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COUNTY OF SONOMA

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COMMUNICATIONS MANAGER

DATE: June 14, 2022

TO: Members of the Board of Supervisors

FROM: Sheryl Bratton, County Administrator

SUBJECT: Add Backs and Program Changes

This tab includes narrative details on Add Backs and Program Changes.

Add Backs are requests for funding to restore existing program services, supplies, or positions that are being reduced in the baseline Recommended Budget. These are needed due to reductions in departmental revenues or increases in costs.

Program Change Request are departmental requests for additional resources or new programs.

Add Backs appear first, followed by Program Changes; the table of contents indicates page number. Pagination is separated by the request type, with the AB identifier signifying Add Backs and the PCR identifier signifying Program Change Requests.

For funding recommendations for each of these requests, please refer to Tab 4 - Budget Adjustment Tool.



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SHF-AB-02	Sheriff's Office	Hold vacant deputy sheriff to make up for revenue shortfall	AB - 5
SHF-AB-03	Sheriff's Office	Fund North County Detention Facility for full 12 months.	AB - 5
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CAO-PCR-02	County Administrator's Office	Shift available departmental resources to add 1.0 FTE Administrative Aide to serve as Deputy Clerk– Boards, Commissions, and Form 700 Clerk to fulfill mandated duties. This request does NOT provide for any costs associated with stipends for ad hoc or commission members.	PCR - 10
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CRA-PCR-02	Clerk-Recorder-Assessor	Add 1.0 Auditor/Appraiser I position to timely complete mandated audit services required of the Assessor.	PCR - 3
CRA-PCR-03	Clerk-Recorder-Assessor	Add 1.0 Auditor/Appraiser I position to timely complete mandated audit services required of the Assessor.	PCR - 4
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HSD-PCR-04	Human Services	1.0 FTE Program Planning and Evaluation Analyst supporting Family, Youth & Children Programs (TL thru 6/30/24)	PCR - 27
HSD-PCR-05	Human Services	2.0 FTE Social Worker III positions to support Child Protective Services Emergency Response (TL thru 6/30/25)	PCR - 29
HSD-PCR-06	Human Services	2.0 FTE Social Worker I/II positions to provide mandated visitation services for children and families	PCR - 30
HSD-PCR-07	Human Services	1.0 FTE Social Services Supervisor in Child Protective Services supporting the Emergency Response program (TL thru 6/30/24)	PCR - 31
HSD-PCR-08	Human Services	1.0 FTE Senior Office Assistant supporting the Recruitment & Leave Management unit	PCR - 32
HSD-PCR-09	Human Services	Add 1.0 FTE Human Services Database Administrator to support cloud-based data management; Delete 1.0 vacant Human Services Programming and Systems Analyst	PCR - 33
HSD-PCR-10	Human Services	1.0 FTE Public Assistance Systems Specialist to support implementation of the new statewide CalSAWS eligibility system (TL thru 6/30/24)	PCR - 34
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PRMD-PCR-03	Permit Sonoma	Building & Construction Services: .5 Engineering Technician III	PCR - 42
PRMD-PCR-04	Permit Sonoma	1 of 4 In-House Permit Resiliency Center: 2.0 Building Plans Examiner IIs	PCR - 43
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PROB-PCR-03	Regional Parks	1.0 Administrative Aide to serve as community engagement coordinator	PCR - 51
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RP-PCR-02	Regional Parks	Add 5.0 FTEs to Support Operations and Maintenance System Improvements (3 Park Program Asst, 1 Park Aid, and 1 Maint. Worker II)	PCR - 54
RP-PCR-03	Regional Parks	Add 1.0 FTE Accounting Technician and Delete 1.0 FTE Account Clerk to Meet Increased Accounting Office Needs	PCR - 55
RP-PCR-04	Regional Parks	Add 1.0 FTE Office Assistant II to Support Call Center Customer Service Improvements	PCR - 57
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SHF-PCR-01	Sheriff's Office	Sheriff's Information Technology Unit Reorganization	PCR - 58
SHF-PCR-02	Sheriff's Office	9-1-1 Dispatch System Replacement	PCR - 60
TPW-PCR-01	Transportation and Public Works	Delete 1.0 Landfill Facilities Specialist, add 1.0 Engineering Technician III to support the Disaster Debris Management Contracts and coordination of CEQA and Environmental work.	PCR - 62
UCCE-PCR-01	University of California Cooperative Extension	Senior Agricultural Program Assistant and support for three new Univ. of CA advisors	PCR - 63



FY22-23 Add Back Requests

GSD-AB-02

Department		General Services
Title		Unfunded Capital Project Mgmt. Activities
Dept Rank		3
County Discretionary Funding Requested		\$406,509
One-time or Ongoing		Ongoing
Description of Change		The General Services Capital Project Management Division requires ongoing funding to cover the cost the Annual Capital Improvements Plan (CIP), Annual JOC contract management and bidding, Course of Construction property updates for Risk Management, Tri-Annual Master Services Agreement (MSA) solicitation, Tri-Annual JOC License/Management solicitation, and training and management for the County Hazardous Materials Program
Add Back Justification	Criteria A Service Impact	Capital Project Management is a cost recovery division within the General Services Department. Costs are recovered through an hourly rate structure that includes salaries, benefits, and division overhead charges. Mandatory non-funded requirements adversely impact the division's ability to meet revenue and cost recovery targets. Unfunded work includes: the Annual Capital Improvements Plan (CIP), Annual JOC contract management and bidding, Course of Construction property updates for Risk Management, Tri-Annual Master Services Agreement (MSA) solicitation, Tri-Annual JOC License/Management solicitation, and training and management for the County Hazardous Materials Program. During FY22-23 the projected costs of Unfunded Work is \$406,509. This includes: Annual Capital Improvement Plan preparation - \$209,967, Annual JOC Contract Management and Bidding - \$71,361, Tri-Annual RFQ/MSA Solicitation - \$96,194, and Tri-Annual JOC License/Support RFP - \$28,987. Previously the Capital Project Management Division received a General Fund Contribution from the Annual Capital Budget to cover these costs. Utilizing the Annual Capital Project contribution to cover these unfunded activities is unsustainable as it erodes General Services ability to fund capital improvements. There is 1.0 FTE Project Specialist that is primarily dedicated to the creation of the annual CIP. However, the current format of the CIP is quite labor intensive, and if changes were made to the format, it is possible that this position could be redirected to other activities. There are no FTE's connected to the other activities included in this request. If the Board were to decide not to fund this request, it is unlikely to trigger a layoff but the costs will hit the Capital Project Management overhead and increase hourly architect rates.
Add Back Justification	Criteria B Loss of Leveraged Funding	N/A

FY22-23 Add Back Requests

Add Back Justification	Criteria C - Directly Supports Mandated Services	Unfunded mandated work includes: the Annual Capital Improvements Plan (CIP), Annual JOC contract management and bidding, Course of Construction property updates for Risk Management, Tri-Annual Master Services Agreement (MSA) solicitation, Tri-Annual JOC License/Management solicitation, and training and management for the County Hazardous Materials Program.
GSD-AB-03		
Department		General Services
Title		Addback 1.0 FTE Buyer Position
Dept Rank		1
Requested FTE		1.0
Change Lay-Offs		0.0
Use of Departmental Fund Balance (Rpt)		\$0
County Discretionary Funding Requested		\$131,726
One-time or Ongoing		Ongoing
Description of Change		Additional ongoing General Fund contribution is needed to fund the Buyer position. This position is currently being held vacant to meet net cost target.
Add Back Justification	Criteria A - Service Impact	Current staffing levels are inadequate to meet the County's current business needs. County departments are experiencing extended delays for such services as: creation of purchase orders, posting of bid solicitations, bid reviews, and contract negotiations for commodities or services when competitive bidding is not necessary. Loss of this position will also impact staffing levels within the Emergency Operations Centers Supply Unit during emergencies. In prior fiscal years, Purchasing received revenue from a Staples rebate that helped offset the cost of this position. The contract that provided this rebate was renegotiated and the revenue is no longer available.
Add Back Justification	Criteria B - Loss of Leverage Funding	n/a
Add Back Justification	Criteria C - Directly Supports Mandated Services	Sonoma County Municipal Code Sec 2-52 - The purchasing division of the department of General Services is established, headed by the Purchasing Agent , who shall have the powers and duties prescribed by law for county purchasing agents, this article, and other ordinances, resolutions and orders of the board of supervisors.
ISD-AB-01		
Department		Information Systems
Title		Utilize \$207,000 in to restore the Records Manager position.
Requested FTE		1.0
Change		

FY22-23 Add Back Requests

County Discretionary Funding Requested		\$0
One-time or Ongoing		Ongoing
Description of Change		Restoration of Records Manager position and services and supplies used to provide Courier, Mail, and Records services, financed with funds set aside for this purpose. The FY 2021-22 Records adopted budget included a use of one-time discretionary funds to support the service until the County could complete a Records rate analysis of cost recovery options for the service with a consultant. The consultant report findings indicated that countywide records management is a general function of government not industry standard to be fully cost recoverable. This request restores General Fund appropriations to provide a sustainable structure for current and future service delivery while ensuring currently recognized savings and efficiencies continue to be realized.
Add Back Justification	Criteria A - Service Impact	The Records Manager is responsible for oversight of the Records unit. This positions manages three service lines: Mail, Records, and Courier. The Records Manager also provides direct service in document retention consulting, external agency services, and supporting County digitization efforts through scanning services and electronic record collection, directs efforts associated with retaining and retrieving records for litigation holds, PRA requests, and represents the County on the Historical Records Commission.
Add Back Justification	Criteria C - Directly Supports Mandated Services	Records Retention and Management are mandated services per CalRIM, SB 742, PRA, Gov Section 12236. Reference: sections 25105, 26205, 26205.1, 26205.5, 26907, 27001, 27322.2, 34090.5, and 60203, Government Code; section 102235, Health and Safety Code; and section 10851, Welfare and Institutions Code.
PROB-AB-02		
Department		Probation
Title		Restore 1.0 FTE Probation Officer II in the Adult Supervision unit (vacant)
Dept Rank		5
Requested FTE		1.0
Change Lay-Offs		0.0
County Discretionary Funding Requested		\$191,546
One-time or Ongoing		Ongoing
Description of Change		Add back 1.0 Probation Officer II, whose primary responsibility is to supervise low- or moderate-risk probationers convicted of serious crimes, including drug sales, drunk driving, sexual assault, robbery, battery, and elder abuse.

FY22-23 Add Back Requests

Add Back Justification	Criteria A Service Impact	Clients would be re-distributed among the remaining officers. Higher caseload counts would lengthen Probation's response time for victims, clients, and partners, and diminish the effectiveness of Probation's community supervision. Due to recent legislative changes reducing terms of supervision from three years to two, fewer officers means the Department will be less able to work closely with clients on positive behavior changes during these shortened timeframes. Having fewer officers would also hinder Probation's ability to provide peace officer support during times of crisis, such as fires or public unrest, which has been a frequent request in recent years. Overall, reducing the number of probation officers would diminish public safety.
Add Back Justification	Criteria B Loss of Leverage and Funding	In 2009, SB 678 ("Criminal Recidivism") established performance-based funding, which rewards counties for successful probation supervision, generally defined as the portion of probationers who are not sent to prison. Decreased supervision could lead to increased criminal activity and subsequent prison admissions, which would reduce Sonoma County's funding from this source.
Add Back Justification	Criteria C - Directly Supports Mandated Services	Probation is a key component of the county's criminal justice system. The mandate that a county have a Probation Department is set out in Welfare and Institutions Code Section 270. The primary staff of the Probation Department are probation officers and institutional counselors who are sworn peace officers (Penal Code Section 830.5) with the powers of arrest, search, and seizure.
PROB-AB-03		
Department		Probation
Title		Restore 1.0 FTE Legal Processor II in the Adult Supervision unit (vacant)
Dept Rank		6
Requested FTE		1.0
Change Lay-Offs		0.0
County Discretionary Funding Requested		\$124,789
One-time or Ongoing		Ongoing
Description of Change		Add back 1.0 Legal Processor II in Adult Supervision, whose primary responsibilities are to issue, receive, examine, prepare, file, process, and maintain a variety of legal documents and convey information to attorneys, law enforcement officials, and the general public.
Add Back Justification	Criteria A Service Impact	Eliminating this position would increase the workload for the remaining 2.0 Legal Processor II positions in Adult Supervision by 50%. Increasing workloads beyond the capacity of remaining staff could reduce the department's ability to serve the public, increase error rates, and delay the adjudication process.

FY22-23 Add Back Requests

Add Back Justification	Criteria B Loss of Leverage d Funding	NA
Add Back Justification	Criteria C - Directly Supports Mandated Services	Probation is a key component of the county's criminal justice system. The mandate that a county have a Probation Department is set out in Welfare and Institutions Code Section 270.

SHF-AB-02

Department		Sheriff's Office
Title		Hold vacant deputy sheriff to make up for revenue shortfall
Dept Rank		4
Requested FTE		0.0
Change Lay-Offs		0.0
County Discretionary Funding Requested		\$195,797
One-time or Ongoing		Ongoing
Description of Change		The Sheriff's Office receives tribal mitigation funding. In FY 22-23, the amount of funding allocated to the Sheriff's Office does not cover the expenses related to the tribal mitigation services. To make up for the funding shortfall, the Sheriff will have to hold vacant one deputy sheriff position for approximately nine months.
Add Back Justification	Criteria A Service Impact	Reducing deputies will reduce law enforcement field services available to the public.
Add Back Justification	Criteria B Loss of Leverage d Funding	n/a
Add Back Justification	Criteria C - Directly Supports Mandated Services	n/a

SHF-AB-03

Department		Sheriff's Office
Title		Fund North County Detention Facility for full 12 months.
Dept Rank		3
Requested FTE Change		0.0

FY22-23 Add Back Requests

Lay-Offs		0.0
County Discretionary Funding Requested		\$1,360,742
One-time or Ongoing		Ongoing
Description of Change		In order to meet the General Fund contribution set by the County Administrator's Office, the Sheriff's Office FY 22-23 budget assumes the North County Detention Facility will remain closed for 1-2 months in FY 22-23. Restoring this Addback will allow the Sheriff's Office to use NCDF for the entire year, to allow for potential inmate population level increases to pre-pandemic levels.
Add Back Justification	Criteria A - Service Impact	The average daily population (ADP) in the Sheriff's Adult Detention Facilities significantly dropped during the pandemic from approximately 1,050 inmates to 750 inmates as of May 2022. If the inmate ADP rises above the 800 level during FY 22-23 for more than 10 months of the fiscal year, or if there are extended needs to open various quarantine units, additional funds will be needed to staff the NCDF housing modules.
Add Back Justification	Criteria B - Loss of Leveraged Funding	n/a
Add Back Justification	Criteria C - Directly Supports Mandated Services	The Sheriff is mandated to operate Adult Detention Facilities.

FY22-23 Program Change Requests

DCCS-PCR-01	
Department	Child Support Services
Title	Convert a Child Support Attorney IV to a Chief Child Support Attorney and eliminate a Program Planning and Evaluation Analyst to add a Department Analyst
County Discretionary Funding (Rpt)	\$0
FTE Change	0.0
One-time or Ongoing	Ongoing
On-Going Annualized Cost	\$8,287
Description of Project	The Sonoma Department of Child Support Services (DCSS) is submitting a request for a Chief Child Support Attorney and a Department Analyst. The two new positions are needed for the successful right-sizing of the department. The proposed changes do not result in any staff displacements. The department requests the upgrade one of the 3 Child Support Attorney IV positions to a Chief Child Support Attorney (CCSA). The Department requests to eliminate a vacant Planning and Evaluation Analyst (PPEA) and instead add a Department Analyst (DA) which has a wide job scope that better aligns in meeting the department's current work needs. Funding for the new positions will come from previously allocated State and Federal Sources.
Service Need/Improvement Justification	<p>Position #1- CCSA– The department has seasoned and skilled attorneys ready for the promotional opportunity so fulfilling the identified need will be seamless with the benefits realized immediately. The increased management resource will help ensure the Child Support legal unit maintains it's high level of operational success. The CCSA will analyze new legislation and case law and work closely with the Director to ensure the department's continual compliance with all statutory and procedural requirements. Since the Director is not a member of the State Bar of California, the CCSA will be the attorney of record on all actions brought by the Department as well as serving as the formal liaison with the Courts, consulting with judges, commissioners, Family Law Facilitator and other court representatives on calendars forms, procedures and protocol. This position will manage the most complex and difficult child support case work, provide direction and oversight for all the work of the legal unit, provide direct supervision to the 6 legal unit employees (2 Child Support Attorney IVs, 3 Child Support Specialist IIIs and 1 Legal Secretary). The CCSA will manage attorney recruitments and be responsible for the onboarding and training for new attorneys and other duties as assigned.</p> <p>Position #2- DA – The DA change has already been made with an under fill for the PPEA. Payroll processing was moved to an Executive Legal Secretary. The addition of the DA has helped improve overall department operational effectiveness and has been a critical resource to help the department meet the high volume and time sensitive work resulting from the pandemic, including the changing safety protocols, leaves and pay issues. The new position improves the department's ability to managing through any future disasters or difficulties. The DA assists with the financial, accounting and budget work of the department including creation of the monthly expense reimbursement claim to the State, oversees the payroll processing and handles labor corrections, manages the department's staff leaves and accommodation, is the lead for the department Safety program, is the department ergonomic specialist, manages all HRIS updates, serves as the department backup for HR matters, assists with recruitments, provides backup support for staff IT issues, helps with facility issues and other duties as assigned.</p>

FY22-23 Program Change Requests

Mandated Services Justification	Child Support work continues to remain a State and Federally mandated service program and this request is to ensure the department's continuing success and ultimately positive outcomes for Sonoma County child support families.
CRA-PCR-01	
Department	Clerk- Recorder-Assessor
Title	Rebuild Assessor Database for data necessary to assess property and prepare the annual assessment roll.
Dept Rank	1
County Discretionary Funding (Rpt)	\$230,000
FTE Change	0.0
One-time or Ongoing	One-time
Description of Project	Rebuild the Assessor's antiquated databases that are on 32 bit applications so that when the County transitions to 64 bit applications the Assessor will be able to continue their work. The data in these databases are critical to ensure the Assessor's Roll to close. An application built by ISD will allow CRA to have an Application/Ecosystem that is compatible with both existing and future coding frameworks and can be tailor-made to meet all of the existing and anticipated needs of the office and done so in a way that's scalable to allow for future growth. As it stands, CRA has spent, on average, roughly \$200,000 a year on maintenance to keep these deprecating, antiquated applications working. In addition, the platform that these systems run on is one that the County as a whole is quickly moving away from and whose programming is inefficient and getting harder and more costly to maintain.

FY22-23 Program Change Requests

Service Need/Improvement Justification	<p>The Assessor application eco-system is comprised almost exclusively of 32-Bit Microsoft Access 'front-end' applications that tie into a 'data warehouse' in the form of a SQL database. These applications were originally created and managed by a single CRA-IT employee, but that employee has since retired and, unfortunately, left little to no documentation on its interworking's. After Information Systems Department's (ISD) Applications Team took over the managing of these Access Apps it was quickly made apparent that they were coded in a manner that was inefficient, resource intensive and incompatible with modern, supported platforms. After spending hundreds upon hundreds of man hours, ISD's Apps Team was able to get the applications working and reports run to allow for the Assessor's Roll to close, but the work that's required to maintain these applications continues to heavily impact the CRA annual budget in terms of cost to maintain, and the ISD Applications Team resources. Additionally, the County is moving to a new Office platform through Microsoft 365, which is incompatible with the existing 32-Bit version of Office that these Access Apps were built upon. While we've worked with ISD to analyze the costs associated with remediating the Assessor's application ecosystem to make them 64-Bit compatible, the initial and ongoing costs to keep them running are cost-probative and will do nothing to fix the existing inefficiencies and staffing resources required to keep them working. After several meetings with Assessor Management and the ISD Applications' Team, we have proposed a project to build a new, unified ecosystem that would make obsolete the old Access Applications and allow a much more efficient, cost-effective and user-friendly experience for all parties involved. The ISD Applications' Team would build this new system, ideally using the existing (in progress) Prop-19 Database/Application framework. Once complete, this new system would provide all of the same functionality of the existing series of applications (likely more so), but coded in a manner that is compatible with modern and future platforms, requires little maintenance and whose processes and procedures are documented and made available to CRA Management and IT staff.</p>
Mandated Services Justification	The databases provide the workflow and reporting necessary to assess property as required under Article XIII A of the California Constitution and to prepare the annual assessment roll under Revenue and Taxation Code 601 and 602.
CRA-PCR-02	
Department	Clerk- Recorder-Assessor
Title	Add 1.0 Auditor/Appraiser I position to timely complete mandated audit services required of the Assessor.
Dept Rank	2
County Discretionary Funding (Rpt)	\$151,251
FTE Change	1.0
One-time or Ongoing	Ongoing
Description of Project	Hiring 1.0 full time equivalent Auditor/Appraiser I position to timely complete mandated audit services required of the Assessor.

