

# SONOMA COUNTY FY 2021-22 RECOMMENDED BUDGET

## COUNTY ADMINISTRATOR'S MESSAGE

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Dear Board of Supervisors,

I wish for a time when this message can begin without a recounting of the crises faced by Sonoma County. My preference would be to focus on new initiatives, our successes, and even the more mundane changes to our budget for the year to come. Unfortunately, this is not the case. The last year saw our lives upended by a global pandemic with effects that are ongoing. Our County once again scarred by wildfires that destroyed far too many homes and forced massive evacuations at a time when the normal methods for emergency shelters were not safe. It closes with us facing severe drought and, once again, looking at how we can conserve that most basic and necessary of resources, water.

The COVID-19 pandemic has clearly put our County, our nation, and our world to the test. As of mid-May, nearly 30,000 Sonoma County residents have suffered from the virus, and 314 Sonoma County residents have died from it. In all, 578,000 Americans and 3.2 million people worldwide have died from the disease. This, indeed, has been a time of grief. The disruption to our lives has been extreme, and as is too often the case, those who have the least have often suffered the most.

And yet the year also closes with profound hope. Vaccinations, developed and delivered far faster than we could have imagined a year ago, combined with the efforts of our public health staff and our community have enabled restrictions to be lifted in our County. We are returning to some semblance of normal life. Our economy, while battered, has proved far more resilient than we might have imagined. Our response to the LNU Complex and Glass Fires has shown how much emergency response has improved in this County since 2017, with better warnings, better information, and a more coordinated response even in the face of a pandemic. Even as we have faced these disasters, we have moved the work of the County forward, most notably with your Board's adoption of the new Strategic Plan. It is this hope, rather than the disasters we have faced, that permeates the Fiscal Year 2021-22 Recommended Budget.

### **COVID-19**

One year ago when we presented the Recommended Budget, the County was in a lockdown. All but essential businesses were closed, residents were ordered to shelter in place, and the economy was in the midst of the most rapid contraction of the Post-World War II era. Today, we are well into the process of reopening. This reopening is not driven by denialism or wishful thinking but by steadily improving conditions and the diligence of our county's residents. We enter with a strong and justified hope for the future.

The most important aspect driving our hope is the steady progress in vaccinations. As of mid-May, more than half of all residents who are 16 and older have been fully vaccinated, and more than 70 percent have at least a first dose. For residents over 70, who are most at risk of the worst outcomes of COVID-19, more than 75 percent are fully vaccinated. Appointments for vaccinations are now readily available, and the number of vaccinated individuals grows daily. However, there is still work to be done. Vaccination rates remain lower in the Latinx community and in neighborhoods that score lowest on the Healthy Places Index, which looks at factors such as income, education, and access to health care. Equity is one of our County's core values, and we will not relax our efforts while these disparities remain. Meanwhile, the Pfizer vaccine has just been approved for those ages 12 to 15, which has expanded the County's vaccine-eligible population by some 23,000 residents. Encouraging this age group to get vaccines will be challenging given that the school year is winding to a close and that studies show there is greater vaccine hesitancy among parents of younger children than older age groups. Nonetheless, the County will continue to work toward expanding vaccinations to all parts of our community as equitably as possible.

The Recommended Budget does not include most costs for COVID-19 response, which will be added during budget hearings as our estimates are refined. However, significant testing, contact tracing, and vaccination efforts will continue into Fiscal Year 2021-22. Current estimates are for \$43.3 million to be required. Fortunately, our Federal partners have stepped forward and these direct costs are supported by funding from FEMA and the American Rescue Plan Act (ARPA).

In addition to the direct response costs, there will be continued need to support our community's recovery and to increase our capacity to respond in the future. As the wildfires of 2017 showed us, deficiencies in our alert and warning system and fire preparedness spurred ongoing efforts at improving our systems of response and our mitigation efforts to lessen the impact of fires, so too this pandemic must lead to improvements in our health system. Our public health lab, which recently may have seemed like a luxury, now is a clear necessity and will need to be moved as we vacate its current location on the Chanate site. While economic activity and employment are rebounding, many residents are still struggling from the impacts of COVID-19. In FY 2020-21, the County allocated \$35.6 million in rental assistance, much of which will go out in FY 2021-22, and spent more than \$5 million to support our non-profits in providing food to those in need. These needs will not go away when the Fiscal Year ends. Fortunately, ARPA will provide an infusion of \$96 million to help us emerge from the pandemic with a stronger community and County organization.

