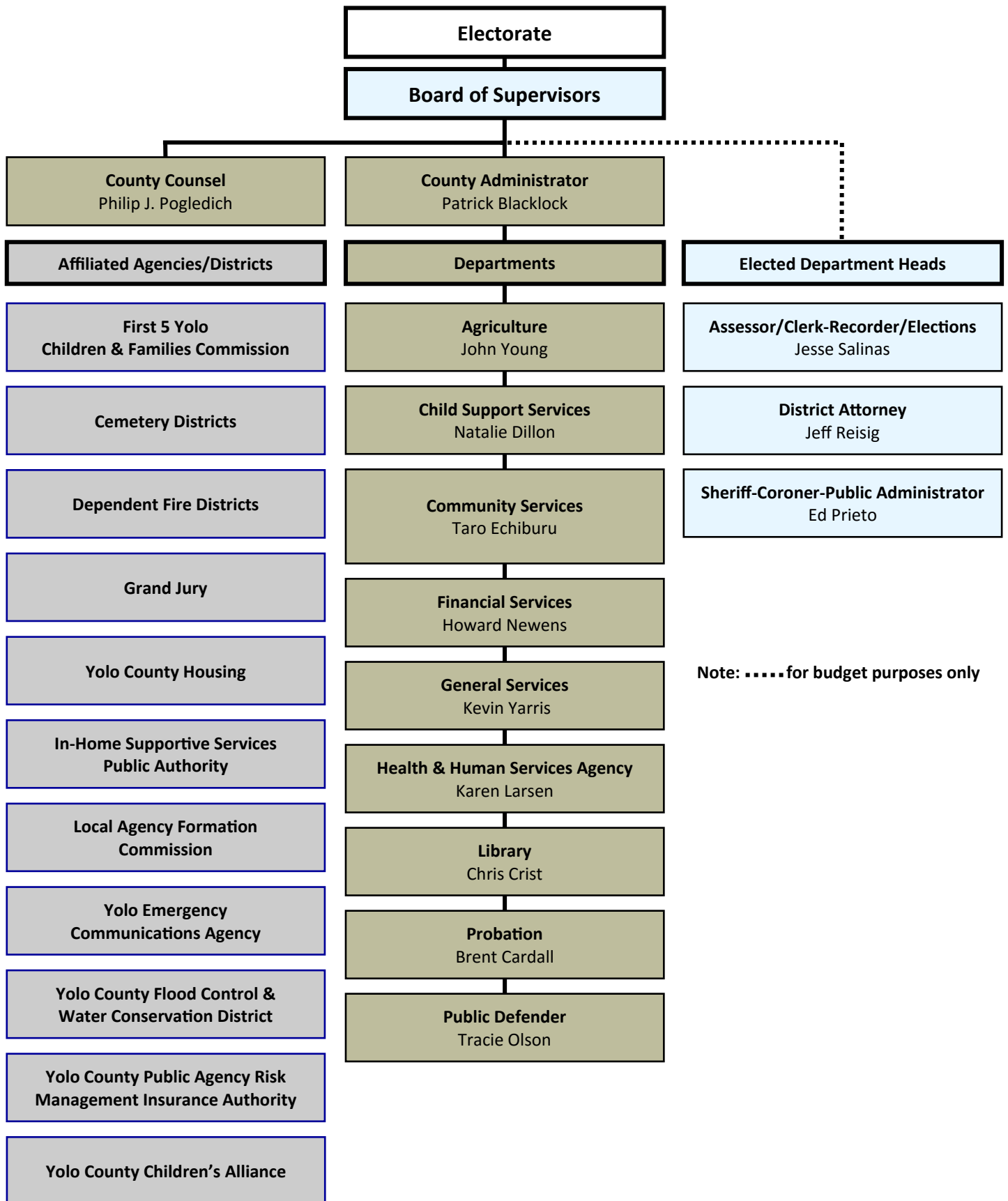
The chart below illustrates how the Yolo County sales tax is allocated:



# Yolo County Supervisorial Districts



# Yolo County Organization







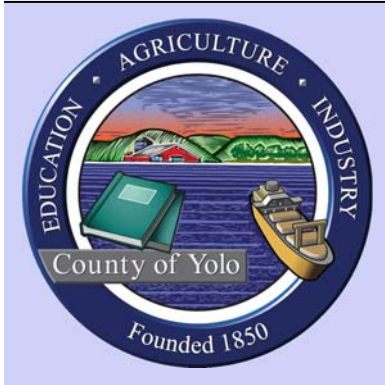
# Services Provided by Yolo County

## The different roles of county government

With 6.9 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 assistance and mental health services.