FY22-23 Program Change Requests

Service Need/Improvement Justification	Auditor Appraisers – audit business and farming operations, processes and verifies annual business property statements for all unsecured assessments, works closely with the real property appraisers to identify unsecured assets to prevent double assessment, prepares and presents at Assessment Appeal hearings and assists business owners with audit review findings. Under Revenue and Taxation Code Section 469(a) the Sonoma County Assessor’s office is required to perform 107 audits a year. This requirement was based on data of audits performed by seven experienced auditor appraisers in the Sonoma County Assessor’s Office. After R&T 469 was amended creating the new standards for audits, we permanently lost one auditor appraiser. Currently we are behind 70 audits for the year. We have not met our statutory obligation since FY 2016/17. In past years, we have hired extra help using auditor appraiser retirees to help meet the mandate. There is less option for extra help as retirees are no longer interested in working. In the past we have tried to utilize a third party to meet our mandate but the quality was poor and required more work for our staff to clean up. We have continued to fall behind our mandate every year, which leaves us at risk of being written up by the State Board of Equalization.
Mandated Services Justification	Under Revenue and Taxation Code Section 469(a) the Sonoma County Assessor’s office is required to perform 107 audits a year.
CRA-PCR-03	
Department	Clerk- Recorder-Assessor
Title	Add 1.0 Auditor/Appraiser I position to timely complete mandated audit services required of the Assessor.
Dept Rank	4
County Discretionary Funding (Rpt)	\$151,251
FTE Change	1.0
One-time or Ongoing	Ongoing
Description of Project	Hiring 1.0 full time equivalent Auditor/Appraiser I position to timely complete mandated services required of the Assessor.
Service Need/Improvement Justification	Auditor Appraisers – audit business and farming operations, processes and verifies annual business property statements for all unsecured assessments, works closely with the real property appraisers to identify unsecured assets to prevent double assessment, prepares and presents at Assessment Appeal hearings and assists business owners with audit review findings. Under Revenue and Taxation Code Section 469(a) the Sonoma County Assessor’s office is required to perform 107 audits a year. This requirement was based on data of audits performed by seven experienced auditor appraisers in the Sonoma County Assessor’s Office. After R&T 469 was amended creating the new standards for audits, we permanently lost one auditor appraiser. Currently we are behind 70 audits for the year. We have not met our statutory obligation since FY 2016/17. In past years, we have hired extra help using auditor appraiser retirees to help meet the mandate. There is less option for extra help as retirees are no longer interested in working. In the past we have tried to utilize a third party to meet our mandate but the quality was poor and required more work for our staff to clean up. We have continued to fall behind our mandate every year, which leaves us at risk of being written up by the State Board of Equalization.
Mandated Services Justification	Under Revenue and Taxation Code Section 469(a) the Sonoma County Assessor’s office is required to perform 107 audits a year.

FY22-23 Program Change Requests

CRA-PCR-04	
Department	Clerk- Recorder-Assessor
Title	Assessor's office Clerk Recorder Assessor Specialist I position to provide customer service support to the public.
Dept Rank	5
County Discretionary Funding (Rpt)	\$112,630
FTE Change	1.0
One-time or Ongoing	Ongoing
Description of Project	Hiring 1.0 full time equivalent Clerk Recorder Assessor Specialist I position to provide customer service support to the public.
Service Need/Improvement Justification	Clerk-Recorder-Assessor Specialists – provide customer support to the public and internal customers, review permits issued by all permitting jurisdictions and enter into the system to be worked by the appraisers, maintain and updating situs address. Assist with the mailing and tracking of forms for all units including calamity claim forms and Proposition 19 claim forms. Due to shortages of certified staffing, supervisors and managers are frequently filling in to provide basic customer service including reception desk staffing, phone calls and supporting the front counter. While all personnel provide some level of customer service, moving staff from their area's specific responsibility to provide reception duties slows down the crucial work processes. Two (2) Clerk-Recorder-Assessor Specialists I/II will assist with workflow processes as the office transitions to more electronic workflow options and assist with necessary scanning, allowing the certified staff to focus on their own priorities in addition to assisting with the daily required needs of providing customer service to taxpayers. They will also assist with the daily required needs of assisting taxpayers.
Mandated Services Justification	These positions will assist with all areas under Article 13A with a focus on R&T 408 which requires the Assessor to assess all property and maintain all records.
CRA-PCR-05	
Department	Clerk- Recorder-Assessor
Title	Assessor's office Clerk Recorder Assessor Specialist I position to provide customer service support to the public.
Dept Rank	6
County Discretionary Funding (Rpt)	\$104,629
FTE Change	1.0
One-time or Ongoing	Ongoing
Description of Project	Hiring 1.0 full time equivalent Clerk Recorder Assessor Specialist I position to timely complete mandated services required of the Assessor.

FY22-23 Program Change Requests

Service Need/Improvement Justification	Clerk-Recorder-Assessor Specialists – provide customer support to the public and internal customers, review permits issued by all permitting jurisdictions and enter into the system to be worked by the appraisers, maintain and updating situs address. Assist with the mailing and tracking of forms for all units including calamity claim forms and Proposition 19 claim forms. Due to shortages of certified staffing, supervisors and managers are frequently filling in to provide basic customer service including reception desk staffing, phone calls and supporting the front counter. While all personnel provide some level of customer service, moving staff from their area’s specific responsibility to provide reception duties slows down the crucial work processes. Two (2) Clerk-Recorder-Assessor Specialists I/II will assist with workflow processes as the office transitions to more electronic workflow options and assist with necessary scanning, allowing the certified staff to focus on their own priorities in addition to assisting with the daily required needs of providing customer service to taxpayers. They will also assist with the daily required needs of assisting taxpayers.
Mandated Services Justification	These positions will assist with all areas under Article 13A with a focus on R&T 408 which requires the Assessor to assess all property and maintain all records.
CRA-PCR-06	
Department	Clerk- Recorder-Assessor
Title	Add 1.0 Cadastral Mapping Technician I position to maintain and update Assessor’s maps and mapping records.
Dept Rank	3
County Discretionary Funding (Rpt)	\$132,400
FTE Change	1.0
One-time or Ongoing	Ongoing
Description of Project	Hiring 1.0 full time equivalent Cadastral Mapping Technician I position to timely complete mandated services required of the Assessor.
Service Need/Improvement Justification	The Assessor’s workload has increased in some areas while staffing levels have decreased. Cadastral Mapping Technician – review legal descriptions of records of surveys, legal descriptions of recorded deeds, reviews and updates maps for easements and maintains and updates Assessment Parcel maps. This position also works closely with other agencies like LAFCO to verify tax rate areas, Permit Sonoma for Williamson Act contracts and maps new subdivisions and lot line adjustments.
Mandated Services Justification	Cadastral Mapping Technician reviews recorded documents, legal descriptions, proposals, and maps to determine their effect on property boundaries, title, and taxability; creates, maintains, and updates Assessor’s maps and map records using both mechanical and computer aided drafting (CAD) skills; resolves conflicts and problems with property boundaries and title; and performs related work as required. Government Code 15606, sections 23070-27563, 66410-66450, Revenue & Taxation Codes 116, 122, 321-328, 455-459, 601-606, 1255,2215,11911.1, Civil Codes 1091-1096.
CDC-PCR-01	
Department	Community Development Comm.
Title	Senior Office Assistant for the Housing Authority - Time Limited through 12/2023

FY22-23 Program Change Requests

County Discretionary Funding (Rpt)	\$0
FTE Change	1.0
One-time or Ongoing	Ongoing
On-Going Annualized Cost	\$111,120
Description of Project	The Community Development Commission is requesting the addition of 1 Time Limited Senior Office Assistant. The role of the Senior Office Assistant will be to ensure that all paperwork is completed and organized properly. The Position allows the Housing Navigators to focus on client services rather than paperwork. This position is funded with on-going federal administrative fees generated from U.S. Department of Housing and Urban Development's (HUD) Housing Choice Voucher program and administrative fees generated through the new Emergency Housing Voucher program. This position is time-limited ending 12/31/2023 which corresponds to the first sunset date of the new Emergency Housing Voucher program. HUD has awarded the Emergency Housing Program \$298K in Administrative Funds.
Service Need/Improvement Justification	This position is needed in response to the number of new vouchers and programs that have been awarded to the Housing Authority over the past two years. In total, the Housing Authority has received 439 new programmatic rental assistance vouchers since 2019. The influx of new rental assistance program vouchers has created a need for additional staff to perform the clerical work associated with the vouchers and coordination of supportive services. The addition of this position will allow for the CDC to more effectively operate its Housing Choice Voucher and new Emergency Housing Voucher programs. The position will eliminate the need for an on-going extra help senior office assistant position. The position will also take the burden of paperwork organization off of the housing navigation team allowing them to focus on client directed services.
Mandated Services Justification	N/A
CDC-PCR-02	
Department	Community Development Comm.
Title	Office Assistant for digital file conversion - Time Limited through 12/2023
County Discretionary Funding (Rpt)	\$0
FTE Change	1.0
One-time or Ongoing	Ongoing
On-Going Annualized Cost	\$104,979
Description of Project	The Community Development Commission is requesting the addition of one full-time Time Limited Office Assistant. This position will scan all the Commission's Files to a digital format. The Commission is currently in the process of converting all files to a digital format and upload to the OnBase System. This position is funded with on-going federal administrative fees generated from HUD's Housing Choice Voucher program and CDC general administration dollars. This position is time-limited ending 12/31/2023 which is anticipated to be ample time to complete the scanning of all CDC files to a digital format. The Housing Choice Voucher Administrative Fees provides \$3.2M in Administration Revenue.

FY22-23 Program Change Requests

Service Need/Improvement Justification	The CDC has an extremely large number of paper files. In order to move to a digital format the agency needs to have all of the existing paper files scanned into OnBase. Having this position would assist the Commission in converting all files to a digital format with disrupting the other Staff as they complete their current assignments and duties
Mandated Services Justification	N/A
CDC-PCR-03	
Department	Community Development Comm.
Title	Administrative Aide in the Compliance Division
County Discretionary Funding (Rpt)	\$0
FTE Change	1.0
One-time or Ongoing	Ongoing
On-Going Annualized Cost	\$132,931
Description of Project	The Community Development Commission is requesting the addition of 1 permanent Administrative Aide to support mandatory and regulatory ongoing administrative functions of the Commission's Compliance Division. The position will support mitigating risk related to mandatory and regulatory requirements. Funding for the position is coming from State and Federal Programs (Home, HomeArp, Federal CDBG, Federal ESG, Federal ESG-CV, State ESG and State CDBG-DR).
Service Need/Improvement Justification	This position will support Federal (HUD) and State (Public Records Act, HCD, etc.) and local regulatory compliance requirements as a condition of receiving and administering Federal and State funds. The need for this additional staff position is related to the changes the commission has undergone over the past few years including a substantial staff transition with many functions and position changes and administrative functions reassigned. Existing Staff workloads do not accommodate the additional functions necessary to comply with mandatory and regulatory requirements
Mandated Services Justification	This Position supports Federal (Housing Urban Development) and State (Public Records Act, Housing and Community Development, etc) regulation compliance requirements as a condition of receiving and administering Federal and State funds. This need is primarily due to substantial staff transition with many functions and position changes and administrative function reassignment.
CDC-PCR-04	
Department	Community Development Comm.
Title	Housing Authority position changes to Housing Negotiator-Inspectors - Extend 2 through 6/2024 and another add/delete
County Discretionary Funding (Rpt)	\$0
FTE Change	2.0
One-time or Ongoing	Ongoing
On-Going Annualized Cost	\$298,882

FY22-23 Program Change Requests

Description of Project	<p>The Community Development Commission is requesting an extension of 2 time limited Housing Negotiator-Inspector positions to 6/30/2024; the addition of 1 permanent full time Housing Negotiator-Inspector position and deleting 1 permanent full time Employment Housing Counselor position. 1 time limited Housing Negotiator-Inspector will be funded by Human Services Dept and work with Housing Support Program. 1 time limited & 1 permanent Housing Negotiator-Inspector will be funded utilizing Housing Voucher, Mainstream Voucher, and Emergency Housing Fees offset by the deletion of the Employment Housing Counselor. These positions will assist clients in navigating the current rental housing market and eventually locate housing. The primary duties of these Housing Locator/Inspector positions will recruit and engage landlords to identify potential rental properties, negotiate financial arrangements to encourage landlords to rent to those receiving subsidies, provide financial incentives to landlords, including reimbursement for additional security deposits, paying last month's rent, assistance in bringing a unit up to habitability standards and paying for tenant screening reports, provide intensive personalized location assistance, fill out applications and advocate on behalf of participant with potential landlord, arrange for shared or innovative housing arrangements for participants when appropriate, complete initial inspections of rental units for habitability standards prior to move in, and negotiate rent on behalf of clients so that rent is affordable.</p>
Service Need/Improvement Justification	<p>Many persons experiencing homelessness face great obstacles in obtaining permanent housing. The extension of these position and the Add/Delete of the other position will provide the Housing Authority a tool to assist these vulnerable persons obtain permanent housing. Also, the Housing Authority has a regulatory requirement to inspect all units at lease up. The newly added Housing Negotiator Inspector will perform this function on behalf of the Housing Authority. The addition of these position allocations is a high priority for the Agency. The Agency hired a nationally known consultant to analyze current practices and needs. The Housing Authority has streamlined workflow in accordance to the consultant's recommendations and determined that the addition of the FTEs outlined here are necessary in order to effectively implement a landlord interface program.</p>
Mandated Services Justification	N/A
Strategic Plan Objective	HSC4-3: Increase investment in programs that treat underlying causes of homelessness, including substance abuse, mental illness, poverty, and lack of affordable housing.
CAO-PCR-01	
Department	Board of Supervisors/County Administrator
Title	Shift \$126,260 of available departmental resources to add 1.0 FTE Administrative Aide to assist with administrative services activities for Board of Supervisors, County Administrator's Office, IOLERO and the Office of Equity.
County Discretionary Funding (Rpt)	\$0
FTE Change	1.0
One-time or Ongoing	Ongoing
On-Going Annualized Cost	\$126,260

FY22-23 Program Change Requests

Description of Project	Request to amend the department position allocation to include 1.0 FTE Administrative Aide in the Executive and Administrative Section of the CAO to assist with administrative services activities for Board of Supervisors, County Administrator's Office, IOLERO and the Office of Equity. The addition of an Administrative Aide to assist with the administrative services
Mandated Services Justification	N/A
CAO-PCR-02	
Department	Board of Supervisors/County Administrator
Title	Shift available departmental resources to add 1.0 FTE Administrative Aide to serve as Deputy Clerk– Boards, Commissions, and Form 700 Clerk to fulfill mandated duties. This request does NOT provide for any costs associated with stipends for ad hoc or commission members.
County Discretionary Funding (Rpt)	\$0
FTE Change	1.0
One-time or Ongoing	Ongoing
On-Going Annualized Cost	\$126,260
Description of Project	The current organization of managing Board and Commission appointments, form 700 acquisitions, tracking of bylaws, tracking of mandated and/or encouraged trainings, and current stipends, is equal to the work of a full time FTE. Currently, duties are delegated amongst multiple positions which creates disorganization and a lack of completeness of work. The time required surpasses that currently allotted. The position requested will have a working title of Deputy Clerk – Boards, Commissions, and Form 700 Clerk. It is an ongoing position, with annual costs of \$125,000 to be used from the general fund, to include \$117,000 for salary and benefits and 7% administrative costs. Annual increases will include standard calculations of 3%.
Service Need/Improvement Justification	Implementation of a formal position dedicated to this array of mandated duties will ensure that all legal requirements are met. The Board appoints positions to over 75 Boards, Commissions, Committees, and Task Forces. All of these bodies must have timely vacancy postings, oaths of office administered, and board-dependent form 700 collection and mandated trainings. All of these duties require one person to track these needs in concert. Without this, gaps are inevitable. Additionally, the Clerk of the Board serves as the filing officer for all county special districts and department heads. Observing continuous gaps, challenges in upkeep rosters, databases, and tracking of mandated submissions, this position was recommended in mid 2021. Even when this was proposed the business case and inability to maintain this full array of data was not fully known. Late 2021 and early 2022, expansive requests for form 700's revealed lack of training, lack of proper form maintenance, and innumerable hours needed to ensure proper adherence to law. Implementing this position will ensure cohesion of task, current maintenance, and demonstrate the Board's commitment to organizational excellence in an occurrence that clearly revealed inadequate completeness of duties. Having one person focused on these inter-related duties will alleviate multiple staff doing unnecessary cross-over work thus creating improved efficiencies and cost savings.

FY22-23 Program Change Requests

Mandated Services Justification	The Clerk of the Board serves as the filing officer for all County special districts. Form 700, also known as Statement of Economic Interests (SEI's), are mandated by the State of California. The Fair Political Practices Commission (FPPC), has issued a warning letter to the County for failure to comply with Political Reform Act Regulation 18115, supply SEI's to designated employees/officials when assuming office. Continued failure to comply with the provisions of the Act, will result in a \$5000 fine per violation.

DHS-PCR-01

Department	Health Services
Title	Department Analysts in Behavioral Health - Time Limited through 6/2026
Departmental Fund Balance (Rpt)	\$774,591
County Discretionary Funding (Rpt)	\$0
FTE Change	4.0
One-time or Ongoing	Ongoing
On-Going Annualized Cost	\$774,591
Description of Project	The Department of Health Services is requesting to add 4.0 time limited Department Analysts: 1.0 FTE in Administration to support HR, 1.00 FTE in Administration to support fiscal operations, 1.00 FTE in Administration to support revenue management Electronic Health Record systems, and 1.0 FTE in Behavioral Health Program Support. Each of these positions will be time-limited for four years Effective July 1, 2022 (FY22-23 through FY25-26). These positions will be funded through use of Intergovernmental Fund Balance (IGT). As allowable FTE's may be able to draw down other funding sources such as Federal Financial Participation (Medi-Cal Administration Activities, Mental Health Plan Medi-Cal rate)
Service Need/Improvement Justification	In order to make the changes needed to effectively control staffing costs, use current resources more efficiently, and monitor administrative compliance of staffing contracts, additional staff with high analytic skills is imperative. With the volume of RFPs, contracts, and additional position allocations for behavioral health, administration infrastructure is urgently needed.
Mandated Services Justification	N/A

DHS-PCR-02

Department	Health Services
Title	Behavioral Health Clinical Specialist in Youth and Family Services.
Departmental Fund Balance (Rpt)	\$219,833
County Discretionary Funding (Rpt)	\$0
FTE Change	1.0
One-time or Ongoing	Ongoing
On-Going Annualized Cost	\$219,833

FY22-23 Program Change Requests

Description of Project	Youth and Family Services requests to add 1.0 FTE time limited Behavioral Health Clinical Specialist through 6/30/2026 for \$219,833 annually to support the monitoring of residential treatment contracts. These contracts are required to support mandatory services related to Early and Periodic Screening, Diagnostic and Treatment (EPSDT). We currently do not monitor these contracts and child services because of absence of a position to do so. The one-time costs for four years for the Behavioral Health Clinical Specialist position to be funded by MHSA-CSS fund balance.
Service Need/Improvement Justification	Youth services does not currently have staffing to monitor residential treatment contracts. These contracts are required to support mandatory services related to Early and Periodic Screening, Diagnostic and Treatment (EPSDT). The division does not currently have an allocation to provide these monitoring services. This position will meet regularly with residential providers, review clinical work, ensure appropriate levels of care, assist with transitions into and out of residential care, and support staff in providing appropriate clinical services to clients. This will allow us to properly support mandatory EPSDT services to clients in our highest levels of care, and monitor service provision in these contracts.
Mandated Services Justification	DHS currently has contracts with 2 Short Term Residential Treatment Centers (STRTP) facilities in Sonoma County; TLC Child and Family Services and Victor Treatment Centers, and will be contracting with Greenacre Residential and Human Services Department as they open their STRTPs. We also contract with Catholic Charities St. Vincent de Paul STRTP in Marin. We contract with Alternative Family Solutions to provide Intensive Services Foster Care. In addition, we are in the process of seeking a provider for Therapeutic Foster Care services. The Foster Youth Team Clinical Specialist will maintain regular contact with these providers, ensuring clinically necessary and appropriate services are being provided, and coordinating clinical transitions into and out of these residential settings. We are currently unable to provide adequate oversight of these contracted services, and require additional staffing to do so.
DHS-PCR-03	
Department	Health Services
Title	Behavioral Health Clinician in the Forensic Assertive Community Treatment and Mental Health Diversion Program
Departmental Fund Balance (Rpt)	\$206,932
County Discretionary Funding (Rpt)	\$0
FTE Change	1.0
One-time or Ongoing	Ongoing
On-Going Annualized Cost	\$206,932
Description of Project	DHS Behavioral Health Division requests to add 1.0 FTE Time limited Behavioral Health Clinician allocation through 6/30/2026 for \$206,932 annually to support the Forensic Assertive Community Treatment (FACT) & Mental Health Diversion programs. This position would be paid with Mental Health Services Act fund balance and the leveraged federal financial participation dollars for 4 years.