County staff has faced many challenges as well, yet we have rededicated ourselves to our common goals of public service and equity, objectives that have motivated us to enter this line of work. We have spent 770,000 staff hours and \$121 million responding directly to the pandemic. What is more, we have kept all necessary county services running. This has involved changing the way we do business. We have moved more of our services. That said, we have not been solely focused on the pandemic and maintaining status-quo services. Even as we worked through this disaster, the Board adopted a new Strategic Plan to guide the County into the future.

### **Strategic Plan**

In March, the Board of Supervisors adopted a new [Five-Year Strategic Plan](#), developed over more than a year with input from the community and highlighting the values of our county. At the core of the Strategic Plan is the County's mission: "To enrich the quality of life in Sonoma County through superior

public services.” It recognizes the core values of equity, excellence, accountability, collaboration, and innovation, and it calls for all actions to be guided by the principles of geographic equity, leveraging funds, and partnerships with cities and community stakeholders all of which are designed to ensure that we maximize our impact.

The Strategic Plan itself is built upon five pillars: Healthy and Safe Communities; Racial Equity and Social Justice; Organizational Excellence; Climate Action and Resiliency; and Resilient Infrastructure. It is not only an aspirational document of high-minded statements. Upon these pillars rest goals representing the outcomes we will strive to achieve, and objectives that measure our progress toward these goals. Each objective has a lead assigned to it going forward. To ensure accountability on our progress, we will be setting up an online dashboard tracking progress on all of our objectives. A key task for the coming year will be the development of specific implementation plans to achieve these objectives and the identification of resources to do so. Even as these are being developed, many objectives will already be moved forward under the funding provided in the Recommended Budget.

### **Fiscal Sustainability**

Achieving our goals in the Strategic Plan will require that we maintain a sustainable fiscal base. When I wrote last year, we were projecting serious revenue losses, and there was significant risk that the short-term economic damage of the initial shutdown would turn into new great depression. By the time the budget was adopted, on a delayed schedule in September, the worst case scenarios had faded, but we still adopted a budget that included \$18.3 million in reductions to departments and had another \$8.9 million funded through one-time sources, some over three years.

This year we enter in a stronger position thanks to the difficult choices that your Board has made over the last two years. Most of the departmental Recommended Budgets submitted here include no service reductions. The Executive Summary that follows this message provides more details about the specifics of the budget, including more information on the sources and uses of funds. However, one point should be noted. The budget is structurally balanced insofar as it does not rely upon savings from FY 2020-21 to achieve balance. However, during the FY 2020-21 budget hearings, the board allocated PG&E settlement funding over a three-year period to some departments, as well as some discretionary fund balance. The Recommended Budget does include \$7.5 million of this one-time funding that will drop out after FY 22-23. In addition, we face future cost increases, including the need to staff the Behavioral Health Unit at the Main Adult Detention Facility, which is expected to come online in FY 2022-23.

Looking ahead, the economic recovery continues but unevenly. By all accounts, the housing market has remained strong, and it now seems unlikely that we will experience a drop in property taxes, as was seen during the Great Recession. In fact, the documentary transfer tax, which is charged on transfer of properties and thus can be a leading indicator, is on target to be the highest in FY 2020-21 since at least 2005-06, at the height of the housing boom. Still, the impact of these sales on property tax collections will be mitigated by several factors. First, the low Consumer Price Index of 1 percent, which means that properties that do not transfer will only see their values go up by 1 percent rather than the cap of 2 percent. In addition, because the roll is set based on January 1 values, the 2021 tax roll will be impacted by the slow sales during the shutdown in the spring of 2020 as well as the faster sales during the second half of the year. Finally, while the residential market has been strong, the commercial property market has struggled. While much less dependent on commercial property taxes than more urban areas, this will reduce growth in the County’s tax base.