(1)	(2)	(3)
<b><u>Countywide Services</u></b>	<b><u>Municipal Services</u></b>	<b><u>Statewide Services</u></b>
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 2017-18 recommended budget for Realignment I revenues is summarized below.

Fiscal Year 2017-18 Budgeted 1991 Realignment I Revenue					
Social Services	Health	Mental Health	Probation	County Stabilization	Total
\$8,434,483	\$2,622,039	\$5,777,628	\$948,820	\$574,000	\$18,356,970

### Remaining 2017-18 Realignment I Social Services Accounts Realigned in 2011

CalWORKs	Family Support & Child Poverty	Total
\$3,652,795	\$2,788,965	\$6,441,760

## 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.

2017-18 Budgeted HHS 2011 Realignment II Revenue			
Social Services	Behavioral Health	Mental Health	Total
\$12,073,485	\$4,260,642	\$35,464	\$16,369,591

# 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 2017-18 recommended budget for Public Safety 2011 Realignment revenues is summarized below.

Fiscal Year 2017-18 Budgeted Public Safety Realignment II Revenue					
Sheriff	Probation	District Attorney	Public Defender	Library	Total
\$6,584,943	\$6,927,785	\$524,214	\$325,808	\$14,380	\$14,377,130

Under AB 109, signed by Governor Jerry Brown in April 2011, certain criminal justice responsibilities were shifted from State prisons and parole boards to counties 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 preliminary outlook for the 2017-18 CCP budget reflected a deficit based on current program allocations and projected revenues. On May 8, the CCP approved an interim budget that included reduced allocations for local law enforcement and the District Attorney. The table on the right summarizes the interim allocations approved by the CCP. The CCP has indicated a desire to continue budget discussions, and any changes to the interim allocations will be reflected as part of the Adopted Budget in September.

Community Corrections Partnership Estimated Amounts for 2017-18		
Program	Approximate Amount Spent	Department
Maintaining Jail Bed Capacity	\$ 1,460,419	Sheriff
Electronic Monitoring	\$838,822	Sheriff
Community Corrections Case Management	\$2,475,283	Probation
Local Law Enforcement	\$0	Cities in Yolo County
Long Term Planning	\$0	Probation
Additional beds in Leinberger Facility	\$919,857	Sheriff
Day Reporting Center/Treatment Services	\$1,160,362	Probation
Pre-Trial Probation Services	\$853,546	Probation
Supplemental funding for prosecution	\$378,406	District Attorney
Supplemental funding for Public Defender	\$180,209	Public Defender
Yolo Library Offender Literacy Support	\$14,380	Library
<b>TOTAL</b>	<b>\$8,281,284</b>	

In addition to 2011 realignment funding, the Sheriff, District Attorney and Probation departments also receive Proposition 172 Public Safety sales tax revenues. A slight increase in Proposition 172 revenues is projected in 2017-18. The main factors that influence this revenue stream are statewide economic growth and Yolo County's allocation of statewide revenues, which is based on the County's proportional share of statewide taxable sales. Statewide revenue growth for 2017-18 is projected to be very minimal. Additionally, Yolo County's allocation is expected to decrease due to the County having a lower share of statewide taxable sales in 2016. Staff will re-evaluate the Proposition 172 revenues in September if year-end revenues and economic conditions allow for an adjustment at that time. Below is a summary of 2017-18 Proposition 172 funding by department.

Fiscal Year 2017-18 Budgeted Proposition 172 Public Safety Revenue			
Sheriff	District Attorney	Probation	Total
\$12,054,588	\$4,018,196	\$4,018,196	\$20,090,980



## General Purpose Revenue

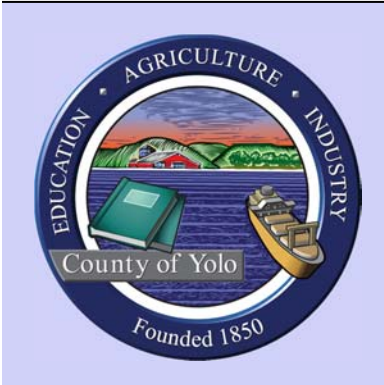
General purpose revenue (as summarized on the below table) is estimated to end the current fiscal year \$1,825,448 (2.6%) above what was adopted in the 2016-17 budget. Staff is projecting that total general purpose revenue will increase by \$2,969,755 (4.1%) over the estimated actual of 2016-17.

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 \$1,870,782 or 4.3% in total property tax revenue over what is estimated to be collected in 2016-17.