FY22-23 Program Change Requests

Service Need/Improvement Justification	The DHS-BHD Forensic Assertive Community Treatment (FACT) and Mental Health Diversion programs need a full time Behavioral Health Clinician (BHCs) dedicated to providing mental health screenings, intake assessments, risk assessments, and court reports for individuals referred by the criminal justice system. The Forensic Services Health Program Manager is currently providing this function as the BHCs assigned to the programs are dedicated to providing clinical and case management services to enrolled clients. This takes time away from being able to provide proper program development, administrative and clinical management of staff, and proper program operations. This slows down processes as the health program manager cannot focus solely on moving individuals out of jail and into treatment programs. Because of changes in the law beginning January 2022, court referrals to the Diversion program will dramatically increase. This new BHC position would be able to work closely with the jail and other criminal justice partners to provide early identification of individuals eligible for behavioral health programs and provide recommendations regarding best program fit. This comports with the County's participation in Stepping Up, the national initiative to reduce in custody time for people with mental illness and connect them with community-based treatment and supports.
Mandated Services Justification	N/A
DHS-PCR-04	
Department	Health Services
Title	Health Program Manager in Adult Services Section - Time Limited through 6/2026
Departmental Fund Balance (Rpt)	\$229,470
County Discretionary Funding (Rpt)	\$0
FTE Change	1.0
One-time or Ongoing	Ongoing
On-Going Annualized Cost	\$229,470
Description of Project	DHS requests 1.0 FTE time limited Health Program Manager FTE allocation through 6/30/2026 for \$229,470 annually for the Behavioral Health Division, Adult Services Section. This time-limited position will be supported by 4 years of MHSA-CSS fund balance and the leveraged federal financial participation, at which point, further allocation will be reviewed. The primary responsibilities of the Adult Section Health Program Manager are manage the staff and operations of the Collaborative Treatment and Recovery Team (CTRT) and Sonoma Works programs, work collaboratively with other departmental program managers, and manage, supervise and/or participate in the selection and recruitment of personnel.
Service Need/Improvement Justification	Existing Adult Services HPMs are assigned too many programs to manage appropriately. In addition to filling in for the shortage of service providers, excessive program assignments leave them unable to carry key duties such as monitoring provider performance (care & documentation/billing), program functioning, all related problem solving and inter-program coordination. This impacts client care, provider staff and HPM retention & revenue loss/generation.

FY22-23 Program Change Requests

Mandated Services Justification	This position does not directly address a mandated service need. This request is responsive to repeated external review findings highlighting the need to provide more outpatient service capacity in order to reduce repeat crisis episodes and long-term care placements.
DHS-PCR-05	
Department	Health Services
Title	Licensed Vocational Nurse in Youth and Family Services - Time Limited through 6/2026
Departmental Fund Balance (Rpt)	\$160,817
County Discretionary Funding (Rpt)	\$0
FTE Change	1.0
One-time or Ongoing	Ongoing
On-Going Annualized Cost	\$160,817
Description of Project	Youth and Family Services (YFS) is requesting to add 1.0 FTE time limited Licensed Vocational Nurse through 6/30/2026 for \$160,817 annually. YFS needs additional staff time in our Youth Medication Clinic to provide support and services to youth clients. The volume of need far exceeds our current allocation of 1.0 FTE, which has resulted in an inability to respond to medication related needs in a timely manner. This poses a risk of negative outcomes for clients, as well as overall poor customer service. The nurse to client ratio in our adult services is approximately 1:250, and in youth services it is over 1:500. The ongoing costs for four years for the Licensed Vocation Nurse position would be paid with Mental Health Services Act fund balance and Federal Financial Participation dollars.
Service Need/Improvement Justification	This position will provide medication support services to Youth and Family Services clients, and support the psychiatrists. Currently Youth and Family Services has 1.0 FTE Licensed Vocational Nurse for approximately 500 clients. This is insufficient to meet the needs of the clients. Having insufficient staff results in client needs not being met in a timely manner. Youth and Family Services has pushed out our response time to medication related client requests from same business day to 2 – 3 business days due to insufficient staff. Much of the work done by the Licensed Vocational Nurse is highly time sensitive such as reviewing lab results for potentially dangerous medical conditions, processing refill requests so clients don't run out of medication, responding to client/family concerns around side effects, and communicating with hospitals to get needed discharge information for post-hospital psychiatry visits. When we are not able to do these functions in a timely manner clients are at much higher risk of needing high cost, emergency services such as Crisis Stabilization and hospitalization. In the Behavioral Health Division's Adult Services, nursing caseloads average below 250 clients per 1.0 FTE of nursing staff.

FY22-23 Program Change Requests

Mandated Services Justification	Mental Health Plan - Welfare and Institutions (W&I) Codes §14680 through §14726 and under DHCS Agreement #17-94619, we are mandated to operate the Mental Health Plan for Sonoma County. Not filling this position could put the county out of compliance with multiple regulation requirements, including timeliness of services. This could lead to plans of correction, significant financial penalties and/or result in breach of contract. It would also, more importantly, prohibit Sonoma County residents with serious and persistent mental health issues from receiving needed services.
DHS-PCR-06	
Department	Health Services
Title	Office Assistant II and Account Clerk II for the Driving Under the Influence Program
County Discretionary Funding (Rpt)	\$0
FTE Change	1.5
One-time or Ongoing	Ongoing
On-Going Annualized Cost	\$192,588
Description of Project	The Department of Health Services requests to add 1.0 Office Assistant II and 0.5 Account Clerk II to the Sonoma County DUI Program for \$192,588 annually. The Sonoma County DUI Program is a revenue generating program through the collection of negotiated and approved fees by Department of Health Care Services. The fees collected will provide the revenue to support these two positions.
Service Need/Improvement Justification	The DUI Program must meet the needs of the 3500+ active clients attending court-mandated DUI Program activities administered in the program. In order to maintain the DUI Program license with DHCS, the program must comply with California Title 9 regulations, 42CFRPart2 federal regulations and HIPAA laws along with all of the various Health and Safety Codes and OSHA requirements. To run a program of this size and magnitude that complies with all of these extensive governing laws and regulations, clerical staff are needed to run orientations, conduct quality assurance including electronic and physical file reviews, and several clerical functions associated with the ongoing implementation and oversight of the program including front office reception activities. We are at a severe clerical and accounting staff shortage that is preventing the current staff from being able to maintain the existing work, causing back up and delays with some processes. Another gap in staffing is centered around collecting money owed to the program by participants. This task needs to be conducted by an accounting staff person. Our program currently has only 1 full time account clerk in place, to manage the daily deposits and all the other ongoing accounting tasks associated with this large program. This has also resulted in a backup of work including leaving potential revenue owed to the DUI program not collected. In the past, the program ran with 3 account clerks with staff assigned to perform collections, providing the program the ability to garner approximately \$250K per year, of past due funds. A past report conducted for the time period of July 1, 2019 to January 27, 2020, indicated a total of \$305,892 owed to the DUI Program. This reflects just 6 months' worth of fees needing to be collected.

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Mandated Services Justification	The California Title 9 Code of Regulations requires that Counties in California provide a DUI court-mandated program that is licensed by the California Department of Healthcare Services for convicted offenders of driving under the influence. In addition, 42CFRPart2, HIPAA, OSHA regulations and California Health and Safety Codes must be followed to administer this program. The current level of staffing puts our program at risk of not being able to follow all of the mandated laws and regulations due to backlog of workloads and not meeting statutory timelines outlined in Title 9. The addition of these 2 positions will ensure timelines are met and work does not become backlogged
DHS-PCR-07	
Department	Health Services
Title	Patient Care Analyst in the Mental Health and Substance Use Disorder Programs - Time Limited through 6/2026
Departmental Fund Balance (Rpt)	\$252,775
County Discretionary Funding (Rpt)	\$0
FTE Change	1.0
One-time or Ongoing	Ongoing
On-Going Annualized Cost	\$252,775
Description of Project	DHS requests a 1.0 FTE time limited Patient Care Analyst allocation through 6/30/2026 for \$252,775 annually to function as the Clinical Electronic Health Record (EHR) Manager for Mental Health Program and Substance Use Disorder in the Behavioral Health Division, Quality Assessment & Performance Improvement Section (QAPI), to provide clinical subject-matter expertise and project leadership as part of the EHR Team. Adding this allocation will enable DHS to respond to the California Advancing and Innovating Medi-Cal (CalAIM) Behavioral Health Quality Improvement Program (BHQIP) requirements as outlined in Behavioral Health Information Notice No: 21-074, published December 10, 2021, requiring a multi-year effort to implement payment reform, data exchange (ex. Interoperability), policy changes (ex. documentation requirements), all of which are components of the EHR for both MH and SUD. Funded with local time limited use of behavioral health stabilization and intergovernmental transfer fund balances and Federal Financial Participation via Utilization Review claiming process.
Service Need/Improvement Justification	As a result of DHCS publishing BH Information Notice No: 21-074 on December 10, 2021, and with the transition to CalAIM, the Behavioral Health Division has determined that it needs a PCA position dedicated to supporting significant clinical changes to our EHR systems (currently Avatar and SWITS), including CalAIM BHQIP implementation requirements of payment reform, data exchange, and policy changes. Existing administrative and management personnel are not available to commit the necessary time and energy to this project.

FY22-23 Program Change Requests

Mandated Services Justification	Welfare and Institutions Code, Division 9, Part 3, Chapter 7, Article 5.51 California Advancing and Innovating Medi-Cal Act [14184.100 – 14184.800]DHCS Behavioral Health Information Notice No: 21-074Section 1115 Demonstration WaiverSection 1915(b) WaiverMedi-Cal State Plan Amendments from the Centers for Medicare and Medicaid Services (CMS)CalAIM implementation is a requirement of DHCS. The Behavioral Health Division has determined that it needs a PCA position dedicated to supporting significant clinical changes to our EHR systems (currently Avatar and SWITS), including CalAIM BHIQIP implementation requirements of payment reform, data exchange, and policy changes. Existing administrative and management personnel are not available to commit the necessary time and energy to this project
DHS-PCR-08	
Department	Health Services
Title	Senior Office Assistant in the MH Adult Medication Support Clinic - Time Limited through 6/2026
Departmental Fund Balance (Rpt)	\$135,203
County Discretionary Funding (Rpt)	\$0
FTE Change	1.0
One-time or Ongoing	Ongoing
On-Going Annualized Cost	\$135,203
Description of Project	DHS Behavioral Health Division requests the addition of a 1.0 FTE time limited Senior Office Assistant through 6/30/2026 for \$135,203 annually to support the mandated Mental Health Adult Medication Support and Adult Full-Service Partnership Team Services. The ongoing costs for the Senior Office Assistant will be funded primarily with time-limited use of fund balance, Mental Health Services Act and Medi-Cal Administrative Activities, with leveraged Federal Financial Participation funds.
Service Need/Improvement Justification	The MH Adult Medication Support Clinic acts as the primary source of psychiatric medication management for Mental Health Plan adult clients (1,500+ clients). The clerical support for this program schedules all appointments and conducts client call-backs for all doctors and nurses in the program. Each new client requires the input of extensive client data and creation of client plans and charts. SOA's at this site provide the daily clerical support for two Full Service Partnerships (FSP) that provide intensive case management for MHP clients. FSP programs require additional paperwork quarterly and annually that is not required by other programs, and cannot be maintained with current staffing.

FY22-23 Program Change Requests

Mandated Services Justification	This position will support programs that are funded both through the Mental Health Services Act (state funding) and leveraged federal financial participation (FFP) funds; which are regulated by: MHSA: CCR, Title 9, Rehabilitative and Developmental Services. Division 1, Department of Mental Health, Chapter 11, Medi-Cal Specialty Mental Health Services, Article 4Mental Health Plan - Welfare and Institutions (W&I) Codes §14680 through §14726 and under DHCS Agreement #17-94619, we are mandated to operate the Mental Health Plan for Sonoma County. Not filling this position could put the county out of compliance with multiple regulation requirements, including network adequacy, timeliness of services, etc. This would most likely lead to plans of correction, significant financial penalties and/or result in breach of contract. It was also, more importantly, prohibit Sonoma County residents with and serious and persistent mental health issues from receiving needed services.
DHS-PCR-09	
Department	Health Services
Title	Senior Office Assistant in the Workforce, Education, and Training program - Time Limited through 6/2026
Departmental Fund Balance (Rpt)	\$135,203
County Discretionary Funding (Rpt)	\$0
FTE Change	1.0
One-time or Ongoing	Ongoing
On-Going Annualized Cost	\$135,203
Description of Project	The Department of Health Services request to add a 1.0 FTE Time Limited SOA, to support Mental Health Services Act (MHSA) Program and Workforce, Education and Training (WET). MHSA is required by regulation to engage in an ongoing Community Program Planning Process. In the past year the community engagement has increased, and an SOA is needed to support community meetings by organizing agendas, minutes, participants, calendars and distributing materials. We do not have adequate administrative support; however, there are funds available in the MHSA fund balance accounts financing to add a position. We have invested MHSA funds in a Diversity, Equity & Inclusion Development Manager to lead priority division development, including WET activities designed to train & recruit diverse staff. Appropriately resourcing this is necessary for success. DHS will utilize funds from MHSA-CSS FSP fund balance and savings from unfilled SOA EH position. There are excess funds in the MHSA fund balance and those funds are subject to reversion after 3 years.

FY22-23 Program Change Requests

Service Need/Improvement Justification	MHSA has many state regulations and requirements. The MHSA Community Program Planning (CPP) Process regulations stipulate that we must have broad stakeholder involvement, and in order for DHCS to verify these activities we need to keep records of the stakeholder meetings with agendas, minutes and sign in sheets. These are the regulations that govern the MHSA CPP Process: California Welfare & Institutions Code 5840(e) Code 5848(a),5847(a), CCR § 3300, § 3200.270, § 3200.300. Workforce, Education, and Training activities are governed by: Welfare and Institutions Code (WIC) § 4341 (d); § 5600.2(g): § 5807; § 5820; § 5822 (d) and (i); CCR 9: (11)(4) § 1810.310 1(a-b); (14)(2) ; CCR §3200.100, 3200.210, § 3810, § 3845, 3200.255. These regulations outline the requirement for counties and other entities administering, specialty mental health plans and Mental Health Services Act activities related to workforce diversification, staff training and development, linguistic and cultural responsiveness of the workforce for the implementation and administration of programs and services; required quality improvement activities related to appropriate services and programs provided to diverse communities; and workforce diversification. These regulations outline the necessary activities required of mental health plans and the requirement to provide evidence of such activities.
Mandated Services Justification	N/A
DHS-PCR-10	
Department	Health Services
Title	Senior Client Support Specialist in the Adult Services Section - Time Limited through 6/2026
Departmental Fund Balance (Rpt)	\$83,416
County Discretionary Funding (Rpt)	\$0
FTE Change	1.0
One-time or Ongoing	Ongoing
On-Going Annualized Cost	\$166,831
Description of Project	DHS requests 1 FTE time limited Senior Client Support Specialist allocation through 6/30/2026 for \$166,831 annually to for the Behavioral Health Division, Adult Services Section, Adult Medication Clinic. This position will provide care coordination, post-hospital tracking, and Med Clinic liaison support for Behavioral Health clients in need of outpatient psychiatry services through the Adult Medication Clinic. This position will draw down Medi-CAL FFP, and, improve revenue capture through better coordination of client planning with our CBO services. The costs for the Adult Med Clinic Senior Client Support Specialist will be funded through one time use of Mental Health Services Act fund balance and the leveraged federal financial participation dollars that the position will bring down through the Mental Health Plan Medi-Cal claiming processes.

FY22-23 Program Change Requests

Service Need/Improvement Justification	The Senior Client Support Specialist will support the coordination of care for Adult Med Support Services. Coordination between CBO outpatient programs and County med clinic is essential to ensure client plan alignment. In the absence of this coordination, compliance issues arise regarding plan gaps, resulting in the necessity to write-off services that would have been otherwise claimable. Having a centralized liaison between CBOs, treatment teams, and medical staff is essential to delivering timely psychiatry services.
Mandated Services Justification	N/A
DHS-PCR-11	
Department	Health Services
Title	Systems Software Analyst in the Administration Division - Time Limited through 6/2026
Departmental Fund Balance (Rpt)	\$249,857
County Discretionary Funding (Rpt)	\$0
FTE Change	1.0
One-time or Ongoing	Ongoing
On-Going Annualized Cost	\$249,857
Description of Project	DHS requests 1.0 FTE time limited System Software Analyst allocation through 6/30/2026 for \$249,857 annually for the DHS Administration Division, Information Technology Support Unit. This request is supported for 4 years with one time use of fund balance, and will provide technical expertise and project leadership to the IT support unit with an emphasis on Behavioral Health data, and system design and support. Adding this allocation will enable DHS to respond to the California Advancing and Innovating Medi-Cal (CalAIM) Initiative, a multi-year effort to implement broad delivery system, program and payment reform across the service continuum. DHS proposes using 100% local time limited use of fund balance and intergovernmental transfer fund balances for 4 years. At that time, DHS anticipates transitioning to MHSa CFTN funding as a sustainable funding source or other possible funding sources.
Service Need/Improvement Justification	Once the position allocation is established and this funding is made available, we anticipate 30 – 90 days to initiate and complete a recruitment process. Implementing the CalAIM initiative changes to our system of care is required by the State, and will result in improved revenue and claiming processes. There is a substantial IT component to these reforms, necessitating a dedicated resource.
Mandated Services Justification	The California Advancing and Innovating Medi-Cal (CalAIM) is a State requirement that will transform the Medi-Cal services system, affecting all mandated services.
DHS-PCR-12	
Department	Health Services
Title	Environmental Health Administrative Services Officer and Senior Environmental Health Specialist for a Debris Task Force - Time Limited through 6/2025
County Discretionary Funding (Rpt)	\$381,365

FY22-23 Program Change Requests

FTE Change	2.0
One-time or Ongoing	Ongoing
On-Going Annualized Cost	\$381,365
Description of Project	The lead coordinating role for debris management following a disaster is being shifted from the County Administrator, Office of Recovery & Resiliency into the Department of Health Services, Environmental Health. To assume this body of work, Health Services is requesting the addition of 1.0 FTE Time Limited Administrative Services Officer I, and 1.0 FTE Time Limited Senior Environmental Health Specialist. These time-limited, positions would be funded effective July 1, 2022 through June 30, 2025, with costs for the 3-year project term at \$442,000 per year, paid for out of the General Fund. Prior to the end of the term, a re-evaluation of the positions will be conducted, and position costs may be integrated into the Fee for Service or distributed through the use of Fee Stabilization Fund Balance as these services contribute to the health and well-being of our community.
Service Need/Improvement Justification	With the dissolution of the Office of Recovery & Resiliency, which has led disaster response and recovery, the lead coordinating role for the debris task force is being shifted from the County Administrator's Office to the Department of Health Services, Environmental Health. The need for additional resources to conduct emergency response and recovery planning has been identified. To address this need, Health Services is requesting additional staffing resources that would work together with multiple agencies and our community to develop plans for future events; continue work on the current debris task forces to assist our community in a safe and healthy recovery process; and address current community concerns. Currently, Environmental Health is working on the recovery and safe return of properties from the 2019 Kincadee fire and 2020 Glass/LNU fires along with the Covid pandemic response. The resource need presented with the Covid pandemic and fire recovery have heavily burdened Environmental Health and negatively impacted programmatic roles; planning and recovery, program development; plan development; and, community outreach and education.
Mandated Services Justification	N/A
Strategic Plan Objective	OE1-6: Develop training and staffing structures that effectively support disaster services work and emergency operations, particularly for large-scale and ongoing events.
HR-PCR-01	
Department	Human Resources
Title	Human Rights and Status of Women Commissions Operating Budget
County Discretionary Funding (Rpt)	\$16,000
One-time or Ongoing	Ongoing

FY22-23 Program Change Requests

Description of Project	The request is to fund an increase to the operating budget for the two commissions, Commission on Status of Women and Commission for Human Rights. Each has a \$12,000 operating budget for a total of \$24,000 already funded by General Fund Contributions. Due to increased costs and higher workload demands, the department is requesting to increase the funding by \$8,000 each or a total increase of \$16,000 annually ongoing. Funding the increase will allow both Commissions to better promote and support their important work. Without the increased funding, the Commissions will be severely limited on the work they can accomplish.
Service Need/Improvement Justification	Both Commissions have been limited to the work they can accomplish with their current budgets which had remained at \$12,000 each for the last 8 years. Much has changed: our County has experienced numerous wild fires and floods, homeless crisis, and a global pandemic. Costs for basic goods and services has increased. Both Commissions work with marginalized communities, and, now, more than ever, those communities need the support of CSW and CHR.
HSD-PCR-01	
Department	Human Services
Title	1.0 FTE Deputy Public Administrator/Public Guardian/Public Conservator to handle growing Public Administrator caseload.
Dept Rank	13
County Discretionary Funding (Rpt)	\$0
FTE Change	1.0
One-time or Ongoing	Ongoing
On-Going Annualized Cost	\$157,500
Description of Project	1 FTE Deputy Public Administrator/Guardian/Conservator (PAPGPC). We need 2 Deputy Public Administrators (PA), we now have one. In the past 3 years our PA referrals have increased 26% from the previous 3 years. This excludes the significant backlog of estates that have accumulated over many years, and continues to do so. This FTE deputy is needed in order to meet the growing number of people dying without anyone to make final arrangements for them, and to administer their estate, if they have funds. This position would be funded 100% by state 1991 Realignment funding.
Service Need/Improvement Justification	We have a backlog of PA estates dating back to people who died in 2000, though most of the estates are for people who died in 2011 and forward. This backlog is cumulative, and will continue because our PA referrals have increased 26% in the past three years when compared to the prior 3 years. The last three-year average is 117 referrals per year.