Sales tax revenues have rebounded in Sonoma County and statewide, however they remain below pre-pandemic levels. In addition, this rebound is impacted by the uneven recovery across industries. While the building and construction, and business and industry sectors have remained strong, hospitality and travel sectors such as restaurants and hotels have been hard hit. This also impacts collections of transient occupancy tax. In addition, the pandemic has accelerated the shift from brick-and-mortar shopping to online sales. Fortunately, local jurisdictions do receive sales tax from most online sales, but the long-term impact on the local economy of this trend is uncertain.

One major component of fiscal sustainability is maintaining healthy reserves. During FY 2020-21 budget hearings, your Board chose to utilize \$8.5 million of the PG&E settlement funds to restore General Fund reserves that were drawn down following the 2017 wildfires. This brought total reserves to \$52.8 million, or about 10.4 percent of General Fund operating revenues. This is above the minimum level set by policy of one month reserves (8.3 percent), but is still \$31.8 million short of the target of two months operating reserves.

### **Acknowledgements**

The FY 2021-22 Recommended Budget is the result of a collaboration between the County Administrator's Office (CAO) and the County's many agencies and departments. A great thanks is owed to the fiscal staff in all of the departments and agencies who worked to develop balanced budgets within their allotted resources, and to the members of the CAO Budget and Operations team who thoroughly and tirelessly review each of the budgets and work with departments to ensure that they are accurate and complete. This year the County's financial staff deserve special recognition for their work during this difficult year. Developing the budget is a months-long process that begins in the fall and runs through budget hearings. Because the FY 2020-21 budget adoption was delayed until September due to COVID-19, staff have essentially been working non-stop on budgets for a year and a half, even as they have continued with their roles supporting day-to-day operations and responding to multiple disasters.

Additional mention is merited by some departments for their close collaboration on this product. In particular: the Auditor-Controller-Treasurer-Tax Collector's Office works diligently to verify the overall balancing and accuracy of the budget and of the tables presented in this book and maintains the Enterprise Financial System, which provides the platform for budget development and implementation; the Human Resources Department works to verify all approved position allocations and to produce updated tables; and the Information System's Department for assistance in remediation of these documents and for uploading and hosting the online version of the Recommended Budget.

Finally and most importantly, a special thanks is due to each of the more than 4,000 County employees who have served the Community through this difficult year. At the end of the day, the budget is nothing more than the tool by which we enable these dedicated women and men to do their jobs and make Sonoma County a better place.

### **Conclusion**

Over the last three and a half years, Sonoma County has experienced a lifetime worth of disaster and disruption. This last year, with pandemic and fire, has tried us as much as any. Yet we emerge from it with hope, ready to move forward and embrace new challenges. Our County's finances have stabilized. We can see a return to normality from our COVID-disrupted lives. We are ready to embrace the future.

And we enter FY 2021-22 with a clear vision of how we will not just embrace, but build that future. The Strategic Plan, carefully crafted to reflect the values of our community, is both a challenge and a guide. It lays out the values and vision that we must strive for and a path to achieve them. We will not achieve all of our goals in the next year, but we will begin the journey toward them.

We do not know what turns the next year will bring. What we do know is that we are more resilient and better prepared to face whatever comes than we have ever been. We have seen that our community and our organization, through its staff at all levels and across departments under the leadership of your Board, are ready to rise to any challenge.



# EXECUTIVE SUMMARY

## BUDGET OVERVIEW

The total recommended uses (less operating transfers) for FY 2021-22 is \$1.98 billion. This is financed by \$1.78 billion in sources and \$200 million in use of fund balance. Use of fund balance includes use of accumulated revenues or bond funding for capital projects and other one-time costs, and total use of fund balance is decreasing from the FY 2020-21 adopted budget.

Table 1 provides a comparison of total expenditure and revenue appropriations between the FY 2020-21 Adopted Budget and the FY 2021-22 Recommended Budget.