**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 2015-16	Adopted 2016-17	Estimated Actual 2016-17	Recommended 2017-18	Est. 2016-17 vs. Recommended 2017-18
Property Tax - Secured	\$16,246,174	\$17,125,100	\$17,080,594	\$17,849,221	\$768,627
Prop Tax - Unsecured	749,488	733,000	807,127	789,370	(17,757)
Prop Tax - In Lieu of VLF	23,652,140	24,898,600	24,886,932	26,006,844	1,119,912
Sales Tax Swap	773,138	0	0	0	0
Redevelopment Pass Thru	6,372,105	6,707,900	7,164,805	7,487,221	322,416
Supplemental Roll w/VLF	406,672	300,000	300,000	300,000	0
Teeter	2,760,815	1,500,000	1,500,000	1,500,000	0
Sales Tax	3,265,807	3,748,929	3,700,913	3,934,793	233,880
Tribal Proceeds	4,704,560	5,038,188	5,038,188	5,138,952	100,764
Overhead Costs Reimb.	3,050,848	3,200,000	3,200,000	4,100,000	900,000
Document Transfer Tax	1,327,466	1,300,000	1,504,362	1,624,711	120,349
Williamson Act	512,777	490,000	537,606	540,000	2,394
Interest Earnings	234,847	200,000	80,000	80,000	0
Other Government Wldd	555,386	400,000	543,173	512,000	(31,173)
Conaway settlement	8,510	0	0	0	0
Penalty on Delq Taxes	272,783	200,000	384,927	218,000	(166,927)
Fines	159,932	145,000	151,000	150,000	(1,000)
County Stabilization	0	574,000	574,000	574,000	0
Franchise Fee/Royalties	520,635	495,400	532,627	534,571	1,944
Hotel/Motel Tax (TOT)	541,787	550,000	690,787	561,000	(129,787)
Board Controlled Penal-	134,600	240,000	240,000	350,000	110,000
Justice Collections	1,792,662	1,600,000	1,915,305	1,915,000	(305)
Misc. (Yolo Electric)	214,800	0	0	0	0
Other	1,249,087	559,135	998,354	634,772	(363,582)
<b>TOTAL REVENUES</b>	<b>\$ 69,507,019</b>	<b>\$ 70,005,252</b>	<b>\$ 71,830,700</b>	<b>\$ 74,800,455</b>	<b>\$ 2,969,755</b>





Welcome to the Yolo County budget for fiscal year 2017-18, which begins on July 1, 2017. 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 2017-18 Recommended Budget on June 13, 2017. 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.

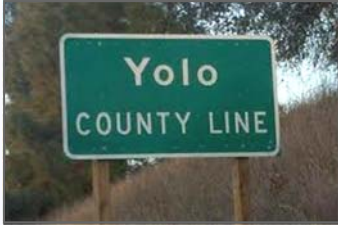
### 2. If you are looking for specific information...

...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.

## 2017-18 Budget Process/Planning Calendar

January 2017									
Jan 4 – Feb 17	CAO and DFS determine beginning assumptions used to develop 2017-18 base budget, including carry forward policy, Public Safety sales tax, realignment, property tax, grant funding, A-87 costs, labor costs, insurance costs, etc.								
Jan 10	Governor’s Proposed 2017-2018 State Budget released								
Jan 20	Departments submit 2016-17 Midyear budget monitoring projections to DFS								
February 2017									
Feb 7	Board Budget Ad-Hoc Subcommittee meeting								
Feb 6 – 17	CAO and DFS prepare various allocation scenarios for the 2017-18 Recommended Budget								
Feb 21	Board reviews 2016-17 Midyear Budget Monitoring report and approves 2016-17 budget principles, base assumptions and budget planning calendar								
Feb 22	Board Budget Ad-Hoc Subcommittee meeting								
Feb 24	DFS distributes to departments: 2016-17 Budget Development Worksheets, Salary & Benefit Worksheets, and Budget Instructions, including budget process/planning calendar, revenue assumptions and General Fund allocations								
Feb 24 – Mar 24	Departments compile 2017-18 Annual Report & Plan including 2016-17 goals and accomplishments, 2017-18 goals, key initiatives and performance measures. Department Operational 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 27	Department budget development training								
March 2017									
Mar 6	Master Fee training for departments planning to update fees for 2017-18								
Mar 7	Department Update to Board: Public Defender, Child Support, District Attorney								
Mar 21	Department Update to Board: Sheriff, Probation, Assessor/Clerk-Recorder/Elections								
Mar 24	<table border="0" style="width: 100%;"> <tr> <td style="width: 50%;">Departments submit requested budget, including:</td> <td></td> </tr> <tr> <td style="padding-left: 20px;">Budget Development Worksheet</td> <td style="padding-left: 20px;">New Position Requests Forms</td> </tr> <tr> <td style="padding-left: 20px;">Salary &amp; Benefits Worksheet</td> <td style="padding-left: 20px;">Vehicle Acquisition Request Forms</td> </tr> <tr> <td style="padding-left: 20px;">Department Annual Report &amp; Plan</td> <td style="padding-left: 20px;">General Equipment Requests Forms</td> </tr> </table>	Departments submit requested budget, including:		Budget Development Worksheet	New Position Requests Forms	Salary & Benefits Worksheet	Vehicle Acquisition Request Forms	Department Annual Report & Plan	General Equipment Requests Forms
Departments submit requested budget, including:									
Budget Development Worksheet	New Position Requests Forms								
Salary & Benefits Worksheet	Vehicle Acquisition Request Forms								
Department Annual Report & Plan	General Equipment Requests Forms								
Mar 31	Departments submit proposed changes into the Master Fee Database								
April 2017									
Mar 29 – Apr 21	CAO and DFS meet with departments to review budget requests.								
Apr 4	Department Report to Board: Community Services, Agriculture, Financial Services								
Apr 14	External funding requests submitted to CAO								
April 25	Department Update to Board: County Administrator, County Counsel, General Services								
	Board Budget Ad-Hoc Subcommittee meeting								
May 2017									
May 1 – May 26	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 9	Budget development status update to Board								
	Board adopted Master Fee updates								
May 24	Department Update to Board: Library, Health & Human Services								
June 2017									
Jun 2	2016-17 Recommended Budget distributed to media and public								
Jun 6	Board Budget Ad-Hoc Subcommittee meeting								
Jun 13	2017-18 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