FY22-23 Program Change Requests

Mandated Services Justification	<p>Mandates are found in: Sonoma County Code of Ordinances, Division 5 – Public Guardian and Public Administrator (called Public Guardian but refers to Public Conservator work as it references the Welfare and Institutions Code which is where we derive our authority for the Public Conservator work) Government Code: Title 3, Division 2, Part 1, Chapter 1 (re: appointment of the Public Administrator by the BOS); and Title 3, Division 2, Part 3, Chapter 9 (Public Administrator). We have too many cases for our deputies to handle. Our programs have grown significantly and yet the number of deputies has remained the same for years. We currently have one PA deputy. Our PA caseload is currently 78 outstanding estates and we have averaged 117 referrals over the past 3 years. This is compared to 87 over the prior three years, or an increase of 26%. In the past three years we have added an average of 13 estates per year. Our PA deputy also serves as our external property deputy which means they search, sell and marshal all property outside of our office. Our other 4 deputies are busy with full caseloads and cannot help on the PA side. Our PC case load is approximately 190 conservatees per year. We have 2 PC deputies who investigate the referrals, and case manage if we're appointed conservator. They also prepare the Court Investigative Reports and meet with each conservatee via zoom once a year. Our PG caseload is 43 and is our most labor-intensive caseload. We have 2 deputies assigned to this caseload - one PG Deputy and one Estate Deputy. Our PG deputy investigates the referrals with the goal of finding alternatives to conservatorship. Once we have authority they case manage including making medical decisions and ensuring all needs are being met. They visit with each conservatee in-person quarterly. Our Estate Deputy pays all the bills, ensures our conservatees qualify for benefits, does estate investigations, all probate accounting and other mandatory filings – with the assistance of our Senior Account Clerk. Our Estate Deputy also serves as our internal control deputy. They process all property that is marshaled into our office, keep track of inventory, processes the distribution of property to heirs, and processes the closing of our PG and PA cases to ensure all property is distributed before we close a case. We have not met our Public Administrator mandate for years, and we will never be able to do so without a second PA Deputy.</p>
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HSD-PCR-02

Department	Human Services
Title	1.0 Senior Eligibility Specialist to support mandated expansion of the State's Medi-Cal Program
Dept Rank	1
County Discretionary Funding (Rpt)	\$0
FTE Change	1.0
One-time or Ongoing	Ongoing
On-Going Annualized Cost	\$155,500
Description of Project	Due to the increased caseload sizes and complexity of eligibility determinations, Human Services Economic Assistance is asking for additional 1.0 FTE Senior Eligibility Specialist (SES) position, which will be fully funded by the Medi-Cal allocation from the State.

FY22-23 Program Change Requests

<p>Service Need/Improvement Justification</p>	<p>The Human Services Department Economic Assistance services over 100,000 individuals in receipt of Medi-Cal which equates to 25% of County of Sonoma's population. The MediCal program has mandated performance standards to ensure timely and accurate processing of casework. During the initial rollout of the Affordable Care Act, counties were in a "hold harmless" protection and performance standards were not enforced. The Department of Health Care Services (DHCS) has stated that counties are no longer in a hold harmless and performance standards will be reviewed and fiscal penalties applied accordingly. In order to be considered in compliance, counties must process 90% of their applications within 45 days, or 90 days if client is requesting services on the basis of a disability. Sonoma County is not currently meeting Performance Standards for MediCal. This is in large part due to the lack of staff available to process the work. Having additional eligibility staff will enable a greater distribution of work which will enable the county to meet the necessary performance standards. In addition to not already not meeting Performance Standards for Medi-Cal, three additional major changes or increases to the program will be coming soon. Young Adult Expansion will provide full-scope eligibility to individuals under the age of twenty-six, regardless of immigration who were previously only eligible for restricted services. Additionally, there will be an expansion for the Aged, Blind, and Disabled (ABD) Program that will increase eligible beneficiaries and therefore, will increase caseload sizes and complexity in eligibility determinations. Lastly, the Asset Verification Protocol (AVP) will be expanded for all aged, blind and disabled individuals applying for and in receipt of Medi-Cal. Currently, Sonoma has over twelve thousand cases that will be affected by this policy mandate. Due to the complexity of property and spend down provisions, additional staff are needed to be able to absorb the additional workload this will entail. Prior to the pandemic the CalFresh caseload was approximately 26,500 individuals. It has sense increased due to the need for food and job losses. Also, due to the CalFresh Expansion, overall caseload size increased due to newly eligible household members. The policy changes that come with this population have made a large impact on processing times and complexity due to a new population of increased mental health, severe disabilities and accommodations to serve them appropriately. Due to the complexity of the eligibility determinations and benefit issuance wait times, we need additional staff available to assist in processing these applications. For CalFresh we are not meeting any of our timeliness requirements for 3 Day Expedited Services (state), 7 Day Expedited Services (federal) and 30-Day application disposition. We will continue to be out of compliance without</p>
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FY22-23 Program Change Requests

Mandated Services Justification	<p>Medi-Cal Performance Standards are mandated by Federal and State regulations. These regulations are as follows:W&I Code 14154(c) (3), 14154 (c) (1)42 CFR 435.911(a)42 CFR 435.916(a)Additionally, the Department of Healthcare Services (DHCS) has put forth their guidance and expectations in the following All County Welfare Directors Letters (ACWDLs) and Medi-Cal Procedures Manual (MEPM) Articles:ACWDL: 03-48, 09-07, 10-09MEPM: Article 25, A-1The Young Adult Expansion effort is mandated by the Governor's budget and is described in ACWDL 19-23. The Aged, Blind and Disabled (ABD) income limit increase was through Senate Bill AB1088 The Asset Verification Protocol is a Federal requirement, outlined in CFR 42 1396 (w) and is outlined in ACWDL 17-37. Federal SNAP and state CalFresh regulations require timely processing of applications based on standard and expedited criteria. The following legislation mandates timely processing:Federal CFR 273.2(g)(I) Federal CFR 273.2(ii) CA W&I Code 18914 Manual of Policies and Procedures (MPP) Section 63-301.51. MPP Section 63-301.531(a).CA W&I Code 18900.5 by means of ACL 18-90 CA W&I Code 18900.6 by way of ACL 18-91 and CA W&I Code 18900.7 by way of ALL COUNTY LETTER (ACL) 18-92Federal CFR 273.24 (MPP) 63-410 and (MPP) 63-407 and is disseminated to the county level by way of ACL 19-93, 18-08, ACL 15-08, ACL 18-94, ACL 11-22, ACL 16-24; ALL COUNTY INFORMATION NOTICE (ACIN) I-37-01, ACIN I-43-07, ACIN I-01-03, ACIN I-45-11 AND ACIN I-45-11E. We currently do not have sufficient staffing to properly adjudicate these Federal and State regulatory requirements. By increasing staff, we will be better prepared to properly implement these expansion efforts and increased regulatory requirements.</p>
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HSD-PCR-03

Department	Human Services
Title	1.0 FTE Program Development Manager to implement the Family First Prevention Services Act
Dept Rank	2
County Discretionary Funding (Rpt)	\$0
FTE Change	1.0
One-time or Ongoing	Ongoing
On-Going Annualized Cost	\$232,700
Description of Project	Add 1.0 FTE Permanent Program Development Manager for the implementation of the Family First Prevention Services Act including the implementation of new regulations, related program development, quality assurance and management leadership to address race and equity related to prevention services within Sonoma County Child Welfare. Position will be added to Family, Youth & Children Administration within the Human Services Department and will be 100% funded by the FFPSA.

FY22-23 Program Change Requests

Service Need/Improvement Justification	<p>Significant structural changes are required to implement preventive services in Sonoma County and reduce reliance on residential treatment homes. Recognizing this, the State and Federal governments have also approved block grant funding to allow Counties to develop the capacity to effectively implement the changes. Considerations include building capacity for evidence-based programming (specific, approved Evidence-Based Models approved in a federal clearinghouse), creating local processes to implement a higher level of review for youth prior to entering residential treatment programs, funding for staffing to provide preventative services and complete required monthly safety assessments, broad scale child abuse prevention planning using FFPSA funding as one of many funding sources and many other new requirements related to building and shifting resources to create a robust, structured and permanent preventative services structure with the vision of fewer families entering child welfare services. The population that will be served through FFPSA will be significantly broader than the families currently served through existing preventative services. When fully implemented, FFPSA funding may be used to provide services through a wide variety of specific community partners, including domestic violence providers, substance use providers, mental health providers and providers for other vulnerable populations. All funds must be drawn down by the IV-E provider; therefore child welfare services will be accountable for services to a larger and broader population than currently being served. Currently, initial planning for implementation of FFPSA is being led by a member of the Management team with support from other Managers, the Director and other County Departments. While this has been sufficient for the initial planning stages of implementation, dedicated staff are needed to oversee the plan for implementation; the State and Federal government acknowledge this, which is why there are several streams of funding dedicated to this planning work. While these funding streams are time-limited, it is anticipated that FFPSA entitlement funds (which may begin being drawn down October 1, 2021) will permanently cover the entire cost of this position.</p>
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FY22-23 Program Change Requests

Mandated Services Justification	<p>The following federal and state legislation and regulations mandate effective implementation of FFPSA funded services for those Counties that 'opt-in'. Sonoma County has 'opted-in' and is committed to building the structures to implement the FFPSA mandates – opting-in was necessary in order to accept the planning allocations provided. 2018 Bipartisan Budget Act, HR 1892, which can be found here: Text - H.R.1892 - 115th Congress (2017-2018): Bipartisan Budget Act of 2018 Congress.gov Library of Congress Updates to the Social Security Act related to Title IV-E funding and requirements, which can be found here: COMPS-11001.pdf (govinfo.gov) Updates to California's laws related to the implementation of FFPSA can be found here: Bill Text - AB-153 Public social services. (ca.gov) Updates to California's Welfare and Institutions Code related to the implementation of FFPSA can be found here: Law section (ca.gov) All County Information Notice related to FFPSA Implementation can be found here: ACIN I-73-21 (ca.gov) and 21-116.pdf (ca.gov) Other references include - Welfare and Institutions (WIC) Code sections 4096.6 and 18250; All County Information Notice (ACIN) I-52-15; All County Letter (ACL) 08-66 For general information from the California Department of Social Services about FFPSA can be found here: Family First Prevention Services Act (ca.gov) or FFPSA Guidance and Resources (ca.gov) Management level oversight of the ongoing implementation of FFPSA is required, given the complexity of the requirements and the significant new structures that will be necessary. This oversight includes the need for community collaborations and overall strategic visioning that must be done on an ongoing basis in order to grow and successfully maintain this new stream of funding and build a new array of preventative services. As soon as the position is filled, implementation planning will expand as new preventative services are contracted, processes for continuous quality improvement and evidence based practice monitoring are established, and additional partnerships are developed and defined in order to increase community capacity. The State anticipates establishing a number of outcome measures to identify the impacts made by the implementation of FFPSA funded services. This position will participate in those planning meetings with the State and ensure all measures are monitored locally. The position will align with the current work around Results Based Accountability measures to inform outcome monitoring.</p>
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HSD-PCR-04

Department	Human Services
Title	1.0 FTE Program Planning and Evaluation Analyst supporting Family, Youth & Children Programs (TL thru 6/30/24)
Dept Rank	3
County Discretionary Funding (Rpt)	\$0
FTE Change	1.0
One-time or Ongoing	One-time
On-Going Annualized Cost	\$198,800
Description of Project	Add 1.0 FTE Time-Limited Program Planning and Evaluation Analyst position (07/01/22 – 06/30/24) to manage the reporting and evaluation of child abuse prevention services as well as services for foster youth and other related programming. Position will be added to Family, Youth & Children Administration within the Human Services Department. The position will be 100% funded by the federal Family First Prevention Services Act (FFPSA).

FY22-23 Program Change Requests

Service Need/Improvement Justification	<p>The Family, Youth, and Children’s Division has existing, persistent unmet administrative needs that adversely affect the agency operations and achievement of division and department strategic priorities. Priority areas not adequately resourced include; the implementation of program and system improvements; policy and procedure development; technical support for data quality initiatives; and response to internal and external reporting requests needed to support department and division racial equity work and community engagement activities. We presently do not have the resources to design and institute foundational solutions to meet the needs of agency leadership and community stakeholders nor support the HSD Data Vision in which the department can rely upon timely and accurate data and reporting resources. FYC seeks to expand our ability to incorporate data into collaborative conversations and key decision-making activities. The introduction of new FFPSA programs, ensuing agency restructuring, and anticipated program reporting and evaluation requirements will result in new, unmet needs as well. The division does not have the capacity to successfully complete FFPSA data and organizational change related projects, or the ability to compile and analyze client demographic and risk/safety data currently needed to develop the FFPSA comprehensive prevention plan. Additionally, specific candidate groups must be identified per state requirements. FYC does not have the resources to support FYC’s necessary commitment to prioritizing all work conducted with a racial equity lens. Additionally, due to new state and federal requirements, it is incumbent on the division to develop more creative supports to ensure that foster youth with significant needs can live in family settings safely and with stability. Support is needed to properly manage and evaluate contracted services for youth. FYC also does not have the capacity to integrate Results Based Accountability (RBA) practices and move towards a data informed agency.</p>
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FY22-23 Program Change Requests

Mandated Services Justification	<p>The Human Services Department (with Board of Supervisor approval) has accepted funding and agreed to the state and federal requirements to effectively implement the System Improvement Plan and FFPSA. A specifically designed PPEA position, which will be the dedicated lead for data and reporting requirements, is required in order to complete new additional required tasks. This position will also complete specific managerial tasks required to support program redesign and new implementations. The following federal and state legislation and regulations mandate effective implementation of FFPSA funded services for those Counties that 'opt-in'. Sonoma County has 'opted-in' and committed to building the structures to implement the FFPSA mandates – opting-in was necessary in order to accept the planning allocations provided. 2018 Bipartisan Budget Act, HR 1892, which can be found here: Text - H.R.1892 - 115th Congress (2017-2018); Bipartisan Budget Act of 2018 Congress.gov Library of Congress Updates to the Social Security Act related to Title IV-E funding and requirements, which can be found here: COMPS-11001.pdf (govinfo.gov)) Updates to California's laws related to the implementation of FFPSA can be found here: Bill Text - AB-153 Public social services. (ca.gov) Updates to California's Welfare and Institutions Code related to the implementation of FFPSA can be found here: Law section (ca.gov) All County Information Notice related to FFPSA Implementation can be found here: ACIN I-73-21 (ca.gov) and 21-116.pdf (ca.gov) Other references include - Welfare and Institutions (WIC) Code sections 4096.6 and 18250; All County Information Notice (ACIN) I-52-15; All County Letter (ACL) 08-66 For general information from the California Department of Social Services about FFPSA can be found here: Family First Prevention Services Act (ca.gov) or FFPSA Guidance and Resources (ca.gov) The All County Letter related to Complex funding can be found here: All County Letter 21-143 Capacity Building</p>
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HSD-PCR-05

Department	Human Services
Title	2.0 FTE Social Worker III positions to support Child Protective Services Emergency Response (TL thru 6/30/25)
Dept Rank	4
County Discretionary Funding (Rpt)	\$0
FTE Change	2.0
One-time or Ongoing	One-time
On-Going Annualized Cost	\$325,600
Description of Project	Add 2.0 FTE Time-Limited Social Worker III positions for the time period of July 1, 2022 through June 30, 2025 to perform duties to support Child Protective Services Emergency Response Social Workers and complete specific tasks in support of emergency response investigations and follow up. The position will be 75% funded by Family First Prevention Services Act funding, and 25% funded by the State Complex Care Funding Allocation.

FY22-23 Program Change Requests

Service Need/Improvement Justification	As of September 2021, Emergency Response investigations have increased by 15-20% since January of the same year. Additionally, both during and after the pandemic, the intensity of the work has magnified as staff continued to complete in person investigations during the pandemic and the level of crisis that families were facing has intensified. Because of these increases in volume and intensity, there are several areas that are unmet and require additional staff support. The California Department of Social Services has acknowledged this as a statewide issue and released funding to support Emergency Response services. Several duties are currently assigned to CPS Social Workers in the Emergency Response programs but could be more effectively completed by a Social Worker III position and reduce the overall workload of Emergency Response Social Workers. When these ER social workers are stretched too thin, they do not have the capacity to complete child abuse and neglect investigations to the highest quality. Because they are currently completing these duties, CPS Social Workers do not have time to effectively engage families in their safety planning or identify other individuals connected to but outside of the family that can provide natural support. These natural supports are crucial for the wellbeing of children and can help them not to feel punished for the abuse that they have experienced. Because the social workers do not have the time to more thoroughly look for family and extended family members, it is possible that more children are being placed in foster care, rather than staying with their family or extended family with supports in place. When Emergency Response Social Workers are able to spend more time with families they investigate, they are more likely to increase client engagement, to create extensive networks of support, to create and review strong safety plans, and to attend critical CFT's that could unveil additional safety nets with the possibility of keeping children with their families of origin and out of the foster care system. Truly engaging with families during a child abuse and neglect investigation requires more than one home visit, as rapport needs to be created with the family and whatever follow-through is agreed upon by the Emergency Response Social Worker (referral to child care, connection to housing resources or food banks, etc.) needs to be completed. For example, as part of the Continuum of Care Reform (CCR), FY&C has an increased focus on placing children with a relative or extended family member whenever possible, in order to reduce the number of children entering congregate care and to ensure family connections. Emergency Response Social Workers are currently responsible for completing the entire Emergency Relative Placement (ERP) process, which is a time consuming and multiple step process (complete background check of potential
Mandated Services Justification	Child Protective Services are mandated services that the Family, Youth, and Children's Division as the public child welfare agency in Sonoma County is mandated to provide. Investigation of reports of suspected child abuse and neglect and separating children when they are at imminent risk of harm are mandates of FY&C as the Child Protective Services agency of Sonoma County. Adhering to the Continuum of Care Reform is a federal mandate FY&C must meet in order to access federal and state funding.
HSD-PCR-06	
Department	Human Services
Title	2.0 FTE Social Worker I/II positions to provide mandated visitation services for children and families
Dept Rank	5
County Discretionary Funding (Rpt)	\$0
FTE Change	2.0
One-time or Ongoing	Ongoing
On-Going Annualized Cost	\$306,600
Description of Project	Add 2.0 permanent FTE Social Worker I/II positions to provide currently unmet mandated visitation services for children and families. Positions will be added to the Family, Youth & Children division within the Human Services Department. Positions will be funded 35% by the Federal Certainty Grant, 35% by FFPSA, and 30% by Title IV-e.

FY22-23 Program Change Requests

Service Need/Improvement Justification	Families with children in foster care are not able to access timely or sufficient supervised visitation with their children. Immediately following a separation from their parents, children and families are often waiting several weeks in order to have any visits. The Supervised Visitation team struggles with chronic turnover; approximately 30% of staff have resigned in the last 18 months. In the most recent exit interview with a departing staff member, they cited the struggle of turnover, retention and capacity to serve families as the reasons for leaving.
Mandated Services Justification	Welfare and Institutions Code 361.2 a (1) states that visitation for parents and children should be “as frequent as possible, consistent with the well-being of the child.” Sonoma County Local Rules of Court 10.25 establishes the following expectations:1.The first visit with his/her parent(s) or guardian(s) shall occur within five (5) calendar days of the date the child was taken into temporary custody. Visitation thereafter shall be as frequent as possible consistent with the best interests of the child. 2.Absent unusual circumstances, the following guidelines shall be considered: a. Newborns to five years old: Six (6) hours of visitation with their parent(s) or guardian(s) per week. No visit shall exceed two (2) hours per day. b. Six year olds to eighteen year olds: Three (3) hours of visitation with their parent(s) or guardian(s) per week.FY&C is consistently unable to meet these established expectations for families due to the lack of available staff to coordinate and supervise visitation. The addition of 2 Social Worker I/II’s would increase the capacity of the current staff available to supervise visitation by 28.5%.FY&C has worked closely with our contracted service providers in an effort to maximize the time available to serve clients. FY&C has also implemented an ongoing 30 day review process to ensure that the families that are accessing supervised visitation are only those families that need this level of service. Despite these extensive efforts over the last 2 + years, the community needs remain unmet.
HSD-PCR-07	
Department	Human Services
Title	1.0 FTE Social Services Supervisor in Child Protective Services supporting the Emergency Response program (TL thru 6/30/24)
Dept Rank	6
County Discretionary Funding (Rpt)	\$0
FTE Change	1.0
One-time or Ongoing	One-time
On-Going Annualized Cost	\$211,200
Description of Project	Add a 1.0 FTE Time-Limited CPS Social Services Supervisor position for July 1, 2022 through June 30, 2025. This position would be assigned to the Initial Services Section of Family, Youth and Children’s Services and would provide essential supervision to CPS Social Workers who conduct investigations of allegations of abuse and neglect. Position will be added to Family, Youth & Children Administration within the Human Services Department, and 100% funded by State Emergency Response Enhancement funds.