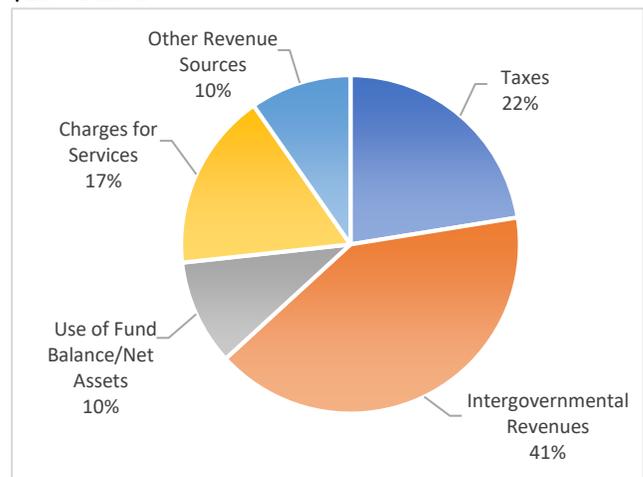
**Table 1. Recommended Sources, Uses, and Net Cost/Use of Fund Balances**

	FY 2020-21 Adopted	FY 2021-22 Recommended	Change From Adopted	Percent Change
<i>Revenues</i>	1,728,006,229	1,784,673,634	56,667,405	3.3%
<i>Net Cost/Use of Fund Balance</i>	211,849,651	200,117,457	(11,732,194)	(5.5%)
<b>Total Sources</b>	<b>1,939,855,880</b>	<b>1,984,791,091</b>	<b>44,935,211</b>	<b>2.3%</b>
<b>Total Uses</b>	<b>1,939,855,880</b>	<b>1,984,791,091</b>	<b>44,935,211</b>	<b>2.3%</b>
<i>Total Permanent Positions</i>	4,106.73	4,106.03	-0.70	0.00%

### A Look at Sources

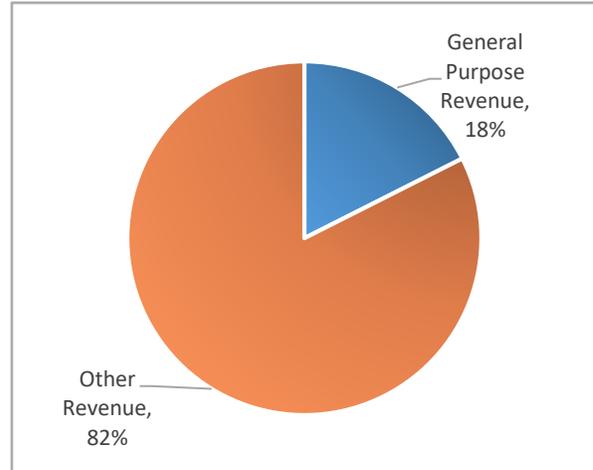
Anticipated financing sources in the countywide Recommended Budget for FY 2021-22 totals \$1.98 billion. These sources are held either in the General Fund, which is available for general government purposes, or in other governmental funds restricted to specific uses. These sources include special revenue funds, special districts, Debt Service Fund, and Capital Projects Fund, as well as internal service and enterprise proprietary funds. The \$ 1.98 billion in sources includes \$351 million in General Fund general purpose revenues and \$1.64 billion in other sources. Given the County is a political subdivision of the state, as well as providing services for federal agencies, it receives the largest share of its funding from state and federal governments to run programs and deliver public services.

**Chart 1. FY 2021-22 Total Sources: All Funds; \$1.98 Billion**



General purpose revenues total \$351 million and represent approximately 18% of the total Recommended Budget. Once the County fulfills maintenance of effort (MOE), local funding match, or finances County services net cost, the Board of Supervisors then uses their discretion to determine which programs receive the remaining general purpose revenue. Table 2 provides details on the sources of General Fund, and general purpose revenue. It does not include \$ 11.8 million of Transient Occupancy Tax (TOT) revenue segregated by Board policy to the Community Investment Fund Program Special Revenue fund, and as directed by Measure L voter approved measure.