## 2017-18 Summary of Budget

	Appropriation	Revenue	Net County Cost	Use of Fund Balance
Administration	\$0	\$0	\$0	\$0
Assessor	\$3,311,079	\$1,216,250	\$2,094,829	\$0
Elections	\$2,103,036	\$285,500	\$1,817,536	\$0
Recorder	\$1,938,938	\$1,170,650	\$768,288	\$0
<b>TOTAL</b>	<b>\$7,353,053</b>	<b>\$2,672,400</b>	<b>\$4,680,653</b>	<b>\$0</b>

At the bottom right of each department face page you will find the table labeled "2017-18 Summary of Budget" (example to the right).

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

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. Each department's requested budget is shown next to the budget the CAO is recommending be approved.

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

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

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

	Actuals 2014-15	Actuals 2015-16	Budget 2016-17	Requested 2017-18	Recommended 2017-18
<b>Revenue</b>					
Licenses, Permits, & Franchises	\$51,595	\$55,605	\$47,500	\$47,750	\$47,750
Revenue from Use of Money & Property	\$1,878	\$6,352	\$1,150	\$2,300	\$2,300
Intergovernmental Revenues-State	\$247,057	\$671	\$17,750	\$2,500	\$2,500
Intergovernmental Revenues-Federal	\$3,000	\$0	\$0	\$0	\$0
Charges for Services	\$2,634,325	\$2,596,991	\$2,464,725	\$2,564,350	\$2,564,350
Miscellaneous Revenues	\$75,812	\$98,848	\$41,450	\$55,500	\$55,500
Other Financing Sources	\$2,200	\$900	\$0	\$0	\$0
<b>Total Revenue</b>	<b>\$3,015,867</b>	<b>\$2,759,367</b>	<b>\$2,572,575</b>	<b>\$2,672,400</b>	<b>\$2,672,400</b>
<b>Appropriation *</b>					
Salaries & Employee Benefits	\$4,932,854	\$4,880,903	\$5,448,753	\$5,679,763	\$5,679,763
Services & Supplies	\$1,289,702	\$1,315,008	\$1,750,891	\$1,552,090	\$1,552,090
Other Charges	\$44,220	\$41,837	\$39,348	\$23,700	\$23,700
Capital Asset-Equipment	\$16,814	\$0	\$55,373	\$65,500	\$65,500
Operating Transfers Out	\$24,400	\$24,800	\$14,400	\$32,000	\$32,000
Intrafund Transfers	(\$1,051)	(\$1,004)	\$0	\$0	\$0
<b>Total Appropriation</b>	<b>\$6,306,939</b>	<b>\$6,261,544</b>	<b>\$7,308,765</b>	<b>\$7,353,053</b>	<b>\$7,353,053</b>
<b>Use of Fund Balance Available</b>	<b>(\$25,181)</b>	<b>\$0</b>	<b>\$126,315</b>	<b>\$0</b>	<b>\$0</b>
<b>Net County Cost</b>	<b>\$3,316,253</b>	<b>\$3,502,177</b>	<b>\$4,609,875</b>	<b>\$4,680,653</b>	<b>\$4,680,653</b>
<b>Funded Staffing:</b>	54.00	51.00	52.00	52.00	52.00

How many positions are being paid for in this department