FY22-23 Program Change Requests

<p>Service Need/Improvement Justification</p>	<p>The Emergency Response program within the Family, Youth and Children Division has experienced significant increases in workload since 2017. This includes a 35% increase in the most urgent, Immediate Response referrals between 2017 and 2019 as well as a significant overall increase in other emergency response investigations. Capturing the data between 2020 to 2021 is complicated, as factoring in the COVID-19 pandemic and shelter in place orders beginning in March 2020 and nearly full-time virtual learning in the kindergarten to high school grades until the Fall 2021 school year made those two years anomalies in terms of calls to the hotline and overall investigation of suspected child abuse reports. However, as anticipated (at a local, state and national level) that the volume of investigations increased substantially once schools were back in session (as they are a primary reporter to child welfare services). Initial local data for the first few months of the current school year shows a consistent increase in investigation volume. In addition to increased volume, the intensity of crisis that families are facing that brings them to the attention of child welfare has increased. Since the pandemic began, there have consistently been more intense issues around domestic violence, substance abuse and mental health that are extremely challenging for social workers to constantly need to address. Family, Youth and Children's Services has staff teams in 3 separate Emergency Response Units with a total of 24 FTE CPS Social Work positions (8 FTE's per unit), as well as an Intake Unit that consists of 8 FTE CPS Social Work positions and 2 Extra Hire CPS Social Workers to meet the needs of the volume of calls of suspected abuse/neglect reports. This staffing ratio of supervisor to staff is one of the highest within the Division. Given the continued annual increase of mandated in-person investigations of active child abuse/neglect reports, the capacity of the current supervisory staff to safely monitor this work needs to be increased. The workforce of Emergency Response Investigators is largely an inexperienced cohort as the vast majority of them have been in the field of child welfare for less than two years. Many have either just recently graduated from an MSW program or transitioned from another related fields like juvenile probation or behavioral health. Given that the learning curve in child welfare for new social workers is typically between 2-3 years, FY&C has the most inexperienced staff doing some of the most intense and crisis-based work in the agency with the highest consequences for error including child fatality or ongoing abuse. This level of workforce requires a high level of supervision, coaching, monitoring, and evaluation. Existing supervisors have been stretched, leading to other negative consequences. Since 2015 when FY&C belatedly implemented a mandatory change in how Evaluate Referrals are recorded, the</p>
<p>Mandated Services Justification</p>	<p>Child Protective Services are mandated services that the Family, Youth, and Children's Division is mandated to provide on a 24/7 basis. These mandated services include the standby program that responds to reports of suspected abuse and neglect during the evening, weekend, and holiday hours. The Division 31 Regulations from the California Department of Social Services clearly outline the timeframes that Emergency Response Investigators have to complete their investigations and assessments as well as all of the steps involved in conducting an active investigation of child abuse and/or neglect. Provision of child welfare services is a mandated service as is the assessment and closure of all calls to the hotline that are determined to be "Evaluated Out". All County Letter dated September 13, 2017, ACL No. 17-91 clearly describes per MPP section 31-105.117, that all "Evaluated Out" referrals must include documented rationale for the decision to "evaluate out" the referral and be approved by a supervisor. Supervisory approval is critical in ensuring that hotline determinations are made consistently by different screeners, and to ensure that the screener has appropriately considered all the information, including a review of prior referrals and collateral contacts, before the decision is made to close the referral without an investigation. This applies even in situations where the caller alleges maltreatment that does not rise to the level of child abuse or neglect and no community referral is needed.</p>

HSD-PCR-08

FY22-23 Program Change Requests

Department	Human Services
Title	1.0 FTE Senior Office Assistant supporting the Recruitment & Leave Management unit
Dept Rank	12
County Discretionary Funding (Rpt)	\$0
FTE Change	1.0
One-time or Ongoing	Ongoing
On-Going Annualized Cost	\$130,600
Description of Project	Add 1.0 FTE Senior Office Assistant in Department's the Recruitment & Leave Management unit to provide clerical office support to the unit team members, thereby allowing other positions across the team to focus on duties aligned with their classifications.
Service Need/Improvement Justification	Historically, staffing for the Recruitment & Leave Management unit included 1.0 FTE Senior Office Assistant. Prior staffing reductions resulted in the elimination of this position, resulting in specialized clerical technical office support activities being reassigned to team members in higher-level job classifications. Relying on higher-level job classifications, including the two Administrative Aides and one Administrative Officer I to complete clerical technical office support activities is fiscally inefficient and prevents higher-level staff from fully focusing on the paraprofessional and management tasks associated with their higher-level job classifications. The restoration of 1.0 FTE Senior Office Assistant to the Recruitment & Leave Management unit will allow for more fiscally efficient and appropriate alignment of work across the unit, including: <ul style="list-style-type: none"> • The Administrative Aides will be able to focus more directly on communication and coordination with their respective divisions on recruitment and leave management needs. • The Administrative Officer I will be able to focus on planning, organizing and supervising the work of the unit; developing the knowledge and skills of unit team members; collaborating with County HR; and providing consultation to leadership staff across the department. In the coming fiscal year, the demand for higher level office support is expected to increase significantly due to the following factors: <ul style="list-style-type: none"> • Greater recruitment difficulty due to the high number of resignations and retirements and the tighter job market for qualified candidates. • Implementation of new technology, such as utilization of SparkHire applicant screening software. Several new staff in the unit due to two January 2022 retirements.
Mandated Services Justification	N/A
HSD-PCR-09	
Department	Human Services
Title	Add 1.0 FTE Human Services Database Administrator to support cloud-based data management; Delete 1.0 vacant Human Services Programming and Systems Analyst
Dept Rank	8
County Discretionary Funding (Rpt)	\$0
FTE Change	0.0

FY22-23 Program Change Requests

One-time or Ongoing	Ongoing
On-Going Annualized Cost	\$2,100
Description of Project	The Information Technology section of the Human Services Department is requesting the addition of 1.0 FTE Human Services Database Administrator. Due the continued growth in the department over the last ten years combined with an increase in the number of database servers, databases, and management of external data sources to support the work of service and program delivery, it has become imperative to have an additional resource to support this related body of work. This Human Services Database Administrator position will augment the Human Services Database Administrator (HSDBA) position that is currently responsible for both ongoing support and administration of existing database servers, overall data management and the architecting, planning and migration of all data management workloads to cloud-based architecture. A vacant 1.0 FTE Human Services Programming and Systems Analyst (HSPSA) will be deleted to offset the cost of the requested Human Services Database Administrator allocation. The resulting position cost increase will be 100% paid for with yearly Human Services Department 1991 Realignment funding.
Service Need/Improvement Justification	Over the past 10 years the number of SQL servers managed by HSD IT has increased from one (1) to thirteen (13) while there has been no increase in the number of staff to support this volume of work. Ensuring the security and high availability of this data is critical to the Human Services Departments' ability to deliver and manage programs and services for the county of Sonoma. Due to the increased need for resiliency and security in this body of work, the consequence of error is extremely high. Additionally, with the Human Services Department's goals related to implementing and migrating to cloud-based systems, there is a need for additional resources to support these efforts.
Mandated Services Justification	To ensure that the Human Services Department can continue to provide Federal and State public service programs within mandated service levels, additional positions are required to help support and manage this dynamic growth in data given the dynamic operating environment we find ourselves in. Existing staffing and management are already at capacity in supporting continued operations and iterative technology changes. The current operating environment requires additional focused technical resource to help with the paradigm shift to the cloud along with the exponential growth in data.
HSD-PCR-10	
Department	Human Services
Title	1.0 FTE Public Assistance Systems Specialist to support implementation of the new statewide CalSAWS eligibility system (TL thru 6/30/24)
Dept Rank	7
County Discretionary Funding (Rpt)	\$0
FTE Change	1.0
One-time or Ongoing	One-time
On-Going Annualized Cost	\$208,700

FY22-23 Program Change Requests

Description of Project	Due to the Federal requirement to transition to a single statewide automated eligibility system (CalSAWS) by the year 2024, the Human Services Information Technology section is requesting an additional 1.0 FTE Public Assistance Systems Specialist to support this effort. The position will be time-limited with an end date of 6/30/24, and will be funded 50% by state CalSAWS and 50% by 1991 Realignment.
Service Need/Improvement Justification	On June 28, 2019, the 58 California Counties came together as one Joint Powers Authority to initiate the California Statewide Automated Welfare System (CalSAWS) Project and Consortium, which will operate under one system by 2023. The CalSAWS System will be an automated, integrated eligibility and case management system. The CalSAWS IAPDU includes funding for county staff at the local level to :- Define the scope of requirements for the Design and Development phase- Validate requirements- Prepare and plan for conversion, assess impacts to ancillary contracts, assess impacts to county business processes, support communications- Conduct manual conversion activities- Update ancillaries
Mandated Services Justification	This position and project is directly in support of the primary eligibility system related to Federal and State programs such as SNAP, CalFresh, Medi-Cal, CalWORKS, TANF, and others.
HSD-PCR-11	
Department	Human Services
Title	Add 1.0 FTE Program Development Manager supporting the Welfare Fraud Special Investigations Unit; Delete 1.0 FTE vacant Social Service Worker IV
Dept Rank	11
County Discretionary Funding (Rpt)	\$0
FTE Change	0.0
One-time or Ongoing	Ongoing
On-Going Annualized Cost	\$41,700
Description of Project	The Human Service Department's Welfare Fraud Special Investigations Unit (SIU) is requesting to add a 1.0 FTE Program Development Manager (PDM) position and to delete 1.0 FTE vacant Social Service Worker IV (SSW IV). This new PDM position will manage non-law enforcement staff in the Special Investigations Unit, to further support program integrity, the implementation of new regulations, related program development, quality assurance and management leadership. The additional position cost will be funded by CalFresh, Medi-Cal, CalWORKS, and 1991 Realignment.

FY22-23 Program Change Requests

Service Need/Improvement Justification	<p>The addition of a Program Development Manager (PDM) position within SIU will provide managerial supervision of the Eligibility Staff to include ESS supervisors. This position would evaluate current administrative practices in the area of Fraud Investigations, implementing changes as required by State and Federal Law, as well as developing progressive changes for the benefit of administering client programs. The PDM position would be responsible for the analysis of current processes and anticipated needs for the purpose of incorporating that analysis into results-based goals for future planning. The Special Investigations Unit has historically entered into contracts for services within the public and private sector to assist in the investigations of welfare fraud. This ranges from agreements with the Sheriff's Office for Information Technology to private vendor companies for data sourcing. The PDM position would be responsible for review and maintenance of any contractual requirements, as well as identifying additional resource availability as needed. The PDM position would be the managerial bridge between the SIU and other programs, facilitating the SIU in consistency with regards to policy application, operational practices, and organizational needs. This would include assisting the Chief of Investigations in the preparation and allocation of the SIU budget. The Special Investigations Unit reviews and acts upon services already granted within the benefits system. Adherence to quality control through the interpretation of application and delivery of services is always the priority. The PDM position within the SIU would manage these processes to maintain the high quality of service delivery as well as anticipate, plan, and implement changes as needed in the future. These responsibilities would include management oversight of the eligibility component of SIU, to include the administrative processes of over issuance and overpayments in all programs, but also the associated SIU functions of service delivery which includes contractual agreements, budget funding, process adjustments for policy changes, and external resource networking.</p>
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FY22-23 Program Change Requests

Mandated Services Justification	<p>The Federal Welfare & Institutions Code requires that the County provide the mandated services of administering federal public assistance systems. In addition, California Department of Social Services Manual of Policies and Procedures (CDSS MPP), outlines the needs for Program Integrity, program and policy interpretation, and Administrative Disqualification Hearings. The administration of welfare benefits is constantly evolving through the direction of CDSS and the State Legislature in the form of administrative and criminal laws. The Special Investigations Unit, whose sole function is the application of those existing policies and laws, is also responsible for the timely, accurate, and efficient application of mandated changes to CDSS policy and state criminal/civil laws. This challenge requires that the SIU be constantly vigilant in the receipt of, interpretation of, and application of, the existing policy and laws and well as future changes. This vigilance extends beyond the mere application of policy and law, but also to the development and adjustment of SIU processes to successfully meet those challenges. As an example; California Department of Social Services, (CDSS), Manual Policy and Procedure, (MPP) Section 20-006.421 states current federal rule prescribes that the Income Eligibility Verification System (IEVS) match follow-up shall be completed within 45 days of the date the state agency receives the match. In addition to the listed MPP, California Welfare and Institutions Code, (WIC), uses 10980(j)(1) and 10980(j)(2) WIC to establish a 45-day time limit." A person shall not be subject to criminal prosecution, under this section or under any other law, for an overpayment or over issuance of benefits, obtained under the California Work Opportunity and Responsibility to Kids (CalWORKs) program (Chapter 2 (commencing with Section 11200) of Part 3) or the CalFresh program (Chapter 10 (commencing with Section 18900) of Part 6), for any month in which the county human services agency was in receipt of any Income and Eligibility Verification System (IEVS) data match information indicating any potential for an overpayment or an over issuance and for which the county human services agency has not provided to the person a timely and adequate notice of action for the collection of the overpayment or the over issuance." Timely and adequate notice for purposes of this section is 45 days.</p>
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HSD-PCR-12

Department	Human Services
Title	1.0 FTE Accounting Technician to process Medi-Cal claims
Dept Rank	9
County Discretionary Funding (Rpt)	\$0
FTE Change	1.0
One-time or Ongoing	Ongoing
On-Going Annualized Cost	\$131,000
Description of Project	Add a permanent 1.0 FTE Accounting Technician position (job class: 0404) to the Fiscal Accounting Office (FAO) of Finance Branch within the Admin Services Division of the Human Services Department (HSD). Specifically, the proposed position will be assigned to the Client Services Sub-section serving as the fiscal staff for the Adult & Aging Division of HSD.

FY22-23 Program Change Requests

Service Need/Improvement Justification	FAO needs this position to address the following needs:a) Complete Quarterly MSSP Reports for the California Department of Aging. b) Process Medi-Cal Billing for Case-Management (CM) and County Medical Services (CMS).c) Complete Adult Protective Services state report SOC242d) Wire Provider Benefits for Public Authoritye) Complete Public Authority claim SOC448The Medi-Cal claiming duties listed above are currently performed by a Senior Account Clerk duties at HSD, but are performed by an Accounting Technician in the Department of Health Services (DHS). The alternative would be to continue having Medi-Cal billing at HSD be performed by the job classification of Senior Account Clerk. However, as soon as the SAC incumbent is fully-trained, there is a very real risk of losing the incumbent to DHS--forcing HSD to start over a recruitment and training for a Medi-Cal biller from scratch.
Mandated Services Justification	This upgrade from a Senior Account Clerk to an Accounting Technician is not mandated, but the Medi-Cal billing duty itself it mandated. The upgrade is necessary to match the higher job classification for Medi-Cal billing in the sister county department of DHS.
HSD-PCR-13	
Department	Human Services
Title	Add 1.0 FTE Administrative Aide in the Operations Section to support inventory control and management; Delete 1.0 vacant Office Support Supervisor
Dept Rank	10
County Discretionary Funding (Rpt)	\$0
FTE Change	0.0
One-time or Ongoing	Ongoing
On-Going Annualized Cost	\$9,000
Description of Project	Upgrade an ongoing position such that 1.0 FTE vacant Office Support Supervisor (OSS) will be deleted and 1.0 FTE Administrative Aide (AA) will be added in the Operations Section of Finance Branch within the Administrative Services division of the Human Services Department(HSD). The position cost differential will be fully funded by 1991 Realignment.

FY22-23 Program Change Requests

Service Need/Improvement Justification	<p>The incremental cost for the AA position versus the OSS is \$9,000 in year 1 with 3% COLA assumed for years 2 and 3 such that the incremental costs will be \$9,200 and \$9,500, respectively. The upgraded position will assume the prior position's funding profile with the incremental cost covered by Realignment funds. The funding profile of the base payroll expense--i.e., the cost of the deleted OSS--is distributed among all five (5) primary divisions of the HSD. Specifically, the cost participation of HSD's 5 divisions are allocate according to the Federal & state programs enumerated below: 1. Administrative Services Division: 2% from CalWIN; 2. Economic Assistance Division: 25% from CalFresh; 25% from Medi-Cal; 3. Employment & Training Division: 18% from CalWORKS; 4. Family, Youth & Children Division: 25% from CWS and FFPSA; and 5. Adult & Aging Division 5% from APS and IHSS Administration. There is no plan to draw down county General Fund to pay for the normal operation of this upgraded job classification. It should be pointed out that in the event that this proposed AA is designated a Disaster Service Worker (DSW), the Federal & state programs enumerated above cannot be used to pay for this position's incumbent. Rather, disaster funding from the Federal Emergency Management Administration (FEMA) will be used if possible with county General Fund used to backstop any shortfall in such emergency funding sources. Recent events at HSD have dictated the need for an AA to be deployed to address certain situations. Three (3) specific situations created this new need: 1. Repeated findings by external auditors conducting an audit for the state Employment Development Department (EDD) revealed the need to overhaul HSD's inventory control system. a. A multi-year effort to implement new policies & procedures governing the disposition of assets (i.e., office furniture, computer equipment, electrical fixtures, and fleet vehicles) throughout HSD's various buildings in locations throughout the county will require a coordinator. b. In an administrative capacity, an AA will need to disseminate new policies & procedures for inventory control among all HSD's building coordinators and even provide training at times to fellow staff members. c. An AA will be required to assist the Section Manager of Operations and the Finance Director with the implementation of an "upgraded" cloud-based inventory-tracking system called WASP throughout HSD. Testing of the cloud-based computer system and recommendations for installing wireless bar-coding ancillary system will be expected of the AA. d. Enforcement of inventory control policies & procedures will fall on the AA as he/she travels throughout HSD's many buildings located throughout the county to conduct frequent and periodic inventory audits. 2. Repeated natural disasters in the past few years highlighted HSD's role in</p>
Mandated Services Justification	N/A

ISD-PCR-01

Department	Information Systems
Title	Electric Vehicle and charging infrastructure used for countywide delivery of records, mail and courier services.
County Discretionary Funding (Rpt)	\$107,000
FTE Change	0.0
One-time or Ongoing	One-time
On-Going Annualized Cost	\$0
Description of Project	The proposed project includes the construction of a charging station for electric vehicles to support EV charging at the Mail, Courier, and Records facility and initial funding to address increased expense for replacement of 1 gas powered delivery vehicle for an electric powered van, for the Records unit scheduled by Fleet for replacement in FY22-23.

FY22-23 Program Change Requests

Service Need/Improvement Justification	Information Systems Department provides several services that include delivery and pickup of items, including daily mail, courier, and records services as well as technology delivery, pickup, and setup. These services are currently provided with the use of gas powered vans. In accordance with the Board of Supervisor's Strategic Plan goal of transitioning to electric vehicles to reduce emissions by Fiscal Year 2025-2026, vans that are scheduled for replacement in Fiscal Year 2022-2023 are being replaced with electric vehicles. The proposed project includes both infrastructure improvement to support EV charging at the Mail, Courier, and Records facility and funding for the gap between the accumulated savings for purchase of a replacement van for the Records unit and the cost that will be incurred for the higher purchase price of the electric powered van. The infrastructure improvements will provide infrastructure needed for the transition to an electric vehicle fleet for Information Systems and other County departments as gas powered vehicles are replaced over the next 3 years.
Strategic Plan Objective	CAR4-3: Upgrade the existing County owned Electric Vehicle charging station infrastructure by 2023.
PRMD-PCR-01	
Department	Permit Sonoma
Title	Seasonal to Year Round Chipper Program
County Discretionary Funding (Rpt)	\$250,000
FTE Change	0.5
One-time or Ongoing	Ongoing
On-Going Annualized Cost	\$350,000
Description of Project	The first come-first serve Curbside Chipper Program for residents living in High or Very High Fire Hazard Severity Zone was initially established by the Board on May 20, 2014 with item #43 as part of the former Fire & Emergency Services department (F&ES) recommendation to extend local emergency drought proclamation. Subsequently, on August 19, 2014 with item #22 the Board approved the former F&ES department to accept \$100,000 PG&E grant and agree to allocate \$30,000 from the General Fund. As of FY 21/22, the program ongoing funding relies now on \$170,000 annual general fund support, which has been used to intermittently to hire extra help Maintenance Worker personnel to address community requests, which were expected to be seasonal and/or partial fiscal year demand for services.