**Chart 2. General Fund General Purpose Revenues; \$351 Million**



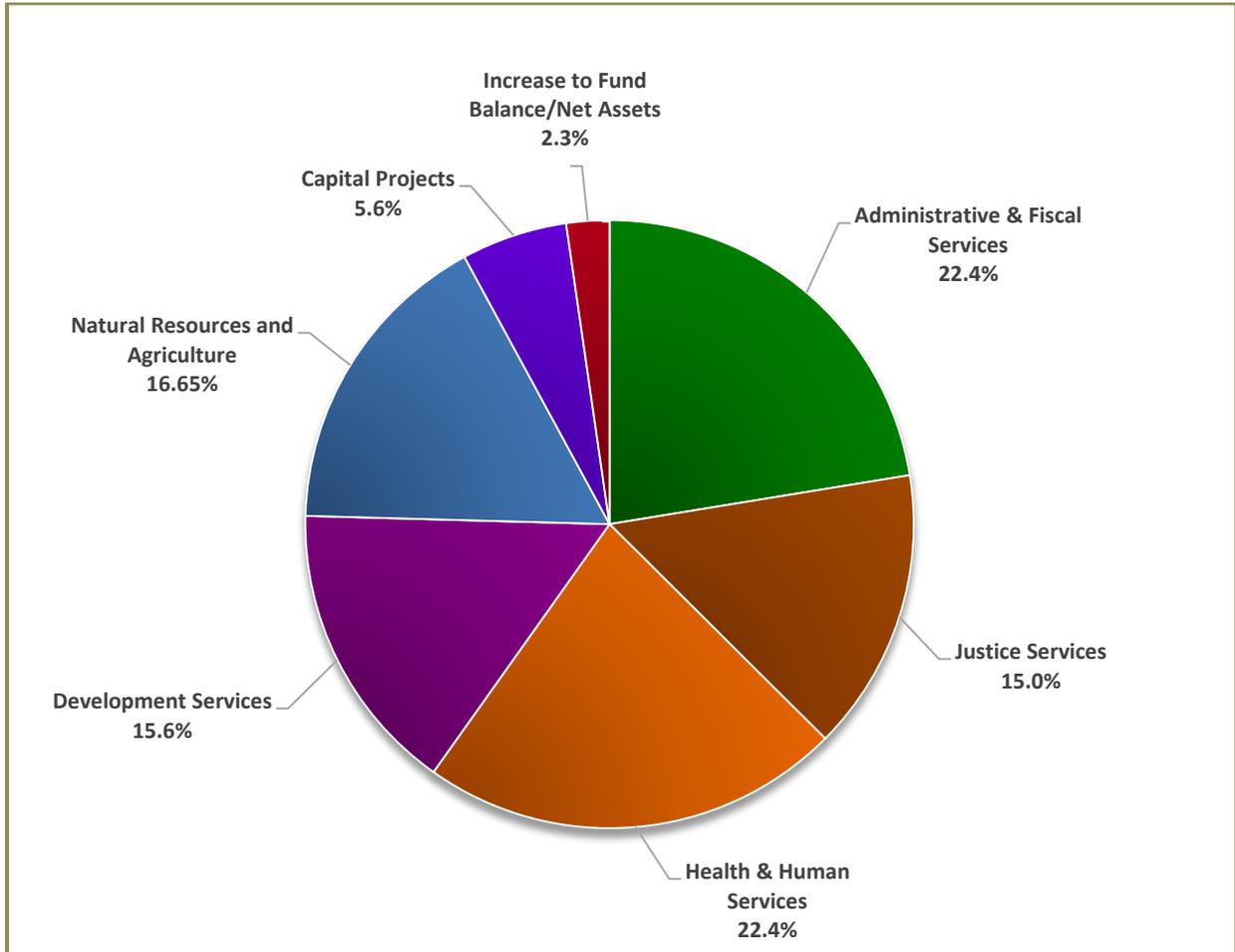
**Table 2. General Fund General Purpose Revenues**

Description	FY 2020-21 Adopted	FY 2021-22 Recommended	\$ Change from FY 2020-21	% Change from FY 2020-21	% Share of Budget
Property Tax	\$271,392,957	\$280,009,140	\$8,616,183	3.2%	79.9%
Sales Tax	\$20,177,000	\$23,358,000	\$3,181,000	15.8%	6.7%
Cost Plan	\$13,786,074	\$8,806,157	(\$4,979,917)	-36.1%	2.5%
RDA	\$6,000,000	\$6,000,000	\$0	0.0%	1.7%
Teeter Prop Tax Penalties	\$5,204,148	\$3,404,148	(\$1,800,000)	-34.6%	1.0%
Interest Earnings	\$4,189,000	\$4,390,000	\$201,000	4.8%	1.3%
Transient Occupancy Tax	\$3,734,258	\$3,900,000	\$165,742	4.4%	1.1%
State Grant Revenue	\$3,500,000	\$0	(\$3,500,000)	-100.0%	0.0%
Doc Transfer Tax	\$3,464,123	\$5,500,000	\$2,035,877	58.8%	1.6%
Utilities Franchise Fees	\$3,100,000	\$3,200,000	\$100,000	3.2%	0.9%
Prop Tax Admin Fees	\$2,700,000	\$2,850,000	\$150,000	5.6%	0.8%
Reinvestment and Revitalization Fund	\$2,500,000	\$2,500,000	\$0	0.0%	0.7%
Tribal Mitigation Reimbursement	\$1,523,000	\$852,273	(\$670,727)	-44.0%	0.2%
Federal Geothermal	\$1,659,000	\$1,808,000	\$149,000	9.0%	0.5%
State Homeowners Property Tax Relief	\$1,200,000	\$1,100,000	(\$100,000)	-8.3%	0.3%
Other Taxes & Revenue	\$514,381	\$530,000	\$15,619	3.0%	0.2%
Other Govt Agencies	\$202,000	\$202,000	\$0	0.0%	0.1%
Release of one-time fund balance	\$28,034,004	\$2,214,416	(\$25,819,588)	-92.1%	0.6%
<b>Total General Purpose Sources</b>	<b>\$372,879,945</b>	<b>\$350,624,133</b>	<b>(\$22,255,811)</b>	<b>-6.0%</b>	<b>100.0%</b>

**A Look at Uses**

Chart 3 displays the total budget by type of service the County provides. These services are grouped into categories referred to in our budget as functional groups. Information on each department’s budget is presented within the functional tab sections of this document.

**Chart 3. Total Recommended Uses: All Funds; \$1.98 Billion**



*\*Administrative & Fiscal Services includes Independent Office of Law Enforcement Review and Outreach (IOLERO), Department of Emergency Management, and Court Support/Grand Jury.*

Table 3 shows how the \$351 million of general-purpose revenues, or 18% of total countywide budget sources, will be spent in FY 2021-22. Approximately \$288 million of these funds are allocated to operating departments to cover the costs of programs that are not funded by state/federal contracts, fees for services, or other funding streams. The remaining \$63 million is appropriated directly to programs or services based on Board policy direction, or other local requirements.