FY22-23 Program Change Requests

Service Need/Improvement Justification	To maximize the funds available and given the original seasonality of work expectations, the department's new Fire Division has been addressing the work with EH staff, using the currently allocated 1.5 permanent Maintenance Worker (MW) position capacity. Extra help was initially workable as volume and cadence of the work was seasonal. However, now that the work has become more consistent year-round, it is not feasible to manage the program with only EH staff. In FY 2020-21, 598 requests were received and 457 or about 75% were addressed. The current EH staff consistently reaches their seasonal employment six (6) calendar month hours in any twelve (12) month maximum hours, as established by Civil Service Rules. The EH engagement limitations does not support running a public facing, high demand program that addresses public needs year-round. For safety and proper chipper equipment operations teams of 2-3 extra help chip multiple sites on any given day. Transitioning to EH staffed teams lead by two permanent MWs is estimated to provide sufficient capacity to satisfy higher volumes of chipper service requests, which can result in improved home hardening properties in our community. The year program is estimated to cost \$520,000 annually to run the year-round program. With this program change staff recommends augmenting the current \$170,000 from general fund by adding \$350,000 to finance the 0.5 additional permanent MW and financing 5 to 8 seasonal EH team members. The increase of \$350,000 can be partially funded by redirecting \$100,000 from \$900,000 existing Vegetation Management Program funding. Of the \$900,000, the FY 22/23 recommended budget anticipated up to \$800,000 is needed to continue vegetation management service agreements with local fire agencies. The net delta, after redirecting \$100,000 from Vegetation Management annual agreements, results in a request of \$250,000 from general fund. In total, the \$520,000 year-round program total new funding will be used to finance: \$259,240 2.0 permanent Maintenance Workers, \$185,560 seasonal extra help, \$6,500 ongoing uniform and equipment, and \$68,700 department oversight - including management oversight and administrative support.
Mandated Services Justification	N/A
Strategic Plan Objective	CAR1-2: Expand outreach and education on vegetation management and provide additional resources to land owners to help mitigate fire risk.
PRMD-PCR-02	
Department	Permit Sonoma
Title	Ombudsman Program: 1.0 Senior Office Assistant
County Discretionary Funding (Rpt)	\$161,869
FTE Change	1.0
One-time or Ongoing	Ongoing
On-Going Annualized Cost	\$158,655

FY22-23 Program Change Requests

Description of Project	<p>The Ombudsperson program is currently staff by 1.0 Senior Office Assistant. The main functions are 1) Assisting the public with challenges in navigating the application process and addressing difficult issues, 2) Assist District Directors with constituent issues, and 3) Process improvements. Since the creation of the Ombudsman position in 2010, there has been a steady increase in workload across the Department. A good metric of this is the number of building permit applications received. In 2010, the Department received 5,131 building permit applications. In 2021, that number had risen to 9,904, nearly doubling in a decade. Further, including the fire rebuild building permit applications, the total is 11,261 for 2021 alone. While the Resiliency Center handled a large portion of the fire rebuilds, the Ombudsperson still receives inquiries from the fire rebuilds and helps coordinate the fire rebuild efforts. The total position cost of \$158,655 includes: Salary \$64,870, Benefits \$52,445, One-time Cost \$3,740, On-going Cost \$3,250, and Overhead & Support \$34,350.</p>
Service Need/Improvement Justification	<p>The increased department permitting and high profile planning projects have allow for the third Ombudsperson program function to be addressed, Process Improvements. This new position to program's capacity by addressing all three priorities – Public Assistance, tracking Supervisorial District staff inquiries/requests they receive from the community, and assisting the execution of Process Improvements.</p>
Mandated Services Justification	N/A
PRMD-PCR-03	
Department	Permit Sonoma
Title	Building & Construction Services: .5 Engineering Technician III
County Discretionary Funding (Rpt)	\$0
FTE Change	0.5
One-time or Ongoing	Ongoing
On-Going Annualized Cost	\$127,025
Description of Project	<p>Current levels Building and construction activity levels have gradually increased to levels similar to those experience prior the Great Recession. The gradual workload increase in permitting inspections has been addressed mainly with extra help. Current inspection workload complexities are associated with subdivision improvements, commercial developments, and annual utility encroachment permits (issued to utility companies) for work in the public right-of-way. Thus, permits we issue to developers and utility companies for this type of work warrants inspections that should be performed by Engineering construction inspection staff.</p>

FY22-23 Program Change Requests

Service Need/Improvement Justification	There are currently one and one-half permanent positions performing Engineering inspections for the entire county. The additional half-time permanent staff will increase our engineering services inspection capacity to more timely address work that includes grading, drainage improvements, erosion control, sewer improvements, and other general work on private property. The Engineering inspection staff also perform inspections for work conducted in the public right-of-way related to individual development projects such as new driveway entrances, culvert installations, utility connections, and other general work within the public right-of-way. The increased workload results also in anticipated increased permitting fees, which will finance the increased operational costs.
Mandated Services Justification	Sonoma County Code Chapter 15 and Chapter 25 govern work in the public right-of-way and work related to subdivisions.
PRMD-PCR-04	
Department	Permit Sonoma
Title	1 of 4 In-House Permit Resiliency Center: 2.0 Building Plans Examiner IIs
County Discretionary Funding (Rpt)	\$0
FTE Change	2.0
One-time or Ongoing	Ongoing
On-Going Annualized Cost	\$429,350
Description of Project	To facilitate rebuilding in response to the four fire disasters, the Permit and Resource Management Department (Permit Sonoma) operated the Resiliency Permit Center (RPC) from February 13, 2018 to present. The RPC operated under a \$20 million contract with the County. Since opening the RPC, approximately 1,800 dwellings and 600 garages/storage structures have been permitted. Of the dwellings, over 900 have been finalized with certificates of occupancy issued. The remaining 900 are in various stages of construction with roughly 130 still in plan review. Also, the 1,800 dwellings were permitted on approximately 1,450 unique parcels; of which roughly 350 parcels were issued permits for two or more dwellings. There still remains approximately 1,750 of the fire affected parcels, or 55%, without a dwelling under permit.

FY22-23 Program Change Requests

Service Need/Improvement Justification	As the level of fire rebuilds has significantly reduced, staff recommend executing the work in-house rather than expanding the 4-year outside services contract. Therefore, redirecting the permit fee revenue stream to finance in-house staff rather than continuing the pass-thru fees to the outside vendor for their services. The benefits estimated from transition the remaining work in house include: closer tracking and monitoring of the level of plan review and inspection services needed; align with our unions' interests to reduce contract help; and, develop an internal capacity to respond to disasters. The fees collected for fire rebuilding are presented below. It is estimated future fees will exceed annual expenses of the anticipated staffing. Not included in this evaluation are other expenses such as the department and county overhead expenses. <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="text-align: left;">Fiscal Year</td> <td style="text-align: center;">Fees</td> <td style="text-align: right;">2017-18</td> <td style="text-align: right;">\$2.53M</td> <td colspan="2">Represents 2nd Half of the</td> </tr> <tr> <td style="text-align: left;">FY2018-19</td> <td style="text-align: center;">\$6.39M</td> <td style="text-align: center;">2019-20</td> <td style="text-align: center;">\$3.34M</td> <td style="text-align: center;">2020-21</td> <td style="text-align: center;">\$2.28M</td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td style="text-align: center;">2021-22</td> <td></td> </tr> </table> <p>\$1.13M Represents the first half of the fiscal year.</p>	Fiscal Year	Fees	2017-18	\$2.53M	Represents 2nd Half of the		FY2018-19	\$6.39M	2019-20	\$3.34M	2020-21	\$2.28M					2021-22	
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PRMD-PCR-05																			
Department	Permit Sonoma																		
Title	2 of 4 In-house Permit Resiliency Center: 1.0 Senior Building Inspector																		
County Discretionary Funding (Rpt)	\$0																		
FTE Change	1.0																		
One-time or Ongoing	Ongoing																		
On-Going Annualized Cost	\$225,752																		
Description of Project	To facilitate rebuilding in response to the four fire disasters, the Permit and Resource Management Department (Permit Sonoma) operated the Resiliency Permit Center (RPC) from February 13, 2018 to present. The RPC operated under a \$20 million contract with the County. Since opening the RPC, approximately 1,800 dwellings and 600 garages/storage structures have been permitted. Of the dwellings, over 900 have been finalized with certificates of occupancy issued. The remaining 900 are in various stages of construction with roughly 130 still in plan review. Also, the 1,800 dwellings were permitted on approximately 1,450 unique parcels; of which roughly 350 parcels were issued permits for two or more dwellings. There still remains approximately 1,750 of the fire affected parcels, or 55%, without a dwelling under permit.																		

FY22-23 Program Change Requests

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Mandated Services Justification	<p>The California Building Code and California Residential Code requires construction plans to be submitted and to be reviewed by local jurisdictions. The state mandate is to ensure that structures are designed and constructed in accordance with the state adopted building codes.</p>																		
PRMD-PCR-06																			
Department	Permit Sonoma																		
Title	3 of 4 In-House Permit Resiliency Center: 1.0 Permit Technician II																		
County Discretionary Funding (Rpt)	\$0																		
FTE Change	1.0																		
One-time or Ongoing	Ongoing																		
On-Going Annualized Cost	\$186,255																		
Description of Project	<p>To facilitate rebuilding in response to the four fire disasters, the Permit and Resource Management Department (Permit Sonoma) operated the Resiliency Permit Center (RPC) from February 13, 2018 to present. The RPC operated under a \$20 million contract with the County. Since opening the RPC, approximately 1,800 dwellings and 600 garages/storage structures have been permitted. Of the dwellings, over 900 have been finalized with certificates of occupancy issued. The remaining 900 are in various stages of construction with roughly 130 still in plan review. Also, the 1,800 dwellings were permitted on approximately 1,450 unique parcels; of which roughly 350 parcels were issued permits for two or more dwellings. There still remains approximately 1,750 of the fire affected parcels, or 55%, without a dwelling under permit.</p>																		

FY22-23 Program Change Requests

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Mandated Services Justification	The California Building Code and California Residential Code requires construction plans to be submitted and to be reviewed by local jurisdictions. The state mandate is to ensure that structures are designed and constructed in accordance with the state adopted building codes.															
PRMD-PCR-07																
Department	Permit Sonoma															
Title	4 of 4 In-House Permit Resiliency Center: .5 Environmental Health Specialist II															
County Discretionary Funding (Rpt)	\$0															
FTE Change	0.5															
One-time or Ongoing	Ongoing															
On-Going Annualized Cost	\$126,621															
Description of Project	To facilitate rebuilding in response to the four fire disasters, the Permit and Resource Management Department (Permit Sonoma) operated the Resiliency Permit Center (RPC) from February 13, 2018 to present. The RPC operated under a \$20 million contract with the County. Since opening the RPC, approximately 1,800 dwellings and 600 garages/storage structures have been permitted. Of the dwellings, over 900 have been finalized with certificates of occupancy issued. The remaining 900 are in various stages of construction with roughly 130 still in plan review. Also, the 1,800 dwellings were permitted on approximately 1,450 unique parcels; of which roughly 350 parcels were issued permits for two or more dwellings. There still remains approximately 1,750 of the fire affected parcels, or 55%, without a dwelling under permit.															

FY22-23 Program Change Requests

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Mandated Services Justification	The California Building Code and California Residential Code requires construction plans to be submitted and to be reviewed by local jurisdictions. The state mandate is to ensure that structures are designed and constructed in accordance with the state adopted building codes.															
PROB-PCR-01																
Department	Probation															
Title	1.0 FTE Admin Services Officer I to support fiscal and grants management															
Dept Rank	1															
Departmental Fund Balance (Rpt)	\$175,000															
County Discretionary Funding (Rpt)	\$0															
FTE Change	1.0															
One-time or Ongoing	Ongoing															
On-Going Annualized Cost	\$203,292															

FY22-23 Program Change Requests

Description of Project	<p>In recent years, the Probation Department has greatly increased reliance on state and federal grant funding for vital programs and services throughout the Adult, Juvenile and Administrative divisions. Probation allotted General Fund has decreased over the past several fiscal years from 75% to approximately 50% of total funding sources. The use of additional outside funding leverages County allocated General Fund, easing the fiscal impact to local funds while promoting service expansion in an innovative, progressive way. Further, over the past two decades the state has continued to shift responsibilities, and funding through various Realignment initiatives (SB823, AB109, JJCPA, etc.), to the County in a recognition that increasing local control is a more effective approach to behavior change. These policy shifts have increased both the complexity of the Department's budget and the reporting requirements associated with State and Federal funds. During this time, although some fiscal positions have been reclassified to align with their respective job duties, the overall Fiscal Management capacity of the Department has not changed. Currently, the work involved in managing grants and grant processes for the Probation Department is distributed between multiple staff in various positions including the Administrative Services Director, Department Analysts, Program/Planning Analysts, Program Managers, Administrative Aides, Supervising Accountant, and Accountants. This dispersal of duties without a single position dedicated to administrative management and oversight is not efficient and negatively impacts other duties and the Department as a whole. Additionally, the logistical challenges created by decentralizing grant related duties puts the Department at risk of grant non-compliance, default and possible return of funding. We are requesting the addition of a Probation Department Fiscal/Grants Manager (CS title: Administrative Services Officer I) with the following duties:</p> <ul style="list-style-type: none"> • Researching, developing, and managing grant budgets and awards • Overseeing sub-recipient monitoring in compliance with State and Federal requirements per Title 2 CFR 200 • Strategizing appropriate procurement approach to meet program needs • Managing annual County Budget Calendar and deliverables, and acting as primary liaison with County Administrator and Auditor-Controller • Aligning funding decisions with Department's and County's strategic plan and mission • Composing, editing, and finalizing grant proposals, contracts, and project progress reports for funding agencies • Keeping relevant staff informed about upcoming deadlines and deliverables • Managing the fiscal health of multiple special revenue funds and two Enterprise Funds (Supervised Adult Crew and Camp Products operations) • Developing, implementing, and monitoring • Departmental fiscal management policies and procedures in compliance with
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FY22-23 Program Change Requests

Service Need/Improvement Justification	<p>With the increased use of state and federal grant funding for programs and services throughout our divisions, the Probation Department has a significant and high priority need for the addition of a high-level, administrative FTE, i.e. Fiscal/Grants Manager, to take on the associated duties and responsibilities. The Department of Justice, Office of Justice Programs has identified the lack of a dedicated resource to manage grant compliance as a significant risk to agencies and counties alike. In light of this risk, at this time the Probation Department has chosen to forgo further grant opportunities due to inability to monitor sub-recipients or contactors, and to offset possibility of non-compliance with grant terms, default and forfeiture of funds. The result of not pursuing additional state and federal funds creates an increased reliance on local funds and prevents service expansion in line with the Probation Department and County strategic plans. Additionally, negative audit findings by state and federal funding agencies relative to the appropriate management of grant funds could have implications for future solicitations. It goes without saying that any negative findings also erode the public's perception of the County and Probation. Further, beyond strictly compliance, the Department has a distinct need for a strategic approach to leveraging and maximizing outside funding with General Fund sources. The FY 21-22 Probation budget is approximately evenly split between Gen Fund and outside funding, a trend that we believe will continue as more community corrections programs shift from state to local jurisdictions. Adult Pretrial Services funded in SB129and DJJ Realignment (SB823) initiatives are just two examples of such initiatives that shift both funding and program responsibilities to Probation in the coming year. The Department is also pursuing American Rescue Plan Act funding and a Department of Traffic Safety Grant to reduce DUI prevalence in the community. Current fiscal staffing is not sufficient to manage these new initiatives at the appropriate level. Besides allowing progressive service and program expansion, the relatively small annual cost incurred by the addition of one Administrative Services Officer I (<\$100,000) could be largely offset by the amount of additional grant funding that could be procured. Any single grant is not sufficient to fully fund this type of dedicated fiscal resource, however adding this position whose time may be partially recouped through the Indirect Cost Plan or whose costs could be used to meet a local match requirement presents an opportunity for at least partial offset as new solicitations are pursued.</p>
Mandated Services Justification	<p>Statutory / regulatory mandates that mandate these services: California Code of Regulations (CCR) Title 15: Crime Prevention and Corrections, Division 1: Board of State and Community Corrections, Division 4: Division of Juvenile Justice, 2 CFR 200 (Uniform Administrative Requirements or Super Circular): (a) Monitoring by the non-Federal entity. The non-Federal entity is responsible for oversight of the operations of the Federal award supported activities. The non-Federal entity must monitor its activities under Federal awards to assure compliance with applicable Federal requirements and performance expectations are being achieved. Monitoring by the non-Federal entity must cover each program, function or activity. See also §200.331 Requirements for pass-through entities This request supports this mandate by increased efficiency and compliance monitoring in procurement, management and use of grant monies that directly affect services, standards and conditions of mandates for the Probation Department.</p>
PROB-PCR-02	
Department	Probation
Title	Add 1.0 FTE Department Information Systems Specialist to augment information technology capacity; Delete 1.0 FTE vacant Legal Processor II
Dept Rank	2
Departmental Fund Balance (Rpt)	\$50,000

FY22-23 Program Change Requests

County Discretionary Funding (Rpt)	\$0
FTE Change	0.0
One-time or Ongoing	Ongoing
On-Going Annualized Cost	\$188,890
Description of Project	<p>The Probation IT Unit supports a user base of approximately 280 permanent and 100 extra help employees. The IT staff consists of a Department Information Systems Manager, Business Systems Analyst and Department Information Systems Specialist II. The need for Probation's IT resources have increased exponentially over the past decade with the implementation evidence based programs and practices, which require rigorous data extraction and evaluation to insure their fidelity and efficacy. This shift as well as a multitude of new Probation legislative programs, changes to Court-related business processes, decentralization of website content management, and the necessity to update our legacy information systems have all placed additional workload burdens on these minimal resources. More recent catastrophic events including multiple wildfires and the COVID-19 pandemic have accelerated the Department-wide shift to a more mobile and agile workforce, which is only possible through an increased reliance on hardware and software solutions. Currently, the additional workload demands coupled with staffing shortfalls are causing delays on projects and preventing the ability to move forward with analysis and implementation of new system and process improvements. Probation is using outdated legacy systems, limiting the ability to automate and streamline workload processes. The next 3 to 5 years will be dedicated to updating our Case Management system in line with modern professional standards and emerging technology designed to enhance community safety and promote positive behavior change in offenders. Along with updating our legacy systems, Probation has a great need to move forward with the conversion of paper documents to an electronic format. In many areas of operations, current processes are manual, cumbersome and rely heavily upon paper documents. Converting these documents to electronic format will modernize our workflows, document retrieval process and reduce warehouse storage needs. This is just one example of a project that has been on our radar for at least a decade, but based on insufficient resources remains a low priority. We learned from the past several fire events our Department is extremely vulnerable to fire or floods destroying critical legal documents and interrupting service delivery. Probation is requesting the addition of 1.0 Department Information Systems Specialist II who will perform the following duties:</p> <ul style="list-style-type: none"> •Work with customers and technical staff to complete Department service requests (see workload data below). •Partner with Business Systems Analyst to conduct business analysis and implement solutions, based on the Department's specific needs. •Automating systems to increase productivity and efficiency. •Participates in the installation of technology products and develops solutions. •Coordinates and performs the

FY22-23 Program Change Requests

Service Need/Improvement Justification	<p>Probation is requesting an additional IT position (offset by deletion of a vacant Legal Processor II) to assist with the analysis, development and implementation of new and current system needs. This is largely due to the increase in workload, delaying projects, and the inability of our staff to absorb more work. Majority of the current Department Information Systems Specialist II's time is spent working on daily requests to keep up with the demands of the users. Below is a summary of Probation service requests opened and closed from November 2021 thru January 2022. As the snapshot demonstrates, new service requests compounded with the backlog of work requests from previous months has created a situation where existing staff are incapable of meeting the daily demands for support. The Business Systems Analyst (BSA) was hired in March 2019 to handle research, analysis, design, configuration, testing and maintenance of Probation's application systems and business processes. Workload increases have caused this position to absorb some of the duties of the Department Information Systems Specialist II (DISSII). Adding the new DISSII position will relieve the BSA of these duties, allowing him time to address business processes, adapt information systems to department needs and communicate those needs to ISD. Below is a list of projects scheduled to begin within the next year; the DISSII will work together with the BSA and the DISM on these projects.</p> <ol style="list-style-type: none"> 1. Case Management System (Adult & Juvenile divisions) - critical initiatives to replace legacy 2. Behavior Response System (Adult & Juvenile divisions) - programming and database development to input, track and evaluate sanctions imposed as described in the Department's behavior response policy with the goal of reducing recidivism, safeguarding the community and promoting positive behavior change by providing clear guidance in choosing appropriate responses to probationers' behaviors. 3. Office 365/S:Drive Migration to SharePoint (Department-wide) 4. OnBase electronic document storage (Department-wide) - resolve ISD concerns that The County has a storage system to store documents electronically 5. Convert Access to SQL databases (Department-wide) - resolve challenges in data integrity and analysis, improve stability of platform and the resulting data integrity and reduce system downtime 6. Intake Decision Tracking System (IDTS) - a result of a State level Youth reinvestment grant (Juvenile division) 7. Detention Extract (Juvenile division) - create a better understanding of how a juvenile moves through the detention system including the "why, when and where" of a juvenile's detention history.
Mandated Services Justification	<p>Probation is responsible for complying with multiple mandates in both the Juvenile and Adult divisions which require ongoing IT support, including State and Federally mandated reporting requirements under Community Corrections Performance Incentive Funding (SB678), AB109 Realignment, Title 15, various Board of State Community Corrections and Bureau of Justice Administration grants, etc. As such, the development and maintenance of computer applications and databases which track client demographic data and program participation is vital to accurate data collection and reporting to meet these requirements. Current deficiencies in staffing have inhibited the Department's ability to meet these mandates.</p>
Strategic Plan Objective	<p>HSC5-4: Expand detention alternatives with the goal of reducing the jail population, from pre-pandemic levels, by 15% at the end of 2022, while simultaneously reducing recidivism amongst the supervised offender population.</p>
PROB-PCR-03	
Department	Probation
Title	1.0 Administrative Aide to serve as community engagement coordinator
Dept Rank	4
County Discretionary Funding (Rpt)	\$153,345
FTE Change	1.0
One-time or Ongoing	Ongoing

FY22-23 Program Change Requests

On-Going Annualized Cost	\$149,612
Description of Project	<p>As articulated in the County of Sonoma Communications Assessment 2019, accepted by the Board of Supervisors on 12/10/19 and subsequent recommendations on 03/10/20, the County has a desire to approach public communications and community engagement in a coordinated proactive way. As the second largest County General Fund department, and a key partner in both the Justice and Safety Net Services systems, the Department is well behind other County agencies in developing and implementing an effective community and departmental engagement strategy. The Probation Department recognized this issue when we included at least one initiative in our 2017-2020 Department Strategic Plan: Strategic Plan Goal #18- Collaboration with Partners and the Community Establish an engagement team to develop Department messages and delivery strategies</p> <ol style="list-style-type: none"> 1. Identify members 2. Develop team charter 3. Develop messages and communication strategy <p>This need to more effectively engage with internal and external stakeholders has been further articulated in the Counsel of State Governments (CSG) 2020 juvenile justice system review, or IO Youth Initiative. Among the recommendations issued by CSG are the following excerpts:</p> <ol style="list-style-type: none"> 1. Engage in ongoing communication and education with stakeholders, such as law enforcement and schools, around diversion eligibility policies. 2. Establish policies and trainings around meaningful family engagement including participation of families in case planning and treatment team meetings, visitation policies, engagement in service provision, the creation of surveys and feedback loops, development of parent groups, etc. 3. Establish shared program performance/ outcome measures and consistent data collection expectations to improve data collection for service providers; develop and track outcome measures as well as program participation data for services provided by the Probation Department. <p>Although the Department leadership is committed to improving our engagement efforts, especially with historically disenfranchised populations, we lack the internal capacity and expertise to implement our (and the Board's) engagement goals. In short, we are very good at supporting public safety and promoting behavior change in people who have committed criminal offenses, but not so good in creating and implementing a comprehensive messaging strategy. As such, we are requesting the addition of 1.0 FTE Administrative Aide (Unrepresented) at an annual cost of approximately \$150,000 to provide a dedicated Probation Department engagement coordinator. This individual would be responsible for developing and implementing a variety of communication tools including but not limited to; an enhanced online and social media presence, brochures and other employee recruitment materials, pamphlets and forms for clients and families, and</p>

FY22-23 Program Change Requests

Service Need/Improvement Justification	<p>As articulated in the County of Sonoma Communications Assessment 2019, accepted by the Board on 12/10/19 and subsequent recommendations on 03/10/20, the County has a desire to approach public communications and community engagement in a coordinated proactive way. As the second largest County General Fund department, and a key partner in both the Justice and Health/Human Services systems, the Department is well behind other County agencies in developing and implementing an effective engagement strategy. As mentioned previously, the Probation Department recognized this issue when we included at least one initiative in our 2017 Department Strategic Plan, related to the establishment of an engagement team to help foster collaboration with partners and the community. Strategic Plan Goal #18-Collaboration with Partners and the Community Establish an engagement team to develop Department messages and delivery strategies1. Identify members2. Develop team charter3. Develop messages and communication strategy In working with the Engagement Team and Department leadership, it has become abundantly clear that while we have dedicated individuals committed to this initiative, we do not currently possess the in-house capacity to execute an effective engagement strategy. Creating a strategy without the means to execute it effectively is a waste of time and resources. Further, the Department does not currently have capacity to provide representation to the Countywide Communications Team proposed in the Assessment noted above, which is a serious impediment to effectively communicating the Department's role in the County. While we support the proposal for the centralized County Communications Manager and a unified strategy, we do not currently have departmental resources to effectively work with this team. We have some concerns about the "Beat" approach, which pigeonholes Probation into the Justice Group and exacerbates the Department struggles to effectively communicate the Department's dual role in the Justice as well as the Safety Net arenas. Without effective representation to the County Communication Team serious progress cannot be made, and to date the Department has not been invited to any discussions with a member of this alleged Team regarding the Department's needs or strategy. Due to the confidential nature of Probation records, and the pre-employment background requirements dictated by the CA Department of Justice and the Peace Officer Bill of Rights (POBR), there will be occasions where the CAO staff would have limited, or no access to information necessary to develop messaging around certain Probation issues, especially where juvenile clients are involved. Probation employees (both sworn and civilian) are subject to a thorough Peace Officer Standards and Training (POST) background</p>
Mandated Services Justification	<p>Under the Public Records Act GC6250, et seq., the Department must comply with strict time frames and parameters when responding to requests for documents or data. SB978 modified the Penal Code section 13650 as follows:As of January 1, 2020, the Commission on Peace Officer Standards and Training and each local law enforcement agency have been required to conspicuously post on their Internet Web sites all current standards, policies, practices, operating procedures, and education and training materials that would otherwise be available to the public if a request was made pursuant to the California Public Records Act (Chapter 3.5 (commencing with Section 6250) of Division 7 of Title 1 of the Government Code).Although these are just two of the duties to be assigned to this position, they represent a key aspect of our justification for a dedicated engagement specialist. Based on the nature of the records being reviewed for posting, these tasks could only be performed by an individual who had completed a full CA Justice Information System (CJIS) background clearance process.</p>
RP-PCR-01	
Department	Regional Parks
Title	Add 1.0 FTE Planning Technician for Capital Improvement and Planning Support
Departmental Fund Balance (Rpt)	\$121,668

FY22-23 Program Change Requests

County Discretionary Funding (Rpt)	\$0
FTE Change	1.0
One-time or Ongoing	Ongoing
On-Going Annualized Cost	\$121
Description of Project	The Regional Parks Department requests 1.0 Permanent Planning Technician and increased budget authority of \$121,668 in order to meet the Board's priorities to acquire, plan, and construct new high-value park and trail facilities. Position will be funded by Measure M and Project Reimbursements.
Service Need/Improvement Justification	The Board of Supervisors has determined that opening thousands of acres of lands purchased by the Ag Preservation & Open Space District (District) to public access is a high priority for public health, recreation, quality of life, and economic development. By the end of FY 21-22, Regional Parks will have accepted ownership to six of the District's "Fee Land" properties as well as several other new and expanded parkland in all 5 Supervisorial Districts in the last few years. Each of these new parks has numerous development phases extending for 5-20 years. This order of magnitude expansion of the park system is in addition to over 50 active capital projects in various phases of acquisition, planning, and construction. For every \$1 of Park Mitigation Fees received, the Planning Division leverages through grants and Parks For All Measure M an additional \$11-16 from over 25 non-General Fund sources in a typical fiscal year. The Park Planning Technician is the primary position that leverages the Project Managers (Park Planners) on field inspections of park construction, coordinating contractors, ensuring permitting compliance, creating technical and presentation graphics, conducting property research and completing countless other office and field based support tasks. The Planning Technician has a billing rate that is a fraction of the Project Managers, and supports staff retention by providing skilled personnel that will eventually compete competently for Planner positions. The Park Planning Technician will provide Project Managers the necessary cost-effective support to complete major high-impact projects. The outcome is an increased volume of completed park projects, cost efficient project management.

RP-PCR-02	
Department	Regional Parks
Title	Add 5.0 FTEs to Support Operations and Maintenance System Improvements (3 Park Program Asst, 1 Park Aid, and 1 Maint. Worker II)
Departmental Fund Balance (Rpt)	\$605,953
County Discretionary Funding (Rpt)	\$0
FTE Change	5.0
One-time or Ongoing	Ongoing
On-Going Annualized Cost	\$605,953

FY22-23 Program Change Requests

Description of Project	To maintain service levels over an expanding park system, the Regional Parks Department requests \$605,953 in budget authority to add the following ongoing positions: 3 permanent park program assistants, 1 permanent park aide and 1 permanent parks and grounds maintenance worker II. These positions will be funded through increased revenue from camping and day use fees and a decrease in the extra help budget.
Service Need/Improvement Justification	These positions will be in the operations and maintenance division of Regional Parks. They serve to create safe, clean and accessible parks for the public. The positions work throughout over 60 parks, trails and open spaces throughout Sonoma County. They serve in community and pocket parks as well as larger regional parks providing safe access for the various communities in Sonoma County. This aligns with the guiding principle of geographic equity. Additionally the positions were primarily extra help in the past and Regional Parks is providing secure, permanent positions within the community. The operations and maintenance positions work within the parks to create defensible space, foster native plants and vegetation and remove dead and dry vegetation. These tasks correlate to the strategic pillar of Climate Action and Resiliency.
RP-PCR-03	
Department	Regional Parks
Title	Add 1.0 FTE Accounting Technician and Delete 1.0 FTE Account Clerk to Meet Increased Accounting Office Needs
Departmental Fund Balance (Rpt)	\$15,907
County Discretionary Funding (Rpt)	\$0
FTE Change	0.0
One-time or Ongoing	Ongoing
On-Going Annualized Cost	\$15,907
Description of Project	Add 1.0 FTE Accounting Technician and delete 1.0 FTE Account Clerk II in the Regional Parks Accounting Office to help address an increased volume of reporting, analysis, and training needs. Regional Parks requests an additional \$15,907 in budget authority to accommodate this request. The incremental difference in position cost will be covered by the department's administrative overhead budget. This fractional increase in the administrative budget which is absorbable by existing sources.

FY22-23 Program Change Requests

Service Need/Improvement Justification	With the implementation of Measure M beginning in 2018-19 the Department has increased its fiscal complexity and reporting requirements. Some directly related to the Measure, and others stemming from the increase in capacity and associated opportunities. The complexity and volume of fiscal tasks have expanded the following: • Increased grant opportunities – new staff have leveraged additional grants that require fiscal processes associated with grant administration. • Additional community programming – resulting in added fee collection and future cost-recovery analyses. • Contract processing and invoicing – increased grants and programs lead to additional service agreements and fiscal-related services such as EFS workflow, encumbrance tracking, and invoicing. • Measure M - the administration of Measure M has added additional fiscal tasks which include annual budgeting, fund condition evaluation, quarterly Oversight Commission presentations, preparation of the annual report, and overseeing financial statements submitted by the various city partners.
RP-PCR-05	
Department	Regional Parks
Title	Add 1.0 FTE Park Program Asst. to Support Volunteer Services and Initial Public Access
Departmental Fund Balance (Rpt)	\$129,340
County Discretionary Funding (Rpt)	\$0
FTE Change	1.0
One-time or Ongoing	Ongoing
On-Going Annualized Cost	\$124,340
Description of Project	The Department of Regional Parks request is for 1.0 Park Program Assistant position and \$129,340 in Parks Measure M budget authority to support Volunteer Services programs, Initial Public Access programs on newly acquired properties, and special events. Sonoma County Regional Parks has an obligation under the expenditure plan of Measure M to increase access to its programs, including broadening the variety of volunteer opportunities it offers and its outreach to communities that are currently under-engaged by its volunteer programs. This position is funded by Measure M.

FY22-23 Program Change Requests

Service Need/Improvement Justification	<p>Sonoma County Regional Parks has an obligation under the expenditure plan of Measure M to increase access to its programs, including broadening the variety of volunteer opportunities it offers and its outreach to communities that are currently under-engaged by its volunteer programs. Under Measure M, Regional Parks is also obligated to provide access to recently acquired park properties, even before those properties are open to the general public following the development and implementation of park master plans. Description of how the request will meet the need and/or business case described above This position will enhance the administrative and outreach functions of Volunteer Services, allowing for the development and support of new volunteer roles and for outreach to groups and communities that are not currently engaged by volunteer programs. This position will support and lead Initial Public Access programs, programming that provides structured access for the general public to newly acquired properties. This position will coordinate and lead park preview events, guided outings, focused outreach outings and volunteer events on pre-master plan properties. The role will also be responsible for coordinating and attending internal and external special events to improve outreach to expanded audiences.</p>
RP-PCR-04	
Department	Regional Parks
Title	Add 1.0 FTE Office Assistant II to Support Call Center Customer Service Improvements
Departmental Fund Balance (Rpt)	\$114,755
County Discretionary Funding (Rpt)	\$0
FTE Change	1.0
One-time or Ongoing	Ongoing
On-Going Annualized Cost	\$104,755
Description of Project	Regional Parks requests to add 1.0 Office Assistant II and \$114,755 in expenditure authority to enhance and improve customer service for event programming, special-use permitting, and campground reservations. This position is funded by departmental administrative overhead, and does not require additional General Fund support.

FY22-23 Program Change Requests

Service Need/Improvement Justification	<p>The popularity of outdoor recreation and camping has grown tremendously during the pandemic and continues to trend upwards over pre-pandemic levels. Regional Parks coastal campground occupancy rates ranged from 70-77 percent in 2020-21, while weekend occupancy averaged 95 percent. That trend has continued in 2021-22, as the coastal occupancy rates from 73-86 percent through the first six months of the fiscal year. The Regional Parks reservations line currently operates from 10am-3pm Monday-Friday, offering customers a very limited window to call and modify reservations. Staff consists of 1.0 Booking and Reservations Coordinator and 1.0 Senior Office Assistant (working title of Booking and Reservations Assistant). The Reservations team duties include administration of all campground reservations, call center operations, park picnic reservations, processing park events and special-use permits. Regional Parks reservations call center has been unable to keep pace demand and meet call-center industry standards. Customers wait over an average of five minutes to reach a customer service representative, and on average 12 customers abandon their calls on a daily basis. This falls very short of the industry standard of 80 percent of calls answered within this first minute. In order to meet industry standard and additional departmental efficiencies the department requests one fulltime Senior Office Assistant II.</p>

SHF-PCR-01	
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Department	Sheriff's Office
Title	Sheriff's Information Technology Unit Reorganization
Dept Rank	1
County Discretionary Funding (Rpt)	\$17,293
FTE Change	0.0
One-time or Ongoing	Ongoing
On-Going Annualized Cost	\$17,293

FY22-23 Program Change Requests

<p>Description of Project</p>	<p>Delete 1.0 FTE Department Information Systems Specialist II and add 1.0 FTE Department Information Systems Coordinator (DISC) to address workload, productivity, the lack of succession planning, retention, and job satisfaction in the Sheriff's IT Unit. This change in the IT management structure would provide more mentoring and strategic guidance to the Sheriff's IT staff and provide more focused, dedicated project management. In turn, these changes should decrease employee frustration and stress, decrease IT project completion timelines, and provide a lead technical worker to assist other IT staff. Additionally, it will provide a promotional path to staff and may help retain talented staff in the long-term. The proposed deletion of 1.0 FTE DISS II and addition of 1.0 FTE DISC will support resilient infrastructure by providing a project manager capable of overseeing continuity of operations initiatives. Current changes to systems to ensure continuity of operations and disaster response are fairly sporadic and reactive. The proposed staffing change would allow for a manager capable of continuously monitoring critical needs to ensure appropriate safeguards and redundancies are implemented.</p>
<p>Service Need/Improvement Justification</p>	<p>The Sheriff's IT Unit consists of 5.0 FTE Department Information Systems Specialist II's (DISS II) and 1.0 FTE Senior Department Information Systems Manager. Currently, the existing manager is unable to adequately manage both staff, project management, and the pressing technology needs of the Office. Due to the increasing demand for skilled IT management expertise on various committees, boards, and other high value/high liability programs, the ability to manage critical day-to-day IT operations effectively and complete IT projects on time is limited at the Sonoma County Sheriff's Office. This limited IT management availability, in a 24x7x365 public safety environment, is causing difficulty in completing projects as requested. The remaining DISS's have difficulty completing time sensitive and high risk tasks because the manager is not always available to lead and direct the work. The Sheriff's IT Unit supports many critical systems for the Sheriff's Office. These include systems that control physical access to evidence, weapons, and money, as well as systems that track Coroner operations, civil operations, property and evidence tracking, mobile data computers (MCD) used by Law Enforcement deputies in the field to investigate persons, vehicles, and property. Additionally, round tracking systems at the Detention Facilities, and systems that support finger print identification and booking photo capture are supported by the Unit. As a 24x7x365 operation, a system failure or data loss could jeopardize criminal court processes, cause missed or misidentification of citizens, and the Sheriff's Office's ability to audit technical public safety processes and procedures. This demand to keep systems functioning has created high levels of employee stress. The employee stress is causing employees to utilize additional sick days, request stress-related accommodations, or to look for other employment opportunities. In the last several years, three of the five DISS employees have left the Sheriff's Office. Two employees transferred to other non-24x7x365 County departments with no standby requirements and one left California altogether. The current lack of a lead employee position has contributed to high levels of employee stress in the IT Unit, incorrect or conflicting information shared with staff when requesting help, incomplete work by IT staff, delays in completing projects, IT employee morale issues, and increased turnover. Staffing shortages compound the issues. The limited availability of direct line-level leadership has led to IT employees utilizing sick time or other accommodations as they cope with limited available support and mentoring. In addition, IT promotional opportunities within the Sheriff's Office are severely limited. With nowhere to move up internally, many Sheriff IT members choose to transfer to the County Information Systems Department, other County Departments, or leave</p>

FY22-23 Program Change Requests

Mandated Services Justification	Security of Public Safety technology systems is required under Federal Criminal Justice Information System (CJIS) and corresponding State regulations. All information technology projects need to comply with these security regulations and ensure the regulations are incorporated and maintained during the duration of the system's use. This position will help by providing additional and more detailed reviews of these systems.
SHF-PCR-02	
Department	Sheriff's Office
Title	9-1-1 Dispatch System Replacement
Dept Rank	2
County Discretionary Funding (Rpt)	\$1,500,000
FTE Change	0.0
One-time or Ongoing	One-time
On-Going Annualized Cost	\$0
Description of Project	This is a Capital Project request that is reaching critical stages. If the CIP does not fund this project in FY 22-23, the Sheriff is requesting the Board consider other funding sources. failure of this 20+ year old equipment will result in the loss of 9-1-1 dispatch services, with no immediate workaround to restore functionality.
Service Need/Improvement Justification	This request is to replace the obsolete radio dispatch system that is currently in use by the Sheriff's Dispatch, Correctional Facilities, Law Enforcement and Justice partners, REDCOM (emergency Fire and EMS dispatching), Junior College Police Dept., Transit, and mutual aid during disaster events. The current system has been in use for over 20 years and past the end of its expected lifecycle. The manufacturer of the current radio dispatch system unexpectedly ceased operations in 2018. While the company eventually resumed limited operations in late 2019, ongoing sales and service have continued to be problematic. This creates a public safety concern due to lack of available support and options to maintain the legacy system. A new, more modern system needs to be designed to work with the County's infrastructure and newer technologies. In addition, a new system will include the ability to obtain ongoing maintenance and support coverage. Replacement of this system requires substantial research and planning. Initial estimates indicate the project could cost between \$1,500,000 - \$3,000,000. The request of \$1,500,000 will allow the project team to hire necessary consultants and design and develop a bid, which could potentially result in the system being replaced with the \$1,500,000 allocation. If bids are higher than the allocation, the Sheriff's Office will return to the Board to request the funds needed to complete the project.
Mandated Services Justification	9-1-1 dispatch services are used by first responder agencies to provide both mandated and non-mandated public safety services.
Strategic Plan Objective	RI2-1: Strengthen critical communications infrastructure, interoperability, and information technology tools relied upon during disasters.
IOLERO-PCR-01	
Department	IOLERO
Title	Add 1.0 Department Analyst to handle systems and operations for the department.

FY22-23 Program Change Requests

County Discretionary Funding (Rpt)	\$0
FTE Change	1.0
On-Going Annualized Cost	\$179,700
Description of Project	<p>IOLERO has experienced continued challenges to execute and expand its programs since being established in 2016. Some of these challenges include: Designing and implementing an electronic system to track IOLERO case files including client name, contact information, summary and status of case; Identify sources of outside funding for ongoing operations; Identify opportunities to collaborate between departments, non-profits and other jurisdictions to improve productivity and service levels that are consistent with the mission of IOLERO; Backlog of audits; Retention of staff; Expansion of community outreach programs; IOLERO Director continuing to handling responsibilities such as preparation of Board Summary Reports and the Annual Report, research of legislation to ensure IOLERO compliance, project management, budget presentations, and case audits. Current needs not being met due to lack of an additional Department Analyst include: Project management: including the implementation of a database tracking mechanism to more effectively track public inquires; Research and compilation of data and legislation related to IOLERO objectives; Expansion of IOLERO programs including Community Oriented Policing Program and Mediation Program; Documentation of department processes; Drafting and tracking of RFP's and Professional Services Agreements; Research and apply for grant funding; tracking, reporting and administration of grants.</p>

FY22-23 Program Change Requests

Service Need/Improvement Justification	<p>On October 8, 2019, the Board approved increasing the IOLERO department position allocation to include 1.0 FTE Department Analyst to assist with daily administrative, budgetary and operational duties to allow the Director to focus on incoming audits, budget, legislative proposals and Board items, conduct research, supervise the office’s administrative coordinator in day-to-day prioritization of duties, and handle all aspects of the community engagement and outreach. Once the Department Analyst was onboard, the position developed towards a focus of community engagement and outreach. Responsibilities of this position include coordination and facilitation of outreach events, attend and provide administrative and coordination support of Community Advisory Council (CAC) meetings and ensure compliance with legal requirements of the Brown Act, support CAC subcommittee projects and meetings, grant writing, data gathering, and preparing the department’s newsletter. This position became vacant in September 2021, and IOLERO is currently in the hiring process. IOLERO is also currently in the research and data gathering phases of developing a Community Oriented Policing Program (COPP) that will likely land in the area of responsibility of the Community Engagement Analyst. Responsibilities for the COPP will include: coordinating and attending community meetings, overseeing and administering the contract for 2 outside consultants, liaising with the SCSO, researching and conducting outreach to other agencies regarding their programs, researching training opportunities, grants and other funding sources for the program, and drafting program and policy recommendations. The addition of a second Department Analyst will allow the current Department Analyst position to focus on the expansion of community outreach and development of the COPP. An additional Department Analyst position will also allow the IOLERO Director to focus on the 18-month work plan, collaboration with lead departments on Strategic Plan – Healthy and Safe Communities Pillar objectives, strategic short and long range planning, incoming audits, writing policy recommendations to the SCSO, develop IOLERO department policies, implementing the Mediation Program, training Law Enforcement Auditors (2 vacant positions) and overseeing audits, review of Board items, and supervision of staff. Without an additional Department Analyst, IOLERO cannot effectively fulfill all of its mandated objectives:</p> <ul style="list-style-type: none"> • Audits, including identifying where improvements by SCSO is needed • Community outreach and building the bridge between SCSO and the diverse communities of Sonoma County • Preparing and presenting the annual report in a timely manner (the FY20-21 report was over 2 months behind schedule) • Supporting the Community Advisory Council • Efficiently responding to and tracking
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TPW-PCR-01

Department	Transportation & Public Works
Title	Delete 1.0 Landfill Facilities Specialist, add 1.0 Engineering Technician III to support the Disaster Debris Management Contracts and coordination of CEQA and Environmental work.
County Discretionary Funding (Rpt)	\$0
FTE Change	0.0
On-Going Annualized Cost	-\$18,917
Description of Project	The Department of Transportation and Public Works, Integrated Waste Division, would like to delete 1.0 FTE Landfill Facilities Specialist, and add 1.0 Engineering Technician III. The Engineering Technician III position is necessary for supporting the overall coordination of the Department’s Disaster Debris Management Contracts and assisting with the coordination of contractors and consultants performing CEQA and Environmental work on various projects throughout the department requiring regional board or Local Enforcement Agency (LEA) approval. The position requires a high level of working knowledge and the ability to exercise independent judgement and decision making.