**Table 3. Uses of the General Fund General Purpose Revenues**

Department/Program/Initiative	FY 2020-21 Adopted	FY 2021-22 Recommended	\$ Change from FY 2020-21	% Change from FY 2020-21	% Share of Budget
Agricultural Commissioner	2,212,526	2,217,063	4,537	0.2%	0.8%
Auditor-Controller-Treasurer-Tax Coll.	6,009,154	6,213,560	204,406	3.4%	2.2%
Clerk Recorder Assessor	13,883,537	13,544,928	(338,608)	-2.4%	4.7%
County Administrator/Board of Supervisors	9,325,523	10,249,626	924,103	9.9%	3.6%
County Counsel	0	1,025	1,025	0.0%	0.0%
Court Support/Grand Jury	8,271,049	8,924,863	653,814	7.9%	3.1%
Department of Health Services	8,401,246	8,491,427	90,181	1.1%	3.0%
District Attorney's Office	18,413,372	18,976,234	562,862	3.1%	6.6%
Emergency Management	2,101,601	2,122,724	21,123	1.0%	0.7%
General Services	17,459,543	17,997,777	538,234	3.1%	6.3%
Human Resources	7,340,112	9,529,781	2,189,669	29.8%	3.3%
Human Services	24,040,736	26,609,876	2,569,140	10.7%	9.2%
Independent Office of Law Enf Review	790,184	1,763,084	972,900	123.1%	0.6%
Information Systems	812,606	815,267	2,661	0.3%	0.3%
Office of Equity	616,229	738,083	121,854	19.8%	0.3%
Permit Sonoma	3,616,547	3,635,235	18,688	0.5%	1.3%
Probation	34,430,714	35,489,463	1,058,749	3.1%	12.3%
Public Defender	12,381,083	12,758,095	377,012	3.0%	4.4%
Regional Parks	4,593,283	4,739,054	145,771	3.2%	1.6%
Sheriff's Office	98,348,805	101,642,867	3,294,062	3.3%	35.3%
Transportation & Public Works	103,478	103,478	(0)	0.0%	0.0%
UC Cooperative Extension	1,166,234	1,191,640	25,406	2.2%	0.4%
<b>Sub-Total for Departments (Net Cost)</b>	<b>274,317,565</b>	<b>287,755,151</b>	<b>\$13,437,586</b>	<b>4.9%</b>	<b>100.0%</b>
Board General Fund Contingency	5,000,000	5,000,000	0	0.0%	8.0%
Time-limited funding to Departments	15,096,647	3,855,493	(11,241,154)	-74.5%	6.1%
Reserve for upcoming needs	8,707,313	1,881,373	(6,825,940)	-78.4%	3.0%
COVID 19 Support	20,000,000	0	(20,000,000)	-100.0%	0.0%
Capital Project Plan Contribution	0	5,500,000	5,500,000	0.0%	8.7%
Deferred Maintenance Fund	5,256,745	7,906,745	2,650,000	50.4%	12.6%
City of Santa Rosa (Annexation Roads)	662,000	662,000	0	0.0%	1.1%
City of Santa Rosa (Annexation Payment)	800,000	800,000	0	0.0%	1.3%
Community Development Commission	3,711,604	1,716,969	(1,994,635)	-53.7%	2.7%
Employee Programs	3,802,653	3,745,970	(56,683)	-1.5%	6.0%
Local Agency Formation Commission Share	279,718	293,753	14,035	5.0%	0.5%
Non-Departmental County Expenses	8,388,604	10,033,253	1,644,649	19.6%	16.0%
Pension Obligation Bond 2003B Interest	1,075,200	1,075,200	0	0.0%	1.7%
Increase to reserves	1,100,000	0	(1,100,000)	-100.0%	0.0%
FEMA Audit Reserve	3,970,804	0	(3,970,804)	-100.0%	0.0%
Reinvestment & Revitalization Fund	6,000,000	6,000,000	0	0.0%	9.5%
Roads: Operations & Pavement Program	14,711,092	14,398,227	(312,865)	-2.1%	22.9%
<b>Sub-Total for Programs/Initiatives</b>	<b>98,562,380</b>	<b>62,868,983</b>	<b>(35,693,397)</b>	<b>-36.2%</b>	<b>100.0%</b>
<b>Total</b>	<b>372,879,945</b>	<b>350,624,134</b>	<b>(22,255,811)</b>	<b>-6.0%</b>	<b>100.0%</b>

## Position Summary

Table 5 illustrates changes in full-time equivalent (FTE) positions by department. The Recommended Budget decreases allocations by 0.7 from the FY 2020-21 revised positions. Departments are requesting 11.00 FTE be added back to services and programs and will be considered by the Board at budget hearings in June.