FY22-23 Program Change Requests

Service Need/Improvement Justification	The Department under Federal, State, and local codes and ordinances is responsible for the safe construction, maintenance, and mechanical operation of water systems, closed landfills, lighting districts and other infrastructure projects, many of which have environmental components subject to CEQA and regulatory agencies. This position will provide key support relative to environmental permits and preparing CEQA documents in support of these projects, as well as support managing FEMA compliant request for proposals (Debris Management Standby Contracts) and associated contract management .
Mandated Services Justification	Work mandated under this position generally falls under CFR Title 40 subtitle D, CCR Title 14 and CCR Title 27, for Landfill related environmental project, however, there are numerous other codes and statutes that may apply dependent upon the work being performed.

UCCE-PCR-01

Department	UCCE
Title	Senior Agricultural Program Assistant and support for three new Univ. of CA advisors
County Discretionary Funding (Rpt)	\$137,299
FTE Change	1.0
One-time or Ongoing	Ongoing
On-Going Annualized Cost	\$134,799

Description of Project	Through the partnership between UCCE and the County of Sonoma, the UCCE department assists with solving problems and creating opportunities in agriculture, natural resources and youth development in Sonoma County. UCCE employs a network of UC researchers and educators who work together to develop and provide science-based information to solve locally-relevant economic, agricultural, natural resource, youth development and nutrition issues at the local level. The UCCE requests the addition of a 1.0FTE Sr. Agricultural Program Asst. position to support three new UC-funded advisor positions within the department: Viticulture Advisor, Fire Advisor and Specialty Crops Advisor. Each of these new positions includes program delivery to the community. Sr. Agricultural Program Assistants are critical to delivering outreach, education and other programs while supporting the programs of each Advisor. Each of the three new UC Advisors will require ongoing overhead support such as computers, phones, office equipment and County vehicle usage. The ongoing position cost is \$134,799, and there is roughly \$2,500 of one-time set up costs for phone and computer.
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Service Need/Improvement Justification	The Sr. Agricultural Program Assistant supports the UC Advisors in their respective program delivery to the community, and with the addition of three new UC Advisors to the department, it's critical that an additional Sr. Agricultural Program Asst. be funded by the County's General Fund. Additionally, overhead support for each of these three new UC advisors is critical to the success and scope of each of their respective programs in the community.
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Mandated Services Justification	n/a

DEM-PCR-01

Department	Dept of Emergency Management
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FY22-23 Program Change Requests

Title	Add 1.0 Senior Emergency Services Coordinator to strengthen critical emergency response and recovery functions.
Dept Rank	1
County Discretionary Funding (Rpt)	\$241,788
FTE Change	1.0
One-time or Ongoing	Ongoing
On-Going Annualized Cost	\$241,788
Description of Project	This change will add a 1.0 FTE Senior Emergency Services Coordinator position to lead existing Deputy Emergency Services Coordinators, work in rotation as a Staff Duty Officer and allow the department to meet needs and deliverables that have not yet been fulfilled.
Service Need/Improvement Justification	The Senior Emergency Services Coordinator will lead the existing Deputy Emergency Services Coordinators, manage the County Continuity of Operations Planning (COOP) Program, oversee short-term Disaster Recovery efforts, and serve as an additional On-Call Staff Duty Officer. Three years into the new Department of Emergency Management, the Director and Deputy Director have identified gaps in adequately providing essential services. This includes: challenges with maintaining staffing of the 24/7 On-Call Staff Duty Officer position, particularly during periods of intense emergency alert situations, which can extend for many months of our now protracted fire season; inability to develop a Continuity of Operations Plan (COOP) program for the County; and the unmet need to establish short-term disaster recovery planning functions as a result of the dissolution of the Office of Recovery Resiliency. The Department has attempted to meet these needs within the current staffing, but the amount of needed work simply exceeds the capacity of the current staff. In addition, the Senior Emergency Services Coordinator would serve as Alternate Section Chief in the EOC for the Operations or Planning Sections. Finally, the Department is facing issues with staff retention in the Emergency Services Coordinator role due to the significant 24/7 on-call demands, overall compensation and the lack of promotional opportunities within the County. This position would alleviate some of the 24/7 staffing pressure, would create a promotional pathway for Coordinators and creates a natural succession planning pathway.

FY22-23 Program Change Requests

Mandated Services Justification	Section 10-1 of the Sonoma County Civil Code directs that the County will “comply with provisions of the California Emergency Services Act, Title Two, Division One, Chapter Seven of the Government Code of the State of California; ... to provide for the preparation and carrying out of plans for the protection of persons and property within the Sonoma County/operational area in the event of an emergency; ... and to create an organization based on the standardized emergency management system (SEMS) and the National Incident Management System (NIMS) and Homeland Security Presidential Directive-5 (HSPD-5) to coordinate the efforts of the various emergency services agencies, both public and private, within the County of Sonoma dealing with emergencies.”While the Department of Emergency Management has been able to meet this mandate at a minimal level, the number and nature of disasters taxes the resources currently available. Any vacancies in current positions, staff being on leave or multiple simultaneous disasters threaten the department’s ability to provide these services at a level Sonoma County residents have come to deserve and expect. This position will help ensure that services are provided at a minimally expected level.
Strategic Plan Objective	OE1-6: Develop training and staffing structures that effectively support disaster services work and emergency operations, particularly for large-scale and ongoing events.
DEM-PCR-02	
Department	Dept of Emergency Management
Title	Emergency Response Towing/Transport Vehicle
Dept Rank	2
County Discretionary Funding (Rpt)	\$112,200
One-time or Ongoing	One-time
On-Going Annualized Cost	\$7,200
Description of Project	F550 1-ton pickup truck to tow emergency response trailers and bulk supplies throughout the Operational Area during emergency activations.
Service Need/Improvement Justification	The Department of Emergency Management currently manages and maintains 12 emergency response trailers, including 6 Mass Care and Shelter trailers, 1 ADA-compliant shower/restroom trailer, 1 communications antenna trailer, 2 Incident Command Support trailers, 1 oversize Incident Command Support Emergency Operations Center expansion trailer, and 1 generator trailer for distribution and use as needed throughout the Operational Area during declared emergencies. Routinely transporting response trailers requires a vehicle with sufficient safe towing capacity. The department has had to rely on use of available Fleet vehicles in the past, which have proven to be unavailable and are usually already committed for use during emergencies. The department cannot rely on Fleet availability during emergencies requiring immediate deployment of trailers. DEM is requesting one-time funding for a F550 1-ton pickup truck to tow emergency response trailers and transport bulk goods.

FY22-23 Program Change Requests

Mandated Services Justification	The availability of this vehicle during disasters will improve the department's ability to comply with Section 10-1 of the Sonoma County Civil Code which directs that the County will "comply with provisions of the California Emergency Services Act, Title Two, Division One, Chapter Seven of the Government Code of the State of California; ... to provide for the preparation and carrying out of plans for the protection of persons and property within the Sonoma County/operational area in the event of an emergency; ... and to create an organization based on the standardized emergency management system (SEMS) and the National Incident Management System (NIMS) and Homeland Security Presidential Directive-5 (HSPD-5) to coordinate the efforts of the various emergency services agencies, both public and private, within the County of Sonoma dealing with emergencies."
Strategic Plan Objective	OE1-6: Develop training and staffing structures that effectively support disaster services work and emergency operations, particularly for large-scale and ongoing events.
EO-PCR-01	
Department	Equity Office
Title	Secretary for additional administrative support
County Discretionary Funding (Rpt)	\$138,500
FTE Change	1.0
One-time or Ongoing	Ongoing
On-Going Annualized Cost	\$138,500
Description of Project	The Office of Equity is requesting an increase in funding in the amount of \$138,500 for the cost of adding 1.0 FTE Secretary position, including 7% for administrative costs. Distinguished from the current Administrative Aide in the department, the Secretary would be responsible for providing journey level, but more routine administrative tasks currently being performed by the Administrative Aide. The Secretary responsibilities would include acting as a office receptionist, primary secretary for Department head, managing, tracking and responding to inquiries and requests related to department functions and programs, maintain calendars and sets up appointments for administrative and professional staff, maintaining and verifying department files and personnel records, assisting in the review and dissemination of materials such as board items, memos, and newsletters, remediation of public facing documents to be ADA compliant, processing and tracking invoices, requisitions, vouchers and journals, processing payment of Department Head Calcard statements, maintain tickler files and daily work schedules, maintain countywide presentation and project request tracker, prepare agendas, take notes and summarize department meeting minutes, maintaining and ordering supplies and office equipment, and coordinate travel arrangements for department staff.

FY22-23 Program Change Requests

Service Need/Improvement Justification	<p>Since its establishment in FY20-21, the Office of Equity has been tasked with the responsibility of unseating racial inequities in Sonoma County. Initially supported by 3.0 FTEs, the role of the Office quickly expanded to lead the implementation of the Racial Equity and Social Justice Strategic Plan Pillar, support the implementation of goals in the Healthy and Safe Communities and Organizational Excellence Strategic Plan Pillars, support departmental inquiries related to equity issues, launch a County-wide Racial Equity Learning Program, create a Language Access Plan and a Community Engagement Plan, and, most recently, to support departments incorporating equity analyses into Significant Board items. The Office of Equity additionally co-leads an effort with the Human Services Department to equitably distribute American Rescue Plan Act (ARPA) funds to the communities experiencing the most disproportionate impacts of the COVID-19 pandemic, for which it received an additional time-limited allocation of 2 FTE in July 2021. The Administrative Aide currently in the Office handles routine clerical duties, maintaining the Director's calendar, scheduling meetings, managing the Equity email inbox and main phone line responding to requests and inquiries as well as higher level administrative responsibilities. Responsibilities include: sole clerical support for the department and work groups, office operations, file maintenance, purchasing/accounting (invoice and requisition processing, contract, monitoring and tracking), payroll clerk and miscellaneous tasks needed to execute program objectives. In collaboration with the .20 FTE Administrative Services Officer, the Administrative Aide also coordinates budget, human resource/personnel actions and safety actions. As the Office's duties and role have expanded, the increased administrative workload has increased requiring additional support. During FY 21-22, the Office of Equity has evaluated the goals and priorities of the department to determine the resources needed for the department to achieve those goals and respond to increasing requests for support from County departments. The Director of the Office is currently handling leading, supporting and playing a significant role in the Strategic Plan's Racial and Social Justice, Organizational Excellence, and Health and Safe Communities Pillars due to the already limited capacity. This request addresses the need for additional support to expand the capacity of the Office to continue to efficiently respond to the increased need for County-wide support on racial equity issues.</p>
Mandated Services Justification	No
EO-PCR-02	
Department	Equity Office
Title	Program Planning and Evaluation for organizational equity efforts
County Discretionary Funding (Rpt)	\$192,300
FTE Change	1.0
One-time or Ongoing	Ongoing
On-Going Annualized Cost	\$192,300
Description of Project	<p>The Office is requesting \$192,300 of General Fund to add 1.0 Program Planning and Evaluation Analyst (PPEA). The PPEA will assist in implementing the County's Strategic Plan Racial Equity and Social Justice, Organizational Excellence, and Healthy and Safe Communities Pillars, supporting the Office's response to the increasing number of County departments requesting guidance and assistance in implementing equity analyses in program development and policy drafting for the Board of Supervisors' approval, and conducting other advanced research, communications, facilitation, and training tasks associated with the County's Racial Equity Learning Program.</p>

FY22-23 Program Change Requests

Service Need/Improvement Justification	The duties and responsibilities of the Office of Equity have almost doubled since the first year of operations. While the OOE received an additional allocation, it is both time limited and substantively limited to ARPA implementation. Adding a Program Planning and Evaluation (PPEA) will help the Director and Equity Program Manager to continue to work at the strategic level while having an additional person to analyze, research, plan, develop, monitor, and evaluate programs, policies, and data related to several County-wide initiatives. During FY 21-22, the Office of Equity has evaluated its goals and priorities to determine the resources needed for the department to achieve those goals and respond to increasing requests for support from County departments. This request addresses the need for additional support to expand the capacity of the Office to continue to efficiently respond to the increased need for County-wide support on racial equity issues. As the equity, diversity, inclusion, and belonging field continues to develop and emerge, this area of service is beginning to be addressed in government policy and agencies' classification structure through a variety of ways. Positions and organizational structure vary greatly in those agencies that have established programs/departments/positions in this area of work, yet, one commonality across all programs is a recognition that the job of the Office is to ensure equity undergirds every decision, policy, and practice across the entirety of the organization. In order to become an organization which recognizes that race and ethnicity continue to predict outcomes for our residents, we have to embed race equity-oriented practices in everything we do, from budget to structural changes to service delivery. Racial equity work is complex and this new office will struggle to be effective if it does not have sufficient resources to meet immediate and longer-term needs. Failing to receive the adequate resources to efficiently respond to the current needs and increasing demands of what it is to do racial equity work in a government institution, will prevent us from addressing the deep roots of inequity in our communities and in the County as an organization. While the establishment of the Sonoma County Office of Equity is a critical first step, the Office requires additional resources to strengthen its internally-focused work so as to provide a solid foundation for a sustainable and successful future. The cost of racism is higher than the benefits of investing in eliminating racism in our communities: "beyond an increase in economic output, advancing racial equity can translate into meaningful increases in consumer spending, as well as federal and state/local tax revenues, and decreases in social services spending and health-related costs. For example, in consumer spending alone, closing the racial equity gap in the U.S. would generate an additional \$191 billion spent on food, \$500
Mandated Services Justification	No
Strategic Plan Objective	RESJ1-2: Invest in an ongoing and continually developing racial equity learning program, including understanding the distinction between institutional, structural, interpersonal, and individual racism, for County leadership and staff by end of 2021.
EO-PCR-03	
Department	Equity Office
Title	Consultant Services for Core Team Support
County Discretionary Funding (Rpt)	\$100,000
FTE Change	0.0
One-time or Ongoing	Ongoing
On-Going Annualized Cost	\$100,000

FY22-23 Program Change Requests

<p>Description of Project</p>	<p>The Office of Equity is requesting \$100,000 to hire a consultant for Core Team facilitation, training, and coordination with the Core Team Steering Committee to develop the Racial Equity Action Plan. The work stream will allow the Office of Equity to secure consultant support will help the Director and Equity Program Manager to continue to work at the strategic level while having the support to develop specific training and coaching supports, as well as to guide and facilitate Core Team members to develop racial equity action plans, to collect baseline data, to survey employees to assess interest and needs, and to engage with impacted and interested community members. This work includes facilitation and structural support for Core Team members to develop, present, arrive at racial equity action plans with the Office of Equity's support and leadership, as well as coaching and facilitation to support a unified group of multi-racial equity champions. The costs associated with this request will be ongoing and included in annual budget appropriations along with increases to cover anticipated consultant annual rate increases. The duties and responsibilities of the Office of Equity have almost doubled since the first year of operations. Additional support in the form of consultants for specific and directed work product will ensure the Office of Equity has the resources necessary to be successful in the development of significant and completely novel work at the County.</p>
<p>Service Need/Improvement Justification</p>	<p>During FY 21-22, the Office of Equity has evaluated its goals and priorities to determine the resources needed for the department to achieve those goals and respond to increasing requests for support from County departments. This request addresses the need for additional support to expand the capacity of the Office to continue to efficiently respond to the increased need for County-wide support on racial equity issues. As the equity, diversity, inclusion, and belonging field continues to develop and emerge, this area of service is beginning to be addressed in government policy and agencies' classification structure through a variety of ways. Positions and organizational structure vary greatly in those agencies that have established programs/departments/positions in this area of work, yet, one commonality across all programs is a recognition that the job of the Office is to ensure equity undergirds every decision, policy, and practice across the entirety of the organization. In order to become an organization which recognizes that race and ethnicity continue to predict outcomes for our residents, we have to embed race equity-oriented practices in everything we do, from budget to structural changes to service delivery. Racial equity work is complex and this new office will struggle to be effective if it does not have sufficient resources to meet immediate and longer-term needs. Failing to receive the adequate resources to efficiently respond to the current needs and increasing demands of what it is to do racial equity work in a government institution, will prevent us from addressing the deep roots of inequity in our communities and in the County as an organization. While the establishment of the Sonoma County Office of Equity is a critical first step, the Office requires additional resources to strengthen its internally-focused work so as to provide a solid foundation for a sustainable and successful future.</p>

FY22-23 Program Change Requests

Mandated Services Justification	No
Strategic Plan Objective	RESJ4-3: Begin implementing strategies for regular community engagement to guide racial equity efforts.
EO-PCR-04	
Department	Equity Office
Title	Consultant for Affinity Group Facilitation
County Discretionary Funding (Rpt)	\$100,000
FTE Change	0.0
One-time or Ongoing	Ongoing
On-Going Annualized Cost	\$100,000
Description of Project	The Office of Equity is requesting \$100,000 to hire a consultant for Affinity Groups for white, black, and non-black people of color facilitation. The consultant will allow the Office of Equity, through facilitators, to support the Affinity Groups of Black, Non-Black People of Color, and White equity champions to continue to gather, strategize, and to build connectivity and capacity to hold affinity space in the near future without the need for outside consultants. The costs associated with this request will be ongoing and included in annual budget appropriations along with increases to cover anticipated consultant annual rate increases.
Service Need/Improvement Justification	Consultant support is vital to establishing and meeting the goals and objectives of the Office of Equity, and utilizing consultant to handle facilitation Affinity Groups allows for specific and dedicated support for the responsibilities needed for both the short term and long term success of the department. Consultants are able to locate the institutional and structural issues at work that may be camouflaged by individual and interpersonal challenges and allow for the discovery of institutional and structural solutions through skilled facilitation. The Office of Equity could narrow its scope of work according to its currently limited capacity. However, considering the imperative need to center communities of color in our government processes, decisions and policies, and the deep commitment towards racial equity demonstrated by the Board of Supervisors through the Racial Equity and Social Justice pillar in the County Strategic Plan, this is not recommended. Particularly, the outcomes that are at stake due to lack of capacity are: <ul style="list-style-type: none"> • OOE's ability to respond, implement, or support several of the 12 goals and objectives which it has been linked to as part of the County's five-year Strategic Plan, • OOE's ability to launch a Countywide Racial Equity Learning Program through HR's Learning Management System, • OOE's ability to support County departments reviewing and implementing the equity toolkit as part of their preparation for Board items and discussions with the Board of Supervisors, All of the above are projects and programs directly associated with the County's commitment to racial equity.
Mandated Services Justification	NA

FY22-23 Program Change Requests

EO-PCR-05	
Department	Equity Office
Title	Certified Translator
County Discretionary Funding (Rpt)	\$100,000
FTE Change	0.0
One-time or Ongoing	Ongoing
On-Going Annualized Cost	\$100,000
Description of Project	The Office of Equity is requesting \$100,000 to hire a certified translator for translation and interpretation services. The translation and interpretation services required to meaningfully engage and communicate with non-English speaking community partners and members will ensure that the Office has the resources to do this work in a timely and responsive way. The costs associated with this request will be ongoing and included in annual budget appropriations along with regular increases to cover anticipated consultant annual rate increases.
Service Need/Improvement Justification	To have meaningful engagement with the community, ensuring that the community can read and understand the documents is crucial to achieving that. The Office of Equity should be the example that all individuals have access to it's publications and documents.
Mandated Services Justification	No