**Table 5. Position Summary**

Department*	FY 2020-21 Adopted	FY 2020-21 Revised	FY 2021-22 Recommended**	Variance from FY 2020-21 Revised	FY 2020-21 Requested Add Backs
Auditor-Control-Treas-Tax Collector	103.00	103.00	103.00	0.00	0.00
Ag Pres/Open Space District	28.50	30.50	30.50	0.00	0.00
Agricultural Commissioner	38.50	38.50	38.50	0.00	0.00
Board of Supervisors/ County Administrator	64.20	65.20	63.20	(2.00)	0.00
Child Support Services	81.00	81.00	78.00	(3.00)	0.00
Clerk-Recorder-Assessor	106.55	106.55	103.55	(3.00)	0.00
Community Development	52.00	55.00	54.00	(1.00)	0.00
County Counsel	41.25	41.25	41.25	0.00	0.00
District Attorney	127.55	127.55	127.55	0.00	0.00
Emergency Management	11.00	11.00	11.00	0.00	0.00
Economic Develop Board	14.00	14.00	14.00	0.00	0.00
General Services	107.50	108.50	106.00	(2.50)	0.00
Health Services	568.93	586.93	579.43	(7.50)	0.00
Human Resources	62.70	63.00	63.00	0.00	0.00
Human Services***	926.55	933.55	932.55	(1.00)	0.00
IHSS Public Authority	1.00	1.00	1.00	0.00	0.00
Ind Office Law Enf & Outreach	3.00	5.00	5.00	0.00	0.00
Information Systems	116.50	116.50	114.50	(2.00)	2.00
Office of Equity	2.00	2.00	2.00	0.00	0.00
Permit and Resource Mgmt	151.50	151.50	151.50	0.00	0.00
Probation	279.00	279.00	263.00	(16.00)	7.00
Public Defender	52.00	52.00	52.00	0.00	0.00
Regional Parks	122.00	128.00	128.00	0.00	0.00
Sheriff/Adult Detention	629.50	629.50	626.50	(3.00)	2.00
Transport & Public Works	170.00	171.00	171.00	0.00	0.00
UC Cooperative Extension	6.00	5.00	5.00	0.00	0.00
Water Agency	241.00	241.00	241.00	0.00	0.00
<b>TOTALS (FTE)</b>	<b>4,106.73</b>	<b>4,147.03</b>	<b>4,106.03</b>	<b>-41.00</b>	<b>11.00</b>

\*Sonoma County Fair and Exposition, Inc. is not included in the Permanent Position Summary Table. The Fair's Operating and Capital Improvement budget and County Employee Position allocation list are approved by the Board of Supervisors in January of each year to conform to the Fairgrounds calendar year reporting period.

\*\*The FY 2021-22 Recommended column reflects departments' allocation totals after vacant allocations have been deleted effective July 1, 2021, and filled allocations have been deleted effective October 5, 2021.

\*\*\*The number of Human Services' FY 2020-21 Adopted allocations was incorrectly listed as 927.55 in the FY 2020-21 Budget. This number has been corrected.

The County Administrator's Office works with the Board of Supervisors and departments to conduct a regular review of vacancies, adjusting department position allocations to reflect current needs. Any additional positions that remain vacant more than 12 months are swept in the Recommended Budget as a supplemental item.

### **Budget Process – Next Steps**

Budget hearings are scheduled to begin on June 15, 2021, at 8:30 a.m. and may be continued from day to day as needed for a maximum of 14 calendar days per state law. The Board will adopt the budget, containing such revisions as the Board of Supervisors determines at the conclusion of the hearings.

Prior to Budget Hearings, the Board of Supervisors will be presented with two additional packages for consideration during the hearings. The first is the Supplemental Budget Adjustment Package, which represents primarily administrative budgetary changes that are consistent with the Recommended Budget and/or prior Board direction, and reflects information that was not available when the Recommended Budget was finalized. The second is a list of add-back and addition requests submitted by departments that have been prioritized by the County Administrator's Office to best align with the Board of Supervisor's strategic priorities. The Board of Supervisors, during Budget Hearings, will weigh add-back and program change requests against any available ongoing or one-time resources.

During public hearings, the Board of Supervisors will direct whatever modifications it sees fit to the Recommended Budget, Supplemental Adjustments, and Budget Balancing Strategies. At the conclusion of the public hearings, the Board of Supervisors will be asked to adopt the budget as modified per the Board's direction and the budget will serve as the operating plan for Fiscal Year 2021-22.

After the State of California adopts its budget and/or as needs arise after the close of the property tax roll and the County's Fiscal 2020-21 books, staff will return with budget adjustments for the Board of Supervisors' consideration